

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
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MOTIVATION FACTORS, JOB SATISFACTION AND
JOB PERFORMANCE OF EMPLOYEES
IN GRAND ANDAMAN PEARL CO., LTD.

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EMBA II - 28

EMBA 17th BATCH

APRIL, 2022

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ACADEMIC YEAR (2018-2022)

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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)

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ACCEPTANCE

This is to certify that the thesis entitled “**Motivation Factors, Job Satisfaction and Job Performance of Employees in Grand Andaman Pearl Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

This study aims to identify the influencing motivation factors on job satisfaction of employees, as well as to analyze the effect of job satisfaction on job performance of employees in Grand Andaman Pearl Co., Ltd., a pearl culturing company in Myanmar. To achieve the study objectives, this research conducted multiple linear regression analysis. In this study, the population size is one hundred and fifty employees who are working at the pearl culture farm of Grand Andaman Pearl Co., Ltd. Their responses are collected through questionnaire surveys with a self-administered questionnaire. The findings of this study show that motivation factors, which are wages and salary, working conditions, and relation with co-workers, positively affect job satisfaction of employees in Grand Andaman Pearl Co., Ltd. Moreover, the study discovers that job satisfaction has a positive significant effect on job performance of employees in Grand Andaman Pearl Co., Ltd. The study highly recommends that the company sustain and enhance job satisfaction by optimizing all HRM practices including wages and salary, benefits and incentives, working conditions, training, supervision, and relation with co-workers to reach the peak level of the job performance of their employees.

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LIST OF ABBREVIATIONS

GAPCL	Grand Andaman Pearl Company Limited
USA	United States of America
HRM	Human Resource Management
MPE	Myanmar Pearl Enterprise

CHAPTER 1

INTRODUCTION

Competitive companies worldwide rely on their employees to provide innovative, advantageous solutions to problems they may have. Employees contribute significantly to their organization in terms of abilities, skills, and knowledge, which help in gaining competitive advantage. Thus, employees are deemed to be part of the intangible assets of an organization (Odembo, 2013). Organization success is dependent on its employees being motivated to use their full talents and abilities and directed to perform well in the right areas (Osabiya, 2015).

According to Hackman and Oldham (1976), motivation is a type of energy achieved by the employees from certain factors, maybe through good salary, or through promotion, or some monetary benefits achieved from the organization. Motivation brings the employees to their jobs, it increases productivity. Motivation is a psychological force that determines the direction of an employee's behavior in a firm. Motivation is a positive force that drives employees to perform activities in connection to work. Motivation can be said as an internal drive that creates an employee to decide to take action. It is an intrinsic driving force that may be influenced by external factors.

One of the reasons for the success of employees, and thus organizations, is the presence of motivational factors at a high degree in those organizations. Orasa (2014) stated that the awareness of the motivating factors and factors leading to increased job satisfaction allows the implementation of targeted continuous improvement strategies. Rusbult, Farrell, Rogers and Mainous (1988) proclaimed that when workers are dissatisfied with their work, they withdraw and exhibit behaviors such as absenteeism, rebellion, and attitude that affects their performance which leads to loss of productivity and effectiveness in the organization. However, if they are satisfied with their jobs, they effectively utilize their skills, and the organization benefits.

Job satisfaction is supremely important in an organization because it is what productivity depends on. If employees are satisfied, they would produce superior quality performance in optional time and lead to growing profit. Employees' job satisfaction contributes to enhancing long-term success and organizational effectiveness (Zehir et al., 2012). Job satisfaction is also related to other positive outcomes in the workplace, such as

increased organizational citizenship behaviors (Organ & Ryan, 1995), increased life satisfaction (Judge, 2000), decreased counterproductive work behaviors (Dalal, 2005), and decreased absenteeism (Hardy, Woods, & Wall, 2003). Each of these outcomes is desirable in organizations and as such shows the value of studying and understanding job satisfaction.

According to Porter and Lawler (1967), job satisfaction leads to better job performance. The idea is based on Jones and Vroom's (1964) notion that job performance is a natural product of satisfying employees' needs. When their needs are met, the employees are likely to take responsibility for their performance and thus they will perform well to achieve their organization's goals. Therefore, an organization needs to identify the primary needs of its employees, consequently, they can create job satisfaction of employees and steer them toward better job performance.

Hunter and Hunter (1984) also noted that job performance is of interest to organizations because of the importance of high productivity in the workplace. Job performance consists of people's observable behaviors in their jobs relevant to the organization's goals (Campbell, McHenry, & Wise, 1990). The idea was supported by Campbell, McCloy, Oppler, and Sager (1993) that performance is not the consequence of behaviors, yet rather the behaviors themselves. In other words, the performance consists of the behaviors that employees engage in which can be observed.

Myanmar's pearl culturing industry has been growing since the early 2000s as Myanmar's South Sea Pearls are being recognized and in demand by the global pearl market. Thus, many companies have entered the industry, and consequently, the competition among them is increasingly intense. In the industry, Grand Andaman Pearl Co., Ltd. (GAPCL) is a new enterprise as it entered the market in 2016. The company emphasizes producing high-quality South Sea Pearls and marketing them in the global pearl market in Hong Kong, Japan, and the USA. Grand Andaman Pearl Co., Ltd., (GAPCL) has been exercising HRM practices including wages and salary, benefits and incentives, working conditions, training, supervision, and relation with co-workers to optimize their human resource capital in order to achieve competitive advantage in the industry. This study attempts to explore influencing motivation factors, job satisfaction, and job performance of employees in Grand Andaman Pearl Co., Ltd. (GAPCL) in Kawthaung Township, Tanintharyi Region, Southern Myanmar.

1.1 Rationale of the Study

In the modern era, companies are faced with many dynamic challenges that exist in the global business environment. Among the challenges, the questions of how to optimize job performance of the workforce and how to keep the employees satisfied and motivated are critical ones to stand still with competitiveness in the long run and to achieve business goals.

Myanmar, a south sea pearl producer since the 1950s, reached its golden age in pearl production in the 2000s for its deep gold-colored pearls. In 2016, the Myanmar parliament amended the Myanmar Pearl Enterprise Law to attract new investors for the pearl culturing industry which generates income, in terms of foreign currencies, for the country. As result, several new companies entered the industry. Currently, there are thirteen pearl culturing enterprises in Myanmar, and they have to compete not only among themselves locally but also with foreign giants globally. In this competitive environment, Myanmar pearl culturing companies are facing the problems of low productivity or poor quality of pearls. And, it is increasingly accepted that pearl workers' motivation and job satisfaction mainly affect the performance of pearl production. Therefore, Myanmar pearl culturing companies need to revise their HRM practices regarding motivation factors such as salary, incentives, working conditions, training, supervision, and co-worker relationships at the pearl farms.

Many HRM theories describe that motivating employee is one of the most important managerial functions. According to Nel et al. (2004), success in this endeavor is essential in the quest to utilize the full potential of people to ensure quality products. If an employee is motivated, there will be an increase in job satisfaction and ultimately, they may experience an increase in job performance. Thus, motivation and job satisfaction are important topics to study and understand as it ultimately is one of the determinants of the job performance of any pearl culturing company. This view is supported by Grunenberger (1979) who stipulated that motivation and job satisfaction studies were relevant to improving the welfare of employees in important aspects of their lives.

Among Myanmar pearl culturing companies, Grand Andaman Pearl Co., Ltd. (GAPCL) as a relatively new enterprise, needs to optimize the job performance of employees by motivating and satisfying them in order to be one of the top positions in the Myanmar pearl culturing industry. Therefore, this study is an attempt to explore influencing

motivation factors, job satisfaction and job performance of employees in Grand Andaman Pearl Co., Ltd. (GAPCL).

1.2 Objectives of the Study

This study sets two main objectives:

- (1) To identify the influencing motivation factors on job satisfaction of employees in Grand Andaman Pearl Co., Ltd.
- (2) To analyze the effect of job satisfaction on job performance of employees in Grand Andaman Pearl Co., Ltd.

1.3 Scope and Method of the Study

This study mainly applies a quantitative research method by using both primary and secondary data. The primary data were collected by the survey of all 150 employees working at the pearl culturing farm of GAPCL with structural questionnaires with five-point Likert scales. The secondary data are taken from various sources such as relevant textbooks, journals, articles, research papers, websites, magazines, reports of the company, and other related information resources. Then, multiple linear regression analysis and simple linear regression analysis are carried out to examine the influencing motivation factors on job satisfaction, and the effect of job satisfaction on job performance of employees.

The main limitation of this study is the research area. This study covers only extrinsic motivation factors and excludes intrinsic ones such as achievement, recognition, responsibility, work itself, advancement, personal growth, etc. as well as other motivation factors, job satisfaction level, and job performance level of employees in other companies across the industry. Therefore, it is likely that the findings of this study relate to motivation factors, job satisfaction and job performance in the scopes of the study and may not represent the whole picture of those of all pearl culturing companies in Myanmar.

1.4 Organization of the Study

This study is comprised of five chapters. Chapter one includes the introduction, the rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two describes the theoretical background of the factors of motivation, job satisfaction, and job performance. Furthermore, this portion describes the previous studies and the conceptual framework of the study. Chapter three presents the pearl culturing industry of Myanmar, the profile of the GAPCL and its motivation factors, the reliability test, and the profile of respondents. Chapter four analyzes the influencing motivation factors on job satisfaction and the effect of job satisfaction on job performance of employees in the GAPCL. eventually, chapter five covers the conclusion by describing findings and discussions, suggestions based on the results from the questionnaires and recommendations, and needs for further research, as well.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter portrays the theoretical background of all the applied theories in this study. The concept of each variable will be reviewed from different authors' perspectives and it also discusses the relationship between variables. To explore the concept of motivation, several theories of motivation are presented in this chapter. This chapter consists of the importance of job performance, job satisfaction, and the influencing motivation factors on job satisfaction. In addition, previous studies related to motivation factors, job satisfaction, and job performance are also reviewed to construct the conceptual framework of this study.

2.1 Motivation

Motivation is important in the workplace because motivation implies arousal and maintenance of interest in doing an activity. Motivation is of enormous importance in enhancing performance in any organization. Every manager strives to motivate his or her employees to greater and higher performance towards achieving the organizational mission. It is the considered view of Moorhead and Griffin (1998) that performance is dependent on three factors, namely, Ability, Environment, and Motivation. An ability which is the employees' skill and capacity to perform a given work, can be acquired in the case of its deficiency, through a training program or a transfer to a simpler job. Environment, which refers to the requisite physical material resources and equipment to do the job, can also be provided. However, the motivation that entails a worker wanting to do the job cannot be easily provided or generalized. It requires extra effort on the part of the manager to determine what will motivate the employee to work hard enough to meet set performance levels. Thus, motivation is important in an organization in as much as it determines employees' performance in conjunction with ability and environment (Moorhead & Griffin, 1998).

2.1.1 Theories of Motivation

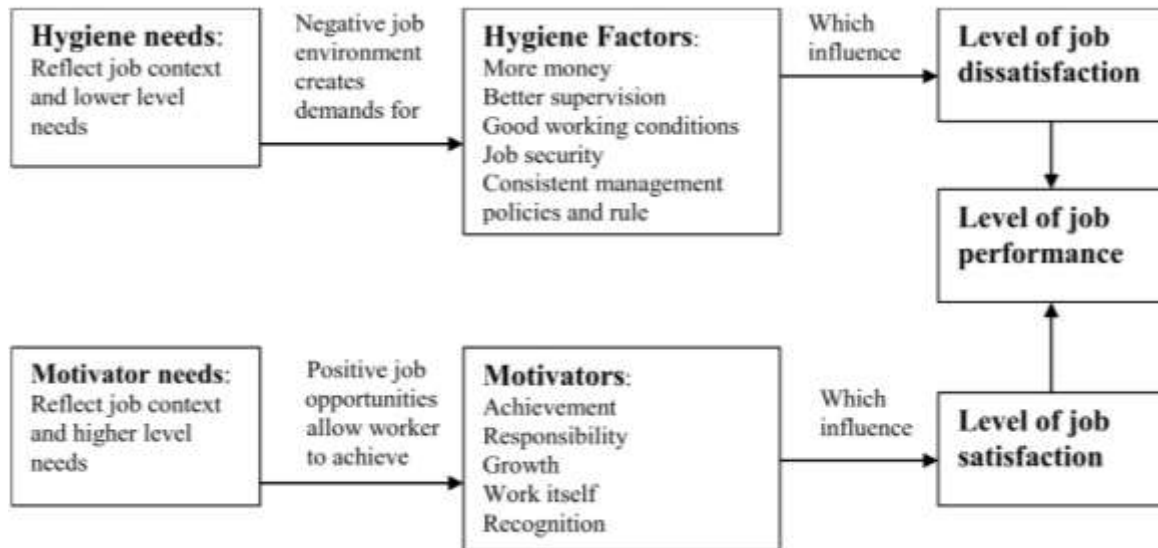
The subject of motivation has been present in the literature from the early beginning of the 20th Century. Although many theories have been developed and plenty of research has been conducted, factors that motivate people to perform well at work are still a controversial topic. Many researchers as a starting point for their work in the field of motivation used the most known theories. One of them is Herzberg's Two-Factor Theory which is described below.

(a) Herzberg's Two-Factor Theory

Herzberg's two-factor theory is based on Maslow's hierarchy of needs but he distinguishes needs into hygiene factors and motivators or growth factors. Herzberg's theory brought a lot of interest from academics and from managers who were looking for ways of motivating their employees. The reason for so much interest in Herzberg's results comes from a dual character of his work. His theory describes employees' needs and goes further and presents how to enrich jobs and make the workforce more motivated (Fincham & Rhodes, 2005). Herzberg indicates that job satisfaction and job dissatisfaction are not opposite phenomena (Herzberg, 1968). According to him the opposite of satisfaction is rather no satisfaction and the opposite of dissatisfaction is no dissatisfaction. Herzberg suggests that satisfaction and dissatisfaction are produced by different factors. People are satisfied with their work by factors.

Herzberg highlighted that if in an organization, hygiene factors do not exist (e.g. salary, job security, working conditions, level and quality of supervision, company policy, and administrative and interpersonal relations) employees are dissatisfied, and if these factors exist, this does not mean that employees are motivated or satisfied. Herzberg's theory presents that performance can come like an emanation of feelings like achievement, advancement, growth which are related to motivation. Herzberg emphasized the importance of job enrichment and separated it from job enlargement which includes increased responsibility and involvement, opportunities for advancement, and the sense of achievement. The following is a glance at each of the motivation factors according to Herzberg.

Figure (2.1) Herzberg's Two-Factor Theory



Source: Grobler et. al. (2011)

Recognition is when the employee receives the acknowledgment they deserve for a job well done, the satisfaction will increase. If the employees' work is overlooked or criticized it will have the opposite effect. Possibility of Growth is a motivation factor that includes the chance one might have for advancement within the institution. This could also include the opportunity to learn a new skill or trade. When the possibility/opportunity for growth is lacking or if the employee has reached the peak or glass ceiling, as it is sometimes referred to, this could harm the satisfaction the employee feels with their job and position.

Achievement is when an employee completes a task or project before the deadline and receives high reviews on the result, the satisfaction the employee feels would increase. However, if that same individual is unable to finish the project in time or feels rushed and is unable to do the job well, the satisfaction level may decrease. Advancement refers to the expected or unexpected possibility of promotion. An example of negative advancement would be if an employee did not receive an expected promotion or demotion. Work itself consists of the employees' perception of whether the work is too challenging, too easy, boring, or interesting. Responsibility involves the degree of freedom employees have in making their own decisions and implementing their ideas. The more liberty to take on that responsibility the more inclined the employee may be to work harder on the project and be more satisfied with the result.

Salary, the increase or decrease of it, affects the dissatisfaction within a company a great deal. Personal or Working Relationships are those relationships one engages in with their supervisors, peers, and subordinates. How someone feels about the interaction and discussions that take place within the work environment can also affect dissatisfaction with working conditions: This includes the physical surroundings that one works within, such as the facilities or location. Institution Policy or Administration is an employee's perception of whether the policies in place are good or bad or fair or not and changes the level of dissatisfaction that employee will feel. The sense of job security within a position or organization as a whole relates to dissatisfaction as well.

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

2.1.2 Intrinsic and Extrinsic Motivation

Motivation present in the workplace is of two types: intrinsic and extrinsic (Deci, 1972). This implies that job-related variables affecting motivation have intrinsic and extrinsic motivational values that drive the employees to perform. Given that most employees are intrinsically and extrinsically motivated simultaneously, hence a conclusion can be made that intrinsic and extrinsic motivation are not mutually exclusive (Deci & Ryan, 2000).

Intrinsic motivation stems from the word "internal" which implies motivation comes from within the individual or from the activity itself and positively affects behavior, performance, and well-being. In other words, this type of motivation is self-generated when intrinsically motivated, the individual will also strive to satisfy three innate psychological needs: namely needs for autonomy, competence, and relatedness (Deci & Ryan, 2000). Many researchers have acknowledged and proven that intrinsic motivation does have a positive long-term effect and is regarded as the "true motivation" (Lai, 2009).

On the other hand, extrinsic motivation refers to motivation that comes from outside an individual in exchange for external rewards and is not derived from the work itself (Deci & Ryan, 2000). Extrinsic motivation takes the form of tangible monetary or non-monetary incentives such as pay rise, gift certificates, material possessions, vacation trips wall plagues, company banquets, movie tickets, and prestige evaluations among others. Extrinsic rewards can act as positive reinforcement, they are an effective motivation tool for short-term gains (Adams, 2007). That is, meeting immediate goals, may have long-term adverse effects/impacts on employees' behavior. Furthermore, in contrast to extrinsic motivation, intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social re-enforcers. The concept of intrinsic motivation was an important challenge to behaviorism and has roots in competence or affecting motivation (White, 1959). Maslow (1943) and Alderfer (1969) addressed similar needs. In summary, intrinsic factors are related to work content, while extrinsic factors are related to the work environment as summarized in Table (2.1).

Table (2.1) Intrinsic and Extrinsic Motivation Factors

Intrinsic Factors	Extrinsic factors
<ul style="list-style-type: none"> • Achievement • Recognition • Responsibility • Work itself • Advancement • Personal growth 	<ul style="list-style-type: none"> • Company/organization policy and administration • Interpersonal relations • Working conditions • Salary/wages • Job security • Status • Benefits

Source: Griffin (2008)

In this study, the concepts of motivation factors including wages and salary, benefits and incentives, working conditions, training, supervision, and relation with co-workers, will be reviewed as follows.

(a) Wages and Salary

Wages and salary is a contractual agreement between the employer and the employee. Employees do want to be paid fairly and when due. If an employee perceives that he is not fairly compensated, he will not be satisfied and so slow the pace of performance. Comparable salaries, clear policies relating to salaries, increments, and bonuses must be clearly indicated to avoid dissatisfaction. Wages and salary refer to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Salary satisfaction is based on a comparison of the salary that employees want and the salary they receive.

(b) Benefits and Incentives

Nowadays, employee benefits packages have become an important part of the total compensation or organizational expenses. Employee benefits average 40% of the total compensation package (DeCenzo, Robbins & Verhulst, 2015). Benefits have grown in size, importance, and variety (Milkovich & Newman, 2008). This growth suggests that employees increasingly value employee benefits as part of their overall compensation package. As a result, employee benefits packages significantly affect job satisfaction (Tessema, Ready & Embaye, 2013). Incentives such as effort optimization, employees autonomy and self-determination enhancement should be made readily available in order to increase job satisfaction of the employees in the organization (Eriksson & Villeval, 2008; Falk & Kosfeld, 2006). Maslow, Stephens and Heil (1998) declared that “many people are influenced more by non-monetary than monetary considerations”. They argue that many people cannot be swayed to leave a job except by providing, “higher needs and meta-need satisfactions”. Non-monetary incentives are actually regarded as the most important tools to reward employees. It has been reported that about 70 percent of employers used non-cash awards in their organizations (Airoldi, 2006).

(c) Working Conditions

The workplace has several physical working conditions like a proper and comfortable working area that is airy with sufficient light and temperature as well. Bigger, better and cleaner workplaces are often preferred by one and all. Employees expect a working environment that gives them the least or nil physical discomfort (Board, 2007).

Naturally, when such an environment is provided, it leads to happier employees. There have been studies whose findings reveal lower job satisfaction rises from poor physical working conditions (Vansteenkiste, 2005). Work environment is defined as an action that contends with employees' activities and performance. Employees and working conditions are interrelated (Akinyele, 2010). Employees will work harder and improve performance once they have good working conditions. According to Akinyele (2010), the ability of employees to share knowledge with one another depends on how the environment utilize. This helps organizations to improve effectiveness in terms of profit, level of competitiveness, and so on. A hostile work environment is likely to give physical dissonance. A poor and unsafe working environment will bring serious danger to employees. Chen and Lien (2008) stated that a large number of employees are likely to change their jobs when they were under pressure. A friendly environment at work is able to influence employees to commit themselves to carrying out their tasks and duties effectively. Similarly, respect among colleagues and management will assist in creating a good work environment thus serving as an incentive for employees in workplaces (Halbesleben & Rotondo, 2007).

(d) Training

Landy (1985) defined training as a set of planned activities on the part of an organization to increase the job knowledge and skills or to modify the attitudes and social behavior of its members in ways consistent with the goals of the organization and the requirements of the job. Patrick (2000) described training as the systematic development of the knowledge, skills, and attitudes required by a person in order to effectively perform a given task or job. Patrick goes on to note that training is a pervasive activity in society, taking place within industry and commerce, government agencies and departments, health care organizations, and all branches of the armed service. Within every organization, training occurs at all levels of personnel, and trainees may vary in terms of age, work experience, disability, educational background, ethnic origin, and skill level (Patrick, 2000). Meyer and Kirsten (2005) denoted that when companies provide their employees with proper and adequate training, they provide more opportunities that help them do a better job. Employees are able to equip themselves with more awareness and more knowledge to hone their talents and skill. Additionally, this also helps in developing more

self-sufficient teams whose members have their focus on the progress of their team as well as on their own goals.

(e) Supervision

Toppo (2016) defined supervision as a two-way dynamic process that is carried out for a particular purpose geared toward fulfilling the goal of the organization. This is achieved by ensuring that quality performance is high by regularly encouraging and supporting the staff to put in their best. Supervision can also be defined in different ways depending on one's purpose. According to Bernard and Goodyear (1992), supervision is the relationship between the superior and subordinate workers in an organization that evaluates over a period of time, helps to uplift the skills of subordinates, monitors the quantity/quality of job they do and provide the necessary feedback for further action. In other words, supervision means managing others by provision of exemplary actions. Loganbill et al. (1982) viewed supervision as a serious and important interpersonal relationship whereby a person plays a role in the development of other persons within an organization. Glickman et al. (2004) believed that supervision is the means of controlling the behavior of workers. In such case, the workers are inspected and guided in their daily activities. Here, the emphasis is on constant compliance by the workers with the rules of the organization. This usually hinders the development of innovative abilities and creativity on job.

(f) Relation with Co-workers

Relation with co-workers can be defined in many ways and according to different theories. For example, according to social network theory relation with co-workers occurs in a network where people are dots and relationships are lines. Solid lines connect people who have a strong relationship and dashed lines connect pairs of people who have a weak relationship. This implies that individuals who do better are somehow better connected (Burt, 2000). Social network theory also makes a distinction between different relationships according to different kinds of networks. A definition of specific relationship is not relevant to this thesis since this thesis deals with a more general view of relationship established at the workplace and how these are perceived by an employee. It is about the quality of a relationship. Therefore, relation with co-workers can be defined as follows: "the social and working transactions with others on the job" (Herzberg, 1966). According to Herzberg

(1966), there are three different groups of the relationship at the workplace: relation with co-workers, relation with supervisor and relation with subordinates. The most important group is relation with co-workers.

In this study, it is assumed that employee motivation – which is the willful desire to direct one's behavior towards goals and is the reason for working at an organization – can be maintained if hygiene factors are fulfilled, and people will not motivate anymore when these factors are absent at workplace.

2.2 Job Satisfaction

Job satisfaction has been defined as “feelings or affective responses to facets of the (workplace) situation” (Smith, Kendall & Hulin, 1969). Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Locke's (1976) comprehensive definition is used widely to define job satisfaction but creates a question in mind that how one's job is appraised. According to Spector (1997), job satisfaction is how employees feel about jobs and different aspects of their work. This is related to the extent to which employees like (satisfaction) or do not like (not satisfied) with their work. As generally assessed, job satisfaction is an attitude variable. Spector also states that job satisfaction influences people's attitudes towards their work and various aspects of their work. Job satisfaction is influenced by personal and organizational factors, and it can cause emotional reactions that affect organizational commitment.

According to George and Jones (2008), job satisfaction is a collection of feelings and beliefs that people have about their current jobs. People's levels or degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have an attitude about various aspects of their jobs such as the kind of work they do, their coworkers, Supervisors, subordinates, and their pay”. George and Jones (2008) added belief and attitudes to various aspects or dimensions of job in addition to the emotional state definition by Locke (1976).

According to Robbins and Judge (2009), the term job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Robbins and Judge's (2009) definition

contains job satisfaction as the general view of attitude toward job. From these definitions, job satisfaction can be summarized as the emotional, feeling, belief, and behavioral segment of an attitude towards job and various aspects of job.

Job satisfaction in the workplace is valuable to study for multiple reasons: (a) increased job satisfaction is suggested to be related to increased productivity, and (b) promoting job satisfaction has inherent humanitarian value (Smith et al., 1969). In addition, job satisfaction is also related to other positive outcomes in the workplace, such as increased organizational citizenship behaviors (Organ & Ryan, 1995), increased life satisfaction (Judge et. al., 2000), decreased counterproductive work behaviors (Dalal, 2005), and decreased absenteeism (Hardy et. al., 2003). Each of these outcomes is desirable in organizations and as such shows the value of studying and understanding job satisfaction.

2.3 Job Performance

Campbell, McHenry and Wise (1990) said that employee performance as employee behavior or actions that can be observed with organizational goals. The behavior referred by Campbell et. al. is how employees can think, plan, and solve a problem at work (Landy & Conte, 2013). This definition explains that employee performance is an action or behavior carried out by employees in carrying out their duties by the knowledge of the work they have.

Jex (2014) asserted that job performance at the most general level can be defined simply as all of the behaviors employees engage in while at work. Jex (2014) stated continually that this is an imprecise definition because employees often engage in behaviors at work that have little or nothing to do with job-specific tasks. On the other hand, if job performance is confined only to behaviors associated with task performance, much productive behavior in the workplace would be excluded.

According to Cambell cited in Jex (2014), job performance represents behaviors employees engage in while at work. However, such behaviors must contribute to organizational goals to be considered in the domain of job performance. According to Porter and Lawler, cited in Pushpakumari (2008), performance is defined as a function of individual ability and skill, and effort in a given situation. From Porter and Lawler's definition, it can be derived that Job performance as ability, skill, and effort toward job. Pushpakumari (2008) stated that in the short run, employee's skill and abilities are

relatively stable and defined performance in terms of effort expended on the job of an employee, and increased effort results in better performances. Thus, job performance is behaviors expected to organizational goal accomplishment from employees and is a function of the outcome.

According to Milkovich and Widgor (1991), some researchers have concentrated their efforts on defining job performance in terms of outcomes; others have examined job behaviors; still, others have studied personal traits such as conscientiousness or leadership orientation as correlates of successful performance. In addition, Milkovich and Widgor (1991) stated that job performance is made up of a complex set of interacting factors: the job, the worker, and the environment.

However, Motowildo (2003) tied performance only to behaviors that can make a difference to organizational goal accomplishment rather than to the result of that behavior because there are situational constraints and opportunities which affect valued organizational results without necessarily affecting individuals' performance behaviors. Murhy (1989) strengthens Motowildo (2003) by stating that performance definitions should focus on behaviors rather than outcomes. Because the focus on outcomes could lead employees to find the easiest way to achieve the desired result, which is likely to be detrimental to the organization because other important behaviors will not be performed.

Campbell et. al. (1990) defined eight behavioral aspects of performance, which are job-specific proficiency, non-Job specific task proficiency, written and oral communications, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision, and management/administration. From Campbell et. al. (1990), behavioral dimensions it can be derived that there are task performances and non-task performance behaviors which result in expected organizational value.

Campbell et. al. (1990) argued that there are three elements of job performance: declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge is knowledge of facts, principles, and procedures; procedural knowledge and skill is a skill in actually doing what should be done and is a combination of knowing what to do and being able to do it and includes skills such as cognitive skill, physical skill, self-management skill, and interpersonal skills; motivation is the combination of choice to exert effort, choice of how much effort to exert, and choice of how long to continue to exert effort.

2.4 Previous Studies

Different literatures showed that different factors affect job satisfaction. Some of them are personal and others are organizational. George and Jones (2008) stated four factors that affect the level of job satisfaction a person experiences: personality, values, the work situation, and social influence. In addition, George and Jones (2008) stated that the work situation includes the work itself, co-workers, supervisors and subordinates, physical working conditions, working hours, pay, and job security. According to George and Jones (2008), work itself is the most important factor and source of job satisfaction. According to Robbins and Judge (2009), an extensive review of the literature indicates that the more important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues. Robbins and Judge (2009) included pay and promotion in the equitable reward facet and did not state about supervisor as a factor while George and Jones (2008), Luthans et al. (2005), and Okpara (2004) state supervision as one factor.

According to Luthans et al. (2005), several factors influence job satisfaction and five of those are the work itself, pay, promotion opportunities, supervision, and coworkers. Okpara (2004) stated in the conceptual framework study that job satisfaction is affected by work, pay, supervision, promotion, co-workers, and overall. Freeman (1978) discovered that employees who received training to improve their own development have more job satisfaction than those who do not receive such training. Csikszentmihalyi and Seligman (2000) observed that employees' job satisfaction improves tremendously when training programs that develop individual skills and competencies are conducted.

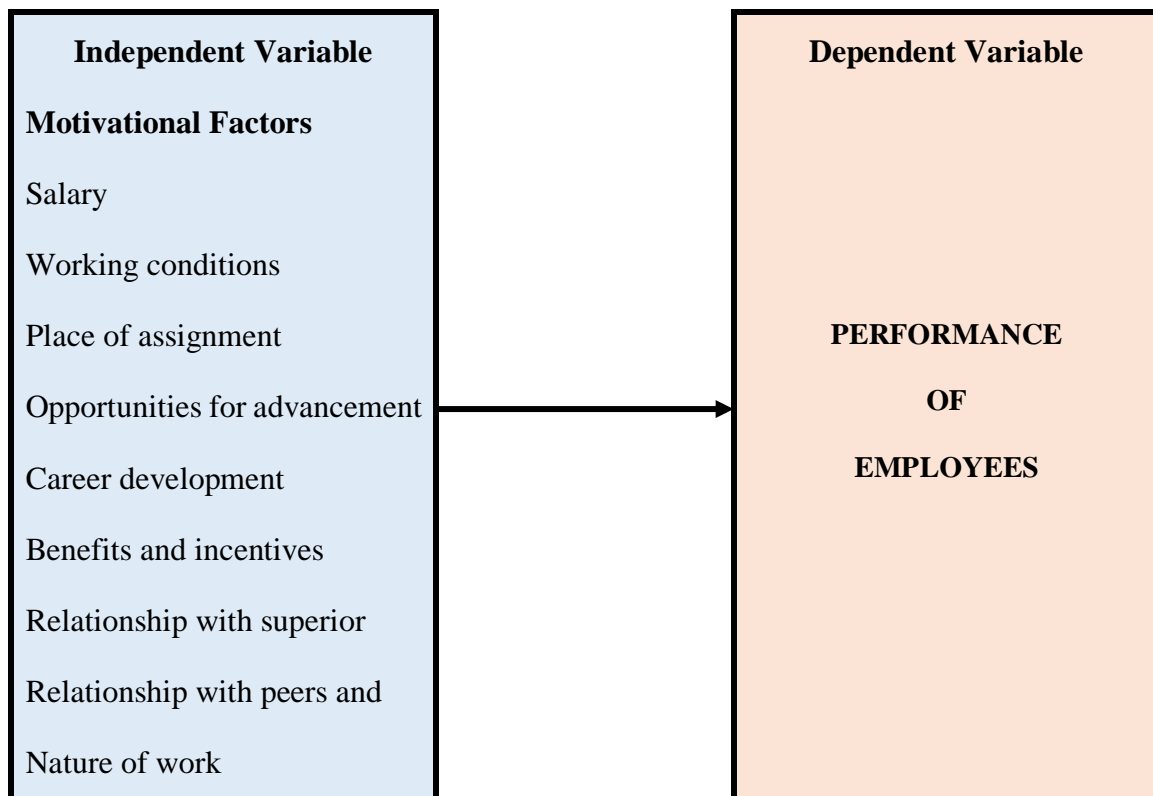
Ting (1997) denoted that individuals are likely to attain high levels of job satisfaction if supervisors provide them with support and corporation in completing their tasks. Chieffo (1991) maintained that supervisors who allow their employees to participate in decisions that affect their own jobs will, in doing so, stimulate higher levels of job satisfaction. Egan and Kadushin (2004) discovered a positive relationship between managerial behavior that encourages participation in decision-making and job satisfaction. Robbins (1998) supported this view and maintained that satisfaction is increased if the immediate supervisor listens to the employee's inputs.

The relation with co-workers is undoubtedly an important factor in job satisfaction. According to Robbins (1998), having friendly and supportive co-workers leads to increased

employee job satisfaction. An employee’s co-workers, the groups he or she belongs to, and the culture to which an individual is exposed all have the potential to influence job satisfaction. Luthans et. al. (1992) postulated that workgroups characterized by cooperation and understanding amongst their members tend to influence the level of job satisfaction and dissatisfaction. Co-worker satisfaction refers to employees’ feelings about their fellow employees, including whether co-workers are smart, responsible, helpful, fun, and interesting as opposed to lazy, gossipy, unpleasant, and boring. Studies have shown that the better relationship, the greater the level of job satisfaction. Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employees’ overall level of job satisfaction.

A study conducted by Narag (2018) identified that if the salary, working condition, place of assignment, opportunity for advancement, career development, benefits and incentives, relationship with superiors and peers, and nature of work are in favorable conditions, the employee’s performance is high. On the contrary, the absence of these factors of motivation would lead to employee’s low performance. Figure (2.2) presents the conceptual framework of Narag.

Figure (2.2) Conceptual Framework of Narag



Source: Narag (2018)

Schwab and Cummings (1970) identified that there are three main perspectives on the relationship between job satisfaction and employee performance. Satisfaction causes employee performance to increase or even decrease. This view is supported by various studies. Mirvis and Lawler (1977), in their study, identified a relationship between job satisfaction and performance. Teller banks, in the case of cash shortages, the argument put forward is the satisfied teller asks for references that come out of his job. Smith and Cranny (1968) conducted a study on the relationship between job satisfaction and employee performance. Satisfaction was related to the performance of relief efforts, commitment, and effort. The research conducted by Inuwa (2016) proposed hypotheses that there is a positive and significant relationship between job satisfaction and the performance of non-academic university staff.

Khan et al. (2012) conducted a study related to the relationship between job satisfaction and job performance. This study was conducted to study the elements of job satisfaction and increase job satisfaction for employees in the autonomous financial institutions of the government of Pakistan. The research was carried out to determine the determinants of job satisfaction and job satisfaction on finance in the autonomous field of the Pakistani Ministry of Health. It can be concluded from studies such as job satisfaction, promotion, safety and work, work, work, economy, relationships with colleagues, relations with superiors, and jobs that significantly increase the level of job satisfaction of Pakistan's health institutions.

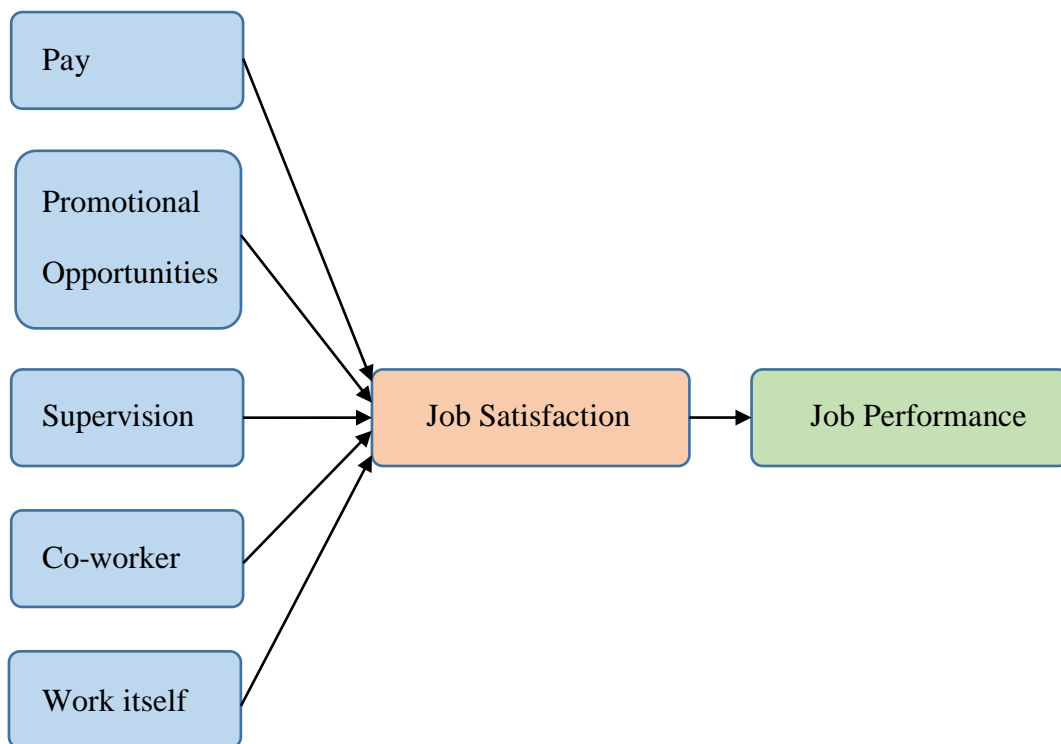
Platis, Reklitis and Zimeras (2015) also stated that there is a close relationship between job satisfaction and performance as in other professional categories and this phenomenon discusses all over the world only, task performance, is a complex feature that depends - except global job satisfaction, on many other unspecified needs. These conditions, operational conditions, social conditions, such as organizational commitment, work values.

In a meta-analysis review, Judge et al. (2001) stated that there are seven different general models to show the relationship between job satisfaction and job performance. These are job satisfaction causes job performance, job performance causes job satisfaction, job satisfaction, and job performance are reciprocally related, the relationship between job satisfaction and job performance is spurious, the relationship between job satisfaction and job performance is moderated by other variables, there is no relationship between job satisfaction and job performance and lastly alternative conceptualizations of job

satisfaction and/or job performance. In other researches done by Dizgah, Chegini and Bisokhan (2012); Chen and Silvestrone (2008), results also showed that there is a meaningful relationship between job satisfaction and job performance.

Funmilola, Sola and Olusola (2013) in their paper examined the impact of job satisfaction dimensions on job performance of Small and Medium Enterprises' employees in Ibadan metropolis, southwestern Nigeria and their objective of the study was to provide empirical evidence on how job satisfaction dimensions affect job performance in Small and Medium Enterprises. The study concluded that job satisfaction dimensions jointly and independently predict job performance.

Figure (2.3) Conceptual Framework of Funmilola, Sola and Olusola



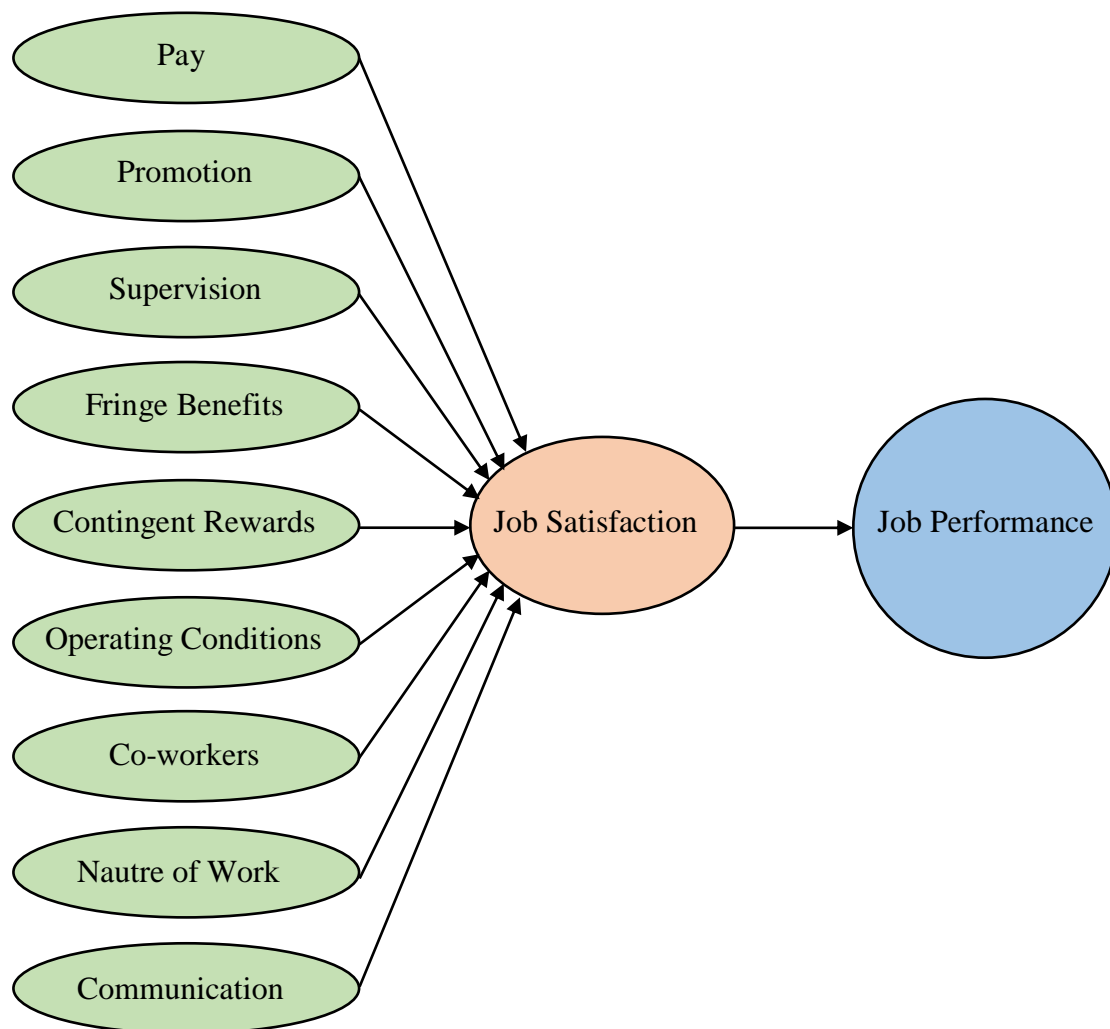
Source: Funmilola, Sola & Olusola (2013)

The empirical findings of Funmilola, Sola and Olusola (2013) using both correlation and regression made the finding more reliable to know the impact of job satisfaction dimensions on job performance. Figure (2.3) presents the conceptual framework of Funmilola, Sola and Olusola.

Buntaran, Andika and Alfiyana (2019) made a study to explore the extent of the influence of job satisfaction on employee performance of a company engaged in oil palm

plantations in Indonesia. The results showed that there was an effective contribution from the influence of employee satisfaction on employee performance. The results of their study provide an innovative attempt at investigating an obvious link between job satisfaction and job performance; there is a positive relationship between job satisfaction and job performance among employees. The result shows that there is an impact of job satisfaction toward employees' performance in the oil plantation of Jakarta. Figure (2.4) presents the conceptual framework of Buntaran, Andika and Alfiyana.

Figure (2.4) Conceptual Framework of Buntaran, Andika and Alfiyana

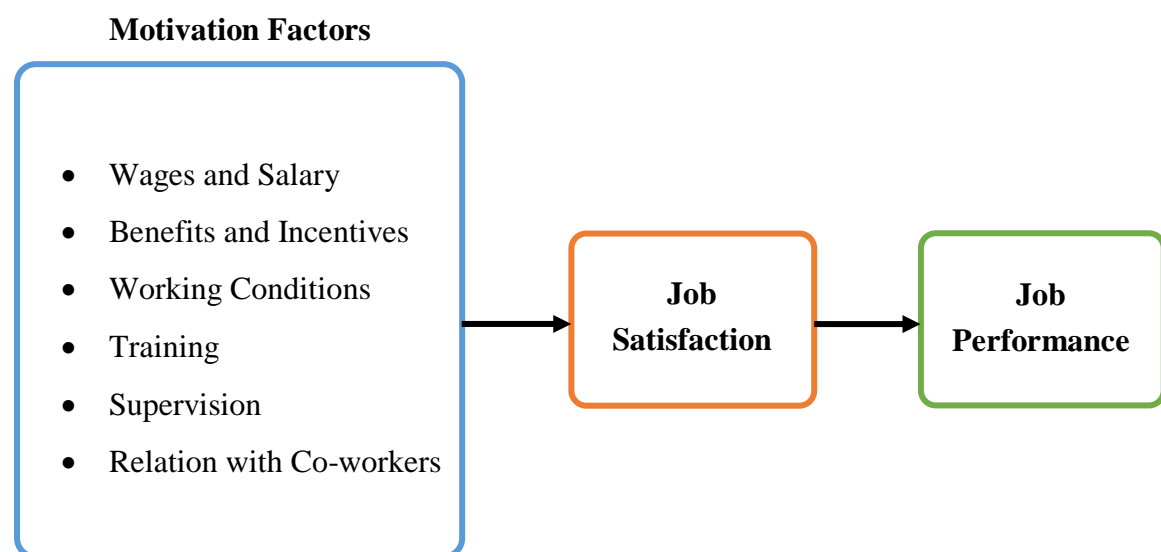


Source: Buntaran, Andika & Alfiyana (2019)

2.5 Conceptual Framework of the Study

The conceptual framework of the study is compiled from Buntaran, Andika, and Alfiyana (2019) to examine the influencing motivation factors on job satisfaction which consequently affects job performance. Motivation theories are applied to investigate the relationship between motivation factors and job satisfaction. This study mainly focuses on job performance as one of the effects of job satisfaction. And again, job satisfaction is affected by motivation factors. Based on the theoretical concepts and the findings of previous studies, the conceptual framework is developed as below.

Figure (2.5) Conceptual Framework of the Study



Source: Own compilation (2022)

Figure (2.5) presents the conceptual framework of the study and is developed based on concepts of motivation factors and job satisfaction. Independent variables include motivation factors – wages and salary, benefits and incentives, working conditions, training, supervision, and relation with co-workers. Dependent variables are job satisfaction and job performance.

This study examines the influencing motivation factors on job satisfaction. It also analyses the effect of job satisfaction on the job performance of employees in GAPCL.

CHAPTER 3

PROFILE AND MOTIVATION FACTORS OF EMPLOYEES IN GRAND ANDAMAN PEARL CO., LTD., KAWTHAUNG

This chapter describes the pearl culturing industry of Myanmar, the profile of GAPCL, the profile of respondents, and examines the influencing motivation factors of employees in GAPCL.

3.1 Pearl Culturing Industry of Myanmar

Pearl Culturing Industry now plays a vital role in the nation's economy as Myanmar's South Sea Pearls are being recognized and are in demand by other countries. Myanmar Pearl production is increasing and has been earning foreign exchange through sales of pearls at emporiums held yearly.

At the very beginning of pearl production in Myanmar, pearl farms used wild oysters that were fished from Myanmar seas where these oysters were the main resources to produce pearls in the pearl culturing industry. This method of producing pearls had disadvantages such as requirements of boats, divers, fuel-oil, etc., and also had some risk because it is needed to understand the changing conditions of tides, etc. Of these, divers from this region became essential as the industry was depending much on wild oysters (Myint, 2009).

Then, in 1983, seventy percent of wild oysters at Pearl Island farm were found dead unexpectedly and the production of Myanmar pearl industry declined due to that reason. It showed that depending only on the wild oysters was no longer reliable to produce pearls. Myanmar technicians noticed that artificial oyster breeding was the only way for the survival and existence of Myanmar pearl industry, but the artificial oyster breeding was not successful until 1999 due to lack of technical know-how, such that Myanmar pearl industry still had to depend on these wild oysters till 1999. After this, Myanmar could begin to operate through the artificial oyster breeding process in 2000. Myanmar's production is now based on hatchery operation. In a hatchery operation, oysters are artificially bred and reared in a controlled environment.

Myanmar Pearl Enterprise (MPE) under the Ministry of Natural Resources and Environmental Conservation is conducting this business by themselves, and also joint ventures with private companies based on production sharing contracts. At present, there are twelve private companies, both foreign and locally owned. Thus, currently, there are thirteen pearl culturing enterprises in Myanmar with the employment of approximately 2,600 pearl workers in total. The industry is relatively small in Myanmar but all enterprises have to compete not only in the local market but also in foreign ones.

3.2 Profile of Grand Andaman Pearl Co., Ltd.

Grand Andaman Pearl Co., Ltd. was established in 2014. In 2016, the company was approved the Permit for pearl culturing business by the Ministry of Natural Resources and Environmental Conservation. Then, according to Myanmar Pearl Enterprise Law, the company entered into a joint venture contract with MPE. The term of the contract is 15 years.

GAPCL started the pearl culturing business in March of 2016. The project is at Pyin Sa Island in the Mergui Archipelago, Kawthaung Township, Tanintharyi Region, Southern Myanmar. The project location is about 38 miles away from Kawthaung. The project area is 8,113.1 acres comprising 879.38 acres of land and 7,233.72 acres of water.

As of 2022 March, the investment for the project is USD 5.5 million. The company is currently operating the pearl culturing farm with 150 employees. The workforce is comprised of experts, technicians, and general workers.

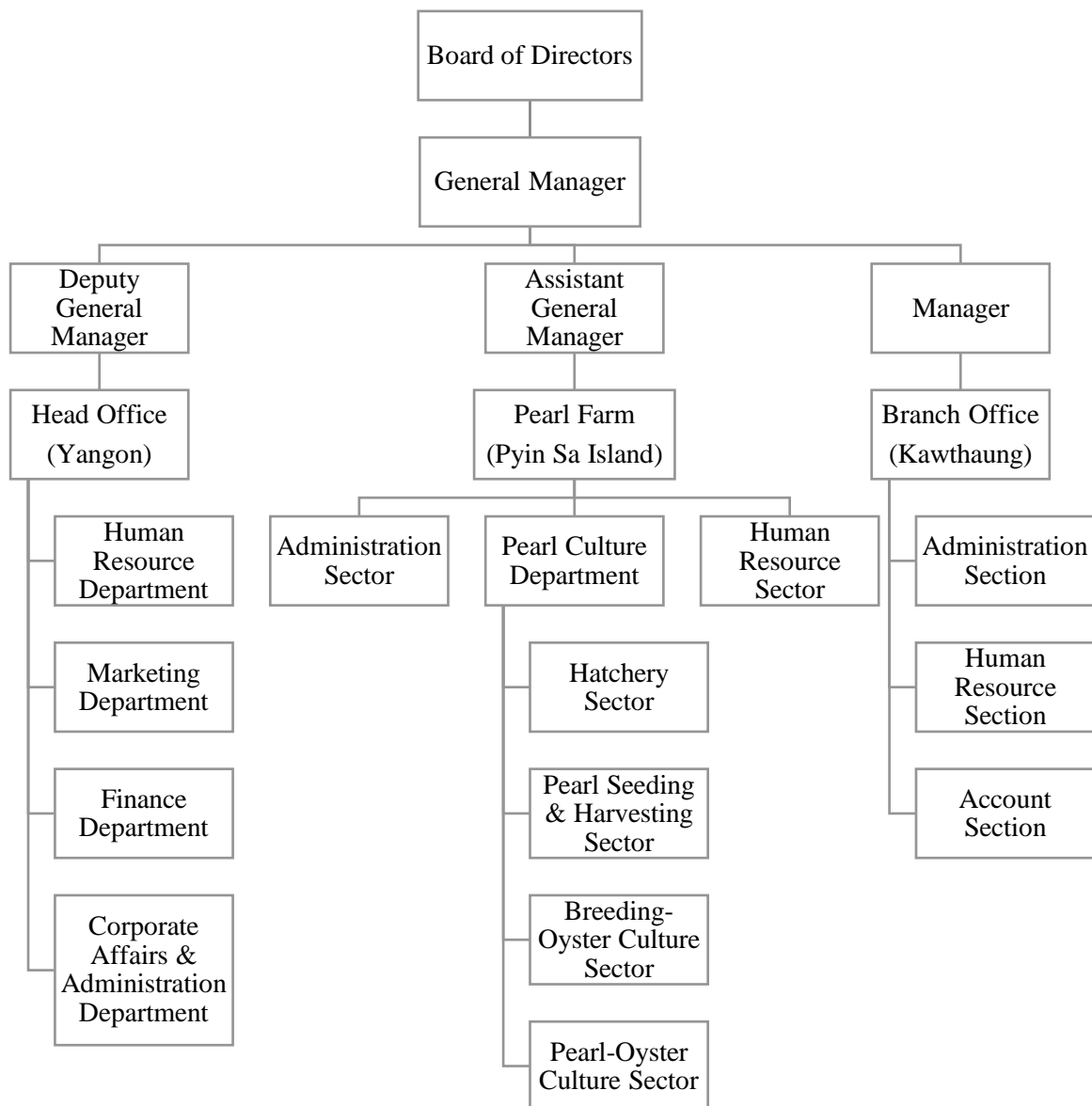
3.2.1 Vision and Mission Statements of Grand Andaman Pearl Co., Ltd.

A vision statement is a declaration that states the current and future objectives of an organization, intended to guide its internal decision-making. The vision of GAPCL for its future prospect is “Leading golden south sea pearl producer of Myanmar”. A mission statement is a short statement of the organizational purpose. The mission statement of GAPCL is “build the culture of excellence, deliver the best for the market”.

3.2.2 Organization Structure of GAPCL

In GAPCL, there are five departments – pearl culture department, human resource department, marketing department, finance department, and cooperate affairs and administration department. All those departments are orchestrated by corporate governance to drive organizational success. The organization chart of GAPCL is presented in Figure (3.1).

Figure (3.1) Organization Chart of GAPCL



Source: Grand Andaman Pearl Co., Ltd. (2022)

Among them, the pearl culture department is mainly concerned with this study area, and Human Resource Department is the most responsible for job satisfaction and job performance of employees. Those departments are described as follows.

Pearl culture department has the highest number of employees. This department functions consists of four sectors that are hatchery sector, pearl seeding and harvesting sector, breeding-oyster culture sector and pearl-oyster culture sector. Under the management of an assistant general manager, senior manager, managers, assistant managers, supervisors, foremen, and basic workers are well trained and do their duties and responsibilities in line with their production standards. The assistant general manager reports the daily production processes and issues to the general manager and solves together with senior manager and managers.

The main role of human resources department of the GAPCL is to adopt HRM practices in line with GAPCL's human resource strategy. The functions of this department include the recruitment and selection, preparing and implementing training and motivation programs, conducting performance appraisal systems, constructing the company pay system, arranging the travelling and transportation of employees. The HR manager does the weekly reports regarding personnel issues deputy general manager.

3.3 Motivation Factors of GAPCL

In this section, the influencing motivation factors which includes wages and salary, benefits and incentives, working condition, training and supportive supervision, and relation with co-workers, currently adopted by the GAPCL in order to create job satisfaction for employees, are described as follows.

(a) Wages and Salary

The GAPCL is a relatively new company in the industry, however, it cannot run behind other companies in payment of wages and salary, in order to retain competent employees or attract new ones. Therefore, the company attempts to gather information, as much as possible, on other companies' pay policies which are usually confidential. Based on the information, the GAPCL reviews its pay policy and redefines its wages and salary management accordingly. The GAPCL's pay policy is based upon the notion that the wages

and salary must be fair for tasks, duties, and responsibilities. Moreover, they must be matched with the skills, abilities, and knowledge of the individual employees. In order to implement its pay policy, the GAPCL includes a performance appraisal system in its HRM. By using the system, the company also identifies and monitors high-performing employees and rewards them with better wages and salary. Due to the implications of Covid-19 pandemic on global pearl market, some pearl culturing companies are reducing wages and salary of employees, however, the GAPCL is not one of them.

(b) Benefits and Incentives

As benefits and incentives of the GAPCL, the company has provided the employees with free accommodation. The employees' residences are newly constructed buildings comprising of separate apartment rooms, each includes furniture, bathroom and toilets. In addition, the GAPCL provides free meals for employees – breakfast, lunch and dinner. Employees are also allowed to cook, if they wish, at public cooking area. Moreover, the company has provided high-speed internet all over the employees' residence and public areas. The company's annual leave policy is one-month leave with full basic salary and travel allowance for those who have worked for every 12 months at the pearl farm. The GAPCL also practices for monetary reward policy – for those who do not want to take annual leave, double salary is paid for one month; for those who did not take leave during a month, monetary incentives are provided. Moreover, all the employees are registered at public social security program, thus they can have benefits according labor laws. Therefore, it can be noted that the GAPCL has provided employees with benefits and incentives in a considerable amount, however, it is good to benchmark with benefits and incentives programs adopted by other companies.

(c) Working Conditions

The working conditions of the pearl farm of GAPCL can be described as one the the best in the industry. The GAPCL has constructed the facilities including offices, hatchery, operation theatre, pier, off-shore working stations, clinics, workshops, stores, etc. with large and open layout designs in order to obtain optimal lighting and ventilation. The employees are provided with materials and equipment, such as raincoats, gloves, rain waterproof shoes, lifejackets, instruments and tools needed to perform their job effectively

and safely. All machines and vehicles are periodically checked and repaired for safety. For the health care of employees, a competent medical officer and a nurse have been teamed. And there are two clinics where employees can have access to medications. For effective communication, All the managers, assistant managers and supervisors have been provided with walkie-talkie phones, thus they can report work progress, share information, or ask for help in case of emergency, instantly. Therefore, it can be said that the GAPCL has created its pearl farm as a workplace where the employees can do their best works.

(d) Training

The training programs of GAPCL consist of orientation training, on-job trainings, off-shore trainings, operation support trainings, diving trainings, workplace safety trainings, emergency response training, firefighting trainings, first aid trainings and environmental management trainings. Human Resource Sector undertakes the orientation training on the first day of the job. The on-job trainings such as cleansing oysters, categorizing oysters, registering oysters, assessing oyster's health, building rafts for oyster culture, repairing oyster nets are taught the new employees by their respective foremen and superiors. Off-shore trainings include breeding oysters, seeding oysters and harvesting oysters at MPE's pearl farm. The talented employees of the GAPCL are trained by experts at MPE's pearl farm with one-year program. Other trainings are conducted at the pearl farm periodically.

(e) Supervision

At the pearl culture farm of the GAPCL, some works need intensive supervision, such as seeding oysters, investigating pearl-oysters, cleansing pearl-oysters, relocating pearl-oysters, harvesting pearls, cleansing pearls, categorizing pearls, sorting pearls, etc. because oysters are sensitive animals and pearls are precious products. At the GAPCL, all supervisory level employees are trained for guidance, encouragement, performance appraisal and also coaching in some cases. Foremen have to not only give work instructions but also to care and support their subordinates in performing tasks. There are weekly managerial meetings for managers, chaired by assistant general manager (Head of pearl farm). Those meetings are particularly includes the discussion of supportive supervision.

(f) Relation with Co-workers

The GAPCL believes that relation with co-workers is an important motivation factor for employees. creates its working environment with friendly relationship among all employees. In this atmosphere, all employees have to respect and value each other. Most employees consider they have good interpersonal relationships. For some of them, having good relationships is the main reason working for this pearl farm of the GAPCL. Therefore, it is found that conflicts among employees are relatively less frequent at the GAPCL.

3.4 Reliability Test

The reliability test is conducted for the purpose of ensuring consistent measurement through different statements in the questionnaire set. Cronbach's alpha ranges in value from 0 to 1 and used to describe the reliability of factors of extract from questionnaires. If the result in the calculation of Cronbach's Alpha value is above 0.7 or equal to 0.7, all questions are consistent and reliable to be applied as the research instrument for this study. If this value is less than 0.7 which means the data results are unreliable and is greater than 0.7 which indicates that the data results are reliable. The closer Cronbach's alpha coefficient value to 1.0 express as the greater the internal consistency of the questionnaire sets in the study.

Table (3.1) describes the reliability of this study instruments and the Cronbach's Alphas value found in the study for the influencing motivation factors on job satisfaction and job performance of employees in Grand Andaman Pearl Co., Ltd. Cronbach's Alpha values for all variables in the table are greater than 0.7. Hence, all the questions are trustworthy and acceptable to apply as the study instrument for this research and all the respondents are appropriate and willing to answer for this study.

Table (3.1) Results from Reliability Test

Variable	Number of items	Cronbach's Alpha
Wages and Salary	6	.928
Benefits and Incentives	7	.843
Working Conditions	7	.929
Training	4	.953
Supervision	4	.909
Relation with Co-workers	8	.944
Job Satisfaction	10	.950
Job Performance	10	.969

Source: Survey Data (2022)

As shown in Table (3.2), it expresses the analysis result of Cronbach's alpha for each variable whereas the overall variable of the questionnaires has been accomplished with consistency and stability.

3.5 Profile of Respondents

In this survey, 150 questionnaires were distributed to all 150 employees of Grand Andaman Pearl Co., Ltd. Demographic characteristics of employees include gender, age, education level, position, monthly basic salary, and total years of working experience with the current company. Table (3.1) presents the demographic data of the respondents.

Table (3.2) Profile of Respondents

No.	Demographic Characteristics	Groups	Number of Respondents	Percentage
Total			150	100 (%)
1	Gender	Male	98	65.3
		Female	52	34.7
2	Age	18-20 years	49	32.7
		21-30 years	74	49.3
		31-40 years	19	12.7
		41-50 years	4	2.7
		51-60 years	4	2.7
3	Education Level	High School	128	85.3
		Bachelor's Degree	20	13.3
		Master's Degree	2	1.3
4	Position	Assistant General Manager	1	0.7
		Senior Manager	1	0.7
		Manager	4	2.7
		Assistant Manager	4	2.7
		Supervisor	8	5.3
		Foreman	8	5.3
		Basic Worker	124	82.7
5	Basic Salary (Kyats)	Less than 200,000	85	56.7
		200,000-299,999	39	26.0
		300,000-399,999	8	5.3
		400,000-499,999	8	5.3
		500,000-599,999	4	2.7
		600,000-699,999	4	2.7
		Above 700,000	2	1.3
6	Total Working Experience	Less than 1 year	42	28.0
		1-2 years	49	32.7
		2-3 years	35	23.3
		3-4 years	8	5.3
		4-5 years	7	4.7
		5-6 years	9	6.0

Source: Survey Data (2022)

As shown in Table (3.1), 65.3% of the employees are male and 34.7% are female. It can be seen that the number of male workers is almost double those of female workers, representing the nature of work needs more men than women.

According to the age group, the majority of the respondents are between 21 and 30 years old, representing 49.3%. The second largest group contains 18 to 20 years old workers which represent 32.7% followed by 12.7% of those from 31 to 40 years old. 41 to 50 years and 51 to 60 years have the same percentage of 2.7%. Therefore, the majority of the employees working in this company are young adults aging between 18 and 30 years.

Regarding education level, 85.3% are high school level and they contribute the largest portion. Bachelor's degree holders are the second-largest portion with 13.3%. Master's degree holders represent only 1.3%. These data represent the workforce is comprised of a large number of low-educated workers. These data also reflect that graduated people are less interested in working at pearl culture farms which are mostly located in remote areas.

Concerning positions of the respondents, 82.7% are basic workers and they represent the largest group. The second-largest groups are foreman and supervisor, and they represent 5.3% respectively. Also, the third-largest portions are assistant manager and manager, they comprise 2.7% respectively. And the least portions are senior manager and assistant manager which are only 0.7% respectively. It can be seen that only 17.3% is managerial level and others are floor workers due to the nature of work require a large number of general workers.

In terms of basic salary, 56.7% earn monthly salary below 200,000 kyats. 26.0% earn monthly salary from 200,000 kyats up to 299,999 kyats. Both employees earning 300,000 kyats up to 399,999 kyats and those earning 400,000 kyats up to 499,999 kyats represent the same percentage 5.3%. Also, the two groups of 500,000 kyats up to 599,999 kyats and 600,000 kyats up to 699,999 kyats comprise 2.7% respectively. Above 700,000 kyats earning employees are the least group which represents only 1.3%.

According to total working experiences, 28.0% are fresh recruitments who have less than 1 year of working experience. 32.7% have 1 to 2 years, 23.3% have 2 to 3 years, 5.3% have 3 to 4 years, 4.5% have 4 to 5 years, and 6.0% have 5-6 years of working experience respectively. These data show that a considerable number of newly recruited employees are working in this company.

CHAPTER 4

ANALYSIS OF THE INFLUENCING MOTIVATION FACTORS ON JOB SATISFACTION AND JOB PERFORMANCE OF EMPLOYEES IN GRAND ANDAMAN PEARL CO., LTD.

This chapter presents an analysis and discussion of the study. There are two sections in this chapter. The first section is the overall mean value of motivation factors which includes wages and salary, benefits and incentives, working conditions, training and supportive supervision, relation with co-workers. The second section is discussions on the regression analyses of the motivation factors on job satisfaction, and again, job satisfaction on job performance of employees in GAPCL.

4.1 Motivation Factors, Job Satisfaction and Job Performance of Employees in GAPCL

This section consists of the overall mean value of motivation factors, job satisfaction and job performance. There are 56 structural questionnaires with 5-point Likert scales to evaluate those variables in GAPCL. According to Pimentel (2010), the levels of mean values are interpreted as 1-1.80 (strongly disagree), 1.81- 2.60 (disagree), 2.61- 3.40 (neither agree nor disagree), 3.41- 4.20 (agree) and 4.21- 5.00 (strongly agree).

4.1.1 Motivation Factors

In this study, there are six elements of motivation factors: wages and salary, benefits and incentives, working conditions, training, supervision, and relation with co-workers. The overall mean scores of the motivation factors are presented in Table (4.1).

Table (4.1) Descriptive Analysis of Motivation Factors

No.	Items	Overall Mean
1	Wages and Salary	4.20
2	Benefits and Incentives	4.44
3	Working Conditions	4.58
4	Training	4.56
5	Supervision	4.56
6	Relation with Co-workers	4.63

Source: Survey Data (2022)

Table (4.1) presents the overall mean scores of each variable in motivation factors. Among the variables, relation with co-workers has the highest mean value of 4.63. Working condition has the second highest mean value which is 4.58. Training and supervision has the same mean values of 4.56, followed by benefits and incentives which has the mean value of 4.44. The lowest mean value is 4.20 which is wages and salary. The mean scores and standard deviations of the statements of each variable in motivation factors are presented in detail in the following tables.

(a) Wages and Salary

The role of wages and salary in attracting and retaining people at work has been recognized for many decades and is increasingly important in today's competitive, economic environment. In order to compete for the most talented workers, the GAPCL needs to provide attractive and equitable salaries. For wages and salary of employees in GAPCL, six structural questions are constructed and data are collected from 150 respondents working at the pearl farm of GAPCL.

Table (4.2) Wages and Salary

No.	Items	Mean	Standard Deviation
1	Fairness for the tasks, duties, and responsibilities	4.39	1.13
2	Reasonableness and fairness compared to the same position of similar organizations	3.89	1.14
3	The liking of the pay system of the company	4.27	1.21
4	Enough of salary	4.18	1.32
5	The capability to attract and retain competent employees	4.13	1.31
6	Motivating for better performance	4.34	1.24
Overall Mean		4.20	

Source: Survey Data (2022)

The wages and salary of employees in GAPCL is described in Table (4.2). As shown in the table, the statement “fairness for the tasks, duties, and responsibilities” is a higher mean value than other variables and it can be seen that the mean value is 4.39. This means that most employees assume the wages and salaries they receive are fair for their tasks, duties, and responsibilities. The lowest mean value is 3.89 and its statement is “reasonableness and fairness compared to the same position of similar organizations”. This implies that there are a few employees who perceive the same positions in other pearl culturing companies earn more wages and salaries. According to the survey result, there is a higher level of motivation regarding wages and salary with an overall mean value of 4.20. It denotes that the majority of employees consider that they have enough salary which motivates them for better performance, and they also perceive the current pay scale can attract and retain competent employees. Therefore, the results reveal that most of the employees in GAPCL are satisfied with their wages and salary.

(b) Benefits and Incentives

If GAPCL is to attract, hire, motivate and retain the best employees, it needs to understand what employees need and expect from their employer regarding total benefits and incentives. To find out employees' perceptions of benefits and incentives currently provided by GAPCL, seven structural questions are constructed and data are collected from 150 respondents.

Table (4.3) Benefits and Incentives

No.	Items	Mean	Standard Deviation
1	Satisfaction from the free accommodation	4.56	1.06
2	The liking of the free meals	3.40	1.72
3	Satisfaction at the annual one-month vacation with a full basic salary and travel allowance	4.67	0.90
4	The liking of the monetary reward policy for no leave in the whole month	4.79	0.75
5	The liking of the sick leave policy	4.51	1.12
6	The liking of the free Wi-Fi internet	4.69	0.94
7	The liking of the health care policy	4.50	1.13
Overall Mean		4.44	

Source: Survey Data (2022)

Benefits and incentives for job satisfaction of employees in GAPCL is described in Table (4.3). As per survey results, “the liking of the monetary reward policy for no leave in the whole month” has a higher mean value than other variables and it can be seen that the mean value is 4.79. This means that most of the respondents are satisfied with monetary incentives. “The liking of the free meals” is the lowest mean value, which is 3.40. This may be because of the diversity of employees comprising of different races and from different native places in Myanmar. They would not have the same taste in meals. The overall mean value is 4.44. It means that the majority of employees are satisfied with free accommodation, free internet and other HR policies of the company. Thus, there is a high level of job satisfaction in employees, regarding benefits and incentives provided by the GAPCL.

(c) **Working Conditions**

Good working conditions can bring many advantages to pearl farms. For working conditions in GAPCL, seven structural questions are constructed and data are collected from 150 respondents to analyze their impact on job satisfaction of employees.

Table (4.4) Working Conditions

No.	Items	Mean	Standard Deviation
1	Having equipment to do the jobs well and safely	4.65	0.99
2	Having good access to medications and clean water	4.59	1.01
3	The usefulness of the materials distributed for the job	4.71	0.81
4	The liking of the physical conditions of the workplace	4.59	0.91
5	Having an environment for employees to do their best work	4.57	0.96
6	Consideration of the administrative team on the needs and preferences of individual employees	4.42	1.18
7	This pearl farm is a good place to work	4.55	0.97
Overall Mean		4.58	

Source: Survey Data (2022)

As presented in Table (4.4), “the usefulness of the materials distributed for the job” has the highest mean value of 4.71”. It shows that most of the respondents are strongly agreed that GAPCL equipped the materials which are useful for their jobs. “Consideration of the administrative team on the needs and preferences of individual employees” is the lowest mean value 4.42. This may be because some employees might have safety needs according to Maslow, which have not yet been fulfilled by the administration team. The overall mean value is 4.58. It denotes that the employees assume they like the physical conditions of the workplace which enables them to do their best work. Therefore, it can be assumed that the employees of GAPCL are satisfied with the working conditions.

(d) Training

For training in GAPCL, four structural questions are constructed and data are collected from 150 respondents to examine their impact on job satisfaction of employees.

Table (4.5) Training

No.	Items	Mean	Standard Deviation
1	Satisfaction with the on-job training	4.62	0.93
2	Having the training needed to do the job well.	4.59	0.97
3	Having training opportunities to learn and enhance knowledge.	4.50	1.09
4	Having trained with all skills needed to perform job	4.53	1.09
Overall Mean		4.56	

Source: Survey Data (2022)

Training for job satisfaction of employees in GAPCL is described in Table (4.5). As per survey results, the statement “satisfaction with the on-job training” has the highest mean value which is 4.62. This indicates that the employees are satisfied with the on-job training that enables them to do their job well. The lowest mean value is 4.50. The statement is “having training opportunities to learn and enhance knowledge”. The reason can be that the employees expect training which can provide not only about their work, but also about pearls and pearl industry. The overall mean value is 4.56. It indicates that employees of GAPCL are satisfied with training which deliver skills need to perform their task, Therefore, employees of GAPCL have a high level of job satisfaction regarding training at work.

(e) Supervision

For supervision in GAPCL, four structural questions are constructed and data are collected from 150 respondents to examine their impact on job satisfaction of employees.

Table (4.6) Supervision

No.	Items	Mean	Standard Deviation
1	Satisfaction with the support from the supervisor	4.53	1.09
2	Giving clear work instructions	4.45	1.17
3	Evaluating on the performance and providing the corrective answer.	4.61	0.98
4	Continuous encouragement and guidance in the performance of work.	4.63	0.91
Overall Mean		4.56	

Source: Survey Data (2022)

As shown in Table (4.6), “continuous encouragement and guidance in the performance of work” is the highest mean value of 4.63. This shows that employees are satisfied with their supervisors’ encouragement and guidance in their work performance. The lowest mean value is 4.45. The statement is “giving clear work instructions” by the superiors. This is possible because some of the superiors are lack of good communication skills. The overall mean value is 4.56. It indicates that employees of GAPCL are satisfied with the support from their superiors in performing tasks. Therefore, employees of GAPCL have a high level of job satisfaction regarding supervision at work.

(f) Relation with Co-workers

Relation with co-workers is also an important factor for job satisfaction at the workplace, especially at the pearl culturing farms which are located in remote areas of the Mergui Archipelago in Myanmar. To identify employees’ relationships in GAPCL, eight structural questions are constructed and data are collected from 150 respondents to examine its effect on job satisfaction.

Table (4.7) Relation with Co-workers

No.	Items	Mean	Standard Deviation
1	Having a good working relationship	4.69	0.80
2	The dependability for support	4.68	0.81
3	Receiving moral support when needed	4.61	0.90
4	Co-worker motivates to do better work.	4.55	1.01
5	Suggesting on the work	4.63	0.95
6	Concentrating on well-being	4.62	0.89
7	There is an atmosphere of trust and respect	4.65	0.88
8	Respecting and valuing each other	4.65	0.94
Overall Mean		4.63	

Source: Survey Data (2022)

Employees' relationship in GAPCL is stated in Table (4.7). According to survey data, the highest mean value is 4.69 and the statement is "having a good working relationship". It shows that employees have good working relationships with their co-workers in the workplace. The lowest mean value is 4.55. The statement is "Co-worker motivates to do better work". It can be denoted that most employees are basic workers and are lack of motivation skills to some extent. The overall mean value is 4.63. It means that employees have satisfaction from having good working relationships at the pearl farm. The survey result implies that employees have a high level of job satisfaction concerning with good working relationships at the GAPCL.

4.1.2 Job Satisfaction

Job satisfaction of the employees in GAPCL is an essential part of this study. Thus, ten structural questions are constructed and data are collected from 150 respondents to find out the job satisfaction level. The results are shown in Table (4.8).

Table (4.8) Job Satisfaction

No.	Items	Mean	Standard Deviation
1	Satisfaction with the salary and the amount of work	4.22	1.31
2	Satisfaction with the job matched with skills and experience of the individual	4.49	1.11
3	Satisfaction with the ability to do the work well	4.59	1.04
4	Satisfaction with the freedom to use own judgment	4.45	1.14
5	Willingness to continue working in this job.	4.45	1.10
6	Satisfaction with work responsibilities	4.51	1.07
7	Satisfaction with the career development opportunities and promotion opportunities	4.53	1.03
8	Receiving enough recognition from the company for well-done work	4.52	1.02
9	Having chance to do different things from time to time	4.56	0.97
10	Having the feeling of accomplishment from the job	4.71	0.86
Overall Mean		4.50	

Source: Survey Data (2022)

As shown in Table (4.8), it is found that the highest mean value is 4.71, and which statement is “having the feeling of accomplishment from the job”. It shows that employees have a very high degree of satisfaction on job accomplishments. The statement “satisfaction with the salary and amount of work” is the lowest mean score of 4.22. This implies that most employees are satisfied with their salaries for their amount of work, however some employees might perceive they should be paid more for their duties and responsibilities. The overall mean value is 4.50 showing that employees are satisfied with the assigned jobs which are matched their skills and experience. They have satisfaction from the ability to do their work well and the freedom to use their own judgment to some extent. Employees are pleased with chances to perform different tasks from time to time, in order to enhance their skill variety. As a consequence, they have opportunities for promotion and career

development. It is also noted that job satisfaction of employees mainly derives from their work responsibilities and recognition from the company. Therefore, according to results, there is a high level of job satisfaction in employees of GAPCL.

4.1.3 Job Performance

In this study, Job performance of the employees in GAPCL is the critical portion to figure out how well the company is operating. Therefore, ten structural questions with five-point Likert-scale are constructed and data are collected from 150 respondents to evaluate the mean values.

Table (4.9) Job Performance

No.	Items	Mean	Standard Deviation
1	Having motivation to exert more effort into the job	4.72	0.79
2	Planning the work so that it was done on time	4.74	0.75
3	Sharing knowledge and ideas among team members	4.71	0.79
4	Giving help to co-workers when asked or needed.	4.77	0.70
5	Accomplishing the work quickly and accurately	4.77	0.75
6	The capability of working independently and with minimal supervision	4.72	0.78
7	Taking instructions and orders well and positively	4.77	0.68
8	Understanding and obeying rules, regulations, and procedures	4.69	0.74
9	Giving innovative and creative suggestions to improve the department	4.73	0.65
10	Maintaining good coordination among team members	4.80	0.68
Overall Mean		4.74	

Source: Survey Data (2022)

Job performance of employees in GAPCL is described in Table (4.9). According to the results, the highest mean score is 4.80 which statement is “maintaining good coordination among team members”. This shows that most of the respondents well coordinate with their colleagues in the workplace. The statement “understanding and obeying rules, regulations, and procedures” is the lowest mean value of 4.69. It shows that the rules, regulations, and procedures are not clarified enough for employees, and they have difficulties obeying them. The overall mean score is 4.74. The result indicates that the majority of employees can plan their work in order to accomplish them quickly and accurately. They take instructions and orders from superiors well and positively and can work independently and with minimal supervision. Most employees share knowledge and ideas, and extend help when their co-workers ask or need them. And also, they give innovative and creative suggestions to improve their respective department. Ultimately, it is found that they have motivation to exert more effort into the job. Therefore, it can be concluded that the job performance of employees in GAPCL is at an acceptable level.

4.2 Analysis of Influencing Motivation Factors on Job Satisfaction of Employees

In this section, motivation factors on job satisfaction of employees are identified by using multiple linear regression analysis. In this study, there are two main variables: motivation factors and job satisfaction. In each regression model, wages and salary, benefits and incentives, working conditions, training and supportive supervision, and relation with co-workers are used as independent variables and job satisfaction is used as the dependent variables. All the data types are consistent with the assumption of multiple linear regression statistics.

According to the results, motivation factors have a positive effect on job satisfaction of employees in GAPCL, job satisfaction is regressed with wages and salary, working conditions, and relation with co-workers. The results of regression analysis are presented in Table (4.10).

As described in Table (4.10), R^2 is 0.757 and adjusted R^2 is 0.747. This model demonstrates that the variation of job satisfaction is predicted by motivation factors towards wages and salary, benefits and incentives, working conditions, training, supervision, and relation with co-workers as the value of adjusted R^2 is 75%. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of the F test,

the overall significance of the model is highly significant at 1 percent level. This specific model can be said valid.

Table (4.10) Influencing Motivation Factors on Job Satisfaction

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-0.185	0.251		-0.734	0.464	
Wages and Salary	0.165***	0.056	0.195	2.920	0.004	2.624
Benefits and Incentives	-0.065	0.087	-0.059	-0.752	0.454	3.636
Working Conditions	0.565***	0.111	0.522	5.106	0.000	6.164
Training	0.035	0.091	0.038	0.384	0.701	5.675
Supervision	0.008	0.113	0.008	0.072	0.942	8.056
Relation with Co-workers	0.323***	0.068	0.276	4.740	0.000	2.002
R Square	0.757					
Adjusted R Square	0.747					
F Value	74.354***					

Source: Survey Data (2022)

*** Significant at 1% level, **Significant at 5% level, *Significant at 10% level

It is also found that wages and salary, working conditions, and relation with co-workers have positive effects on job satisfaction with 1% significant level respectively. Moreover, the results demonstrated that working conditions has a greater influence than relation with co-workers, wages and salary on job satisfaction of employees in GAPCL.

The study discovers that, regarding working conditions, most of the employees consider themselves satisfied and accept that GAPCL is a good place to work. This can be a result of the GAPCL's working condition policy which is to create an environment for employees to perform their best work. Employees have good access to medications and clean water. They have sufficient and useful materials which enable them to do their work well and safely. The overall physical condition of the workplace is one of the best in the

industry. These factors lead to job satisfaction of the employees.

Concerning the relation with co-workers, good working relationships exist among employees of GAPCL. The employees perceive that they can depend on their colleagues for suggestions and help at work. They have concentration on well-being and moral support from their colleagues. And there is an atmosphere of trust and respect among most employees. Some employees are working at GAPCL not much because of other motivation factors, yet because of good interpersonal relationships existing among them. Thus, most employees have satisfaction from interrelationships at the pearl farm.

Relating to wages and salary, most of the employees assume that wages and salary are fair for their tasks, duties and responsibilities. They perceive they have enough money from their job. Some employees even feel their salary motivates for better performance. They also assume that current payment is able to attract and retain competent employees. Those factors lead to job satisfaction of employees in GAPCL.

The standardized coefficient (Beta) of working conditions has the largest value (0.522) among six explanatory variables indicating that working conditions has the greatest contribution to increase the job satisfaction of employees in the GAPCL when the variance explained by other variables is controlled for. The result indicates that providing good working conditions is the most important motivation factor for creating job satisfaction because the employees feel that working in a good environment enable them comfortable and productive. Relation with co-workers has the second largest effect on job satisfaction. The reason can be that employees expect good interpersonal relationship at the pearl farm since they are away from families and friends. The employees believe that wages and salary they earn are fair for their duties and responsibilities, and also enough for their daily life.

4.3 Analysis of the Effect of Job Satisfaction on Job Performance of Employees

In this section, job satisfaction of employees on job performance of employees are identified by using multiple linear regression analysis. In this study, there are two variables: job satisfaction and job performance. The independent variable is job satisfaction and the dependent variable is job performance. All the data types are consistent with the assumption of multiple linear regression statistics. According to the results, job satisfaction has the positive effect on job performance of employees in GAPCL, job performance is regressed with job satisfaction. The results of regression analysis are presented in Table (4.11).

Table (4.11) The Effect of Job Satisfaction on Job Performance

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.308	0.184		12.557	0.000
Job Satisfaction	0.541***	0.040	0.743	13.504	0.000
R Square	0.552				
Adjusted R Square	0.549				
F Value	182.369***				

Source: Survey Data (2022)

*** Significant at 1% level, **Significant at 5% level, *Significant at 10% level

As presented in Table (4.11), R^2 is 0.552 and adjusted R^2 is 0.549. This model demonstrates that the variation of job performance is predicted by job satisfaction as the value of adjusted R^2 is 55%. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of the F test, the overall significance of the model is highly significant at 1 percent level. This specific model can be said valid.

It is also found that job satisfaction, has a positive effect on job performance with 1% significant level. The study finds that the majority of employees have the ability to plan their work well and accomplish them on time and accurately. Thus, they feel accomplishment from the job done. As a result, they have the motivation to exert more effort into the job. The study also shows that most employees follow instructions and orders accordingly and can perform with minimal supervision, although some of them have difficulties understanding and, thus obeying rules, regulations, and procedures. It is also revealed that there is good coordination among different teams in performing tasks together. The study also finds that employees are willing to share knowledge and ideas among them. Most desirably, innovative and creative ideas are obtained from the employees to improve their job performance. These all results are derived from job satisfaction of the employees. Therefore, it can be concluded that job satisfaction, again, affect the job performance of employees of GAPCL, very significantly.

CHAPTER 5

CONCLUSION

Established on the analytical data from previous chapters, this chapter is comprised of three sections. They are findings and discussions, suggestions and recommendations, and the needs for further research for those who are interested in a better understanding of the influencing motivation factors on job satisfaction and job performance of pearl workers, not only of GAPCL, but also of the whole pearl culturing industry in Myanmar. Additionally, it is concluded with some suggestions to extend this study in the future.

5.1 Findings and Discussions

The first objective of this study is to identify motivation factors on job satisfaction of employees in GAPCL based on the concepts of motivation theories. The second objective is to analyze the effect of job satisfaction on job performance of employees in GAPCL.

The motivation factors, job satisfaction and job performance are analyzed based on 150 respondents. The target respondents are employees of GAPCL working at pearl culturing farm in Kawthaung Township, Myanmar. Most of the employees actively participated by answering structural questionnaires, and all data were analyzed by using multiple linear regression in SPSS software. It is found that out of 150 respondents, 98 employees are male. The age group between 21 and 30 years old are working at the pearl culturing farm more than any other age group. Most of the employees are basic workers as the nature of work needs most population of them. The majority of the employees earn a monthly salary of fewer than 200,000 kyats. Most of the respondents have work experience of 1-2 years at GAPCL.

According to the mean score results of motivation factors which consist of wages and salary, benefits and incentives, working conditions, training, supervision and relation with co-workers, the relation with co-workers has a higher mean score than other five motivation factors. Employees perceive that they have good interpersonal relationships at the pearl farm, they can depend on their colleagues for suggestions, help and moral support. Working conditions has the second highest mean score, showing that the employees feel

that the pearl farm of GAPCL is a good place to work, they have useful equipment to do their job well and safely. Training and supervision have the same mean scores. Employees think they receive the necessary skills from the trainings. They assume supportive is supportive for them. Employees like the benefits and incentives provided by the company. And lastly, employees agree the wages and salary is fair and enough.

Through statistical analysis of the effect of the motivation factors on job satisfaction of employees, this study reveals that, among the six motivation factors, working conditions, relation with co-workers, and wages and salary have the strongest relationship with job satisfaction of employees. Based on the regression results, better working conditions result in a higher level of job satisfaction. Results show that most of the employees are the most satisfied with physical conditions of the workplace. They consider that they have useful materials and equipment to do their job effectively. They have workplace with good lighting, ventilation. Their working environment is safe. They have good health care system. These factors increase the job satisfaction of employees and thus, they assume GAPCL is a good place to work.

In this study, relation with co-workers has also a strongest relationship with job satisfaction of employees. According to the results, employees have satisfaction from having good working relationship with their colleagues. Most employees assume that they can depend on their colleagues for physical support as well as moral one when they need them. They are also satisfied with receiving suggestions from their co-workers to do better work. And most of them believe their colleagues concentrate on their well-being. There is also trust and mutual respect among most of the employees. Therefore, it can be noted that there is an atmosphere of good interpersonal relationships which leads to job satisfaction of employees in GAPCL.

In addition, wages and salary also has a strongest relationship with job satisfaction of employees in this research. The results show that employees are satisfied with their earnings which they perceive are fair for their tasks, duties, and responsibility. Most employees assume that they have enough wages and salary although the majority of them earn monthly salaries of fewer than 200,000 Kyats. This may be because they are being provided with free accommodation, free meals, free internet, and other benefits by the company. Most employees agree their current payment motivates and provides an incentive for better performance. They also agree that current pay system can attract and retain competent employees. To conclude, employees of GAPCL have a high degree of job

satisfaction with their wages and salary.

According to the analysis, the result shows there is a very significant positive relationship between job satisfaction and job performance. Furthermore, the result also finds that job satisfaction of employees has a high significant value; which indicates a more positive factor of job satisfaction, results in higher job performance of employees. Based on the results, the study finds out that employees can properly plan for work, and accomplish them on time accurately because they have satisfaction from the job matched their skills, the ability to perform well, and fair wages and salary. In addition, the study discovers that employees coordinate well among different teams in performing tasks together, because they have job satisfaction from good working relationships among them. Moreover, it is discovered that the employees have motivation to exert more effort into the job because of their job satisfaction derived from their work responsibilities, feeling of accomplishment, and recognition from the GAPCL.

This study also concludes that three of six motivation factors have positive relationships and are significant with job satisfaction, and job satisfaction, in turn, has a positive relationship and is very significant with job performance of employees in GAPCL.

5.2 Suggestions and Recommendations

Based on the findings of this study, some of the relevant suggestions and recommendations for the company are provided to stimulate the influencing motivation factors, enhance job satisfaction and, ultimately, improve job performance of employees of the GAPCL.

With increasing global competition in the pearl culture industry, job satisfaction and job performance of employees play crucial roles for every pearl culturing enterprise. Job satisfaction or dissatisfaction is a result of several influencing factors and which lead to great or poor job performance. Thus, in order to achieve job satisfaction of employees, pearl culturing companies must formulate strategies in line with their business environment. For whatever reason employees are satisfied, they can deliver high job performance.

According to the findings on the effects of motivation factors on job satisfaction, the results highlight that the most important elements of motivation factors, among six variables, are working conditions, relation with co-workers, and wages and salary.

Moreover, working conditions is found as the most important motivation factor that has a significant effect on job satisfaction of employees in this study. It is suggested that the GAPCL should maintain good working conditions in pearl farm in order to uphold job satisfaction of employees. It is recommended that the GAPCL should keep providing useful equipment, materials, medications, and clean water adequately. The physical conditions of the workplaces in the pearl farm should be periodically checked, maintained and improved as much as possible. To the administration team, the researcher urges that the needs and preferences of individual employees should be identified in adequate manner and fulfilled as necessary.

Relation with co-workers is found as the second important motivation factor that has a significant impact on job satisfaction of employees in this research. According to the results, the majority of employees believe that they have good working relationships at the workplace. It is recommended that the intervention of management may be instrumental in promoting interpersonal relationships at work, by initiating social activities both inside and outside of the workplace. Moreover, the GAPCL should involve employees in the recruitment and selection process in order to develop valued interpersonal relationships at work, through the use of employee referrals because, through those, the GAPCL has more chance to recruit homogeneous workers. In addition, it is also recommended that individuals, as well, need to get along well with their co-workers for a positive ambiance in the workplace and also for healthy interpersonal relationships.

In this research, the third important motivation factor is wages and salary which has a significant effect on job satisfaction of employees. Results show that, most employees like the pay system of the GAPCL. However, there are some employees who consider that they can earn more salary at other pearl culturing companies. Therefore, it is recommended that the GAPCL should constantly monitor and benchmark the pay policies in the pearl culturing industry of Myanmar. As GAPCL is a relatively new company in the industry, it is more important for GAPCL than others to attract experienced, talented pearl workers and retain the right ones as well.

Based on the findings, there are three motivation factors that do not have significant effect on job satisfaction in this study. Those factors are benefits and incentives, and training, and supervision. This is possible because, regarding benefits and incentives, other pearl culturing companies might be providing more of them to their employees, and thus, employees of GAPCL want more benefits and incentives programs. Therefore, the GAPCL

should focus on its benefits and incentive programs by finding out its employees' preferences as well as by monitoring other pearl culturing companies' offerings.

Concerning training, employees might consider that there are many training programs to complete and some of which are not relevant to them. And also, because most trainings take place in working hours of employees, they may have stress on rushing the tasks to be done on time. The GAPCL should review its training programs, and redesign them to fulfil employees' satisfaction whilst optimizing their job performance.

Relating to supervision, employees might want motivation, clear work instructions from their supervisors in performing difficult tasks. The GAPCL should focus on motivation and communication skills of managerial level and supervisory level employee, and make necessary improvements in order to improve employees' job satisfaction.

The important implication for improving job performance of the company is to set up human resource strategy, which covers all dimensions including motivating employees, and enhancing job satisfaction, which will consequently, raise job performance of employees. In such way, the job performance of the employees can be improved through creating the job satisfaction of its employees by the GAPCL. Furthermore, if the job performance of employees in the GAPCL is high enough to surpass industry standards, the GAPCL will, undoubtedly, have competitive advantage in the pearl culture industry of Myanmar and will realize its vision.

5.3 Needs for Further Research

This study mainly focuses on the effect of motivation factors on job satisfaction and job performance of employees in the GAPCL. Some other factors which have influence on job satisfaction and job performance of employees in the GAPCL are not included in this research. The main weakness of this study is the research area. This study covers only extrinsic motivation factors and excludes intrinsic ones such as achievement, recognition, responsibility, work itself, advancement, personal growth, etc. as well as other influencing motivation factors, job satisfaction level, and job performance level of employees in other companies across the industry. Thus, this study does not cover all pearl culturing companies in Myanmar. Hence, it would be great if a larger population size would be used, and if the whole pearl culture industry of Myanmar would be included to carry out any further study to a better understanding of the influencing factors on job satisfaction and job performance

of pearl workers. Additionally, this study will serve as a foundation for those who are anxious to broaden this subject and do a similar study who are interested in analyzing the whole pearl culture industry of Myanmar. Eventually, a future study with the inclusion of such external variables may find out different implications for the company by improving job performance of pearl workers across the industry.

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APPENDIX I

QUESTIONNAIRE

Dear Respondent,

This questionnaire survey is intended for my research to fulfill MBA degree at Yangon University of Economics (YUE). I am doing research on Motivation Factors, Job Satisfaction, and Job Performance of Employees in Grand Andaman Pearl Co., Ltd.

The information you provide will remain definitely confidential and will be used only for dissertation purposes only. So, I would like to request you to answer completely and truly.

PART I:

Please provide your general information.

Please tick (✓) the appropriate box below.

1. Gender:

Male

Female

2. Age:

18-20 years

41-50 years

21-30 years

51-60 years

31-40 years

Older than 60 years

3. Education Level:

High School

Bachelor's degree

Master's degree

4. Position:

Assistant General Manager

Supervisor

Senior Manager

Foreman

Manager

Basic Worker

Assistant Manager

5. Monthly Basic Salary

Less than 200,000

500,000-599,999

200,000-299,999

600,000-699,999

300,000-399,999

Above 700,000

400,000-499,999

6. Total Years of Working Experience with Current Company

Less than 1 year

1-2 years

2-3 years

3-4 years

4-5 years

5-6 years

PART II:

Areas / Statements

Please tick (✓) one box per statement according to the scale stated below.

Please note that the scale is from 1-5:

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree

(1) Motivation Factors Questionnaire

(a) Wages and Salary

No.	Particulars	1	2	3	4	5
1	My salary is fair for the tasks, duties, and responsibilities of my job.					
2	Compare with similar organizations, my salary is reasonable and fair to those of the same position.					
3	I like the pay system of this company.					
4	I have enough salary from this job.					
5	The current payment is capable of attracting and retaining competent employees.					
6	The current payment is motivating and provides an incentive for better performance.					

(b) Benefits and Incentives

No.	Particulars	1	2	3	4	5
7	I am satisfied with the free accommodation provided by the company.					
8	I like the free meals the company provides for staff.					
9	I am satisfied with the annual one-month vacation with a full basic salary and travel allowance.					
10	I like the monetary reward policy for staff who does not take leave for the whole month.					
11	I like the sick leave policy of the company.					
12	I like the free Wi-Fi internet provided by the company.					
13	I like the health care policy of the company.					

(c) Working Conditions

No.	Particulars	1	2	3	4	5
14	I have the equipment I need to do my job well and safely (e.g., raincoat, gloves, etc.).					
15	At work, I have good access to medications and clean water.					
16	The materials distributed were helpful for my job.					
17	I like the physical conditions of my workplace. (e.g., space, cleanliness, ventilation, light, noise, comfort)					
18	I feel this company has created an environment where I can do my best work.					
19	I believe that the administrative team considers my needs and preferences when making decisions that affect my work life					
20	Overall, this pearl farm is a good place to work.					

(d) Training

No.	Particulars	1	2	3	4	5
21	I am satisfied with the on-job training I receive.					
22	I get the training I need to do my job well.					
23	I have training opportunities to learn and enhance my knowledge.					
24	I have been trained with all skills that are needed to perform my job.					

(e) Supervision

No.	Particulars	1	2	3	4	5
25	I am satisfied with the support (advice, coaching) from my supervisor.					
26	Supervisors give clear work instructions					
27	My supervisor evaluates my performance and takes the corrective answer.					
28	My supervisor always encourages and guides me in the performance of my work.					

(f) Relation with Co-workers

No.	Particulars	1	2	3	4	5
29	I have a good working relationship with my colleagues.					
30	I can depend on my colleagues for support.					
31	My colleagues give me moral support when I need it.					
32	My colleagues stimulate me to do better work.					
33	My colleagues provide suggestions about my work.					
34	My colleagues are concentrated on my well-being.					
35	There is an atmosphere of trust and respect at the workplace.					
36	I respect my colleague and value them.					

(2) Job Satisfaction Questionnaire

No.	Particulars	1	2	3	4	5
37	I am satisfied with my salary and the amount of work I do.					
38	I am satisfied with my job which is a good match for my skills and experience.					
39	I am satisfied with the ability to do my work well.					
40	I am satisfied with the freedom to use my own judgment.					
41	I am satisfied to continue working in this job.					
42	I am satisfied with my work responsibilities.					
43	I am satisfied with the career development opportunities and promotion opportunities.					
44	The company gives enough recognition for well-done work.					
45	I get the chance to do different things from time to time.					
46	I get a feeling of accomplishment from my job.					

(3) Job Performance Questionnaire

No.	Particulars	1	2	3	4	5
47	I have the motivation to exert more effort into the job I am doing.					
48	I managed to plan my work so that it was done on time.					
49	I used to share knowledge and ideas among my team members.					
50	I used to extend help to my co-workers when asked or needed.					
51	I accomplish my work quickly and accurately.					
52	I am capable of working independently and with minimal supervision.					
53	I take instructions and orders well and positively.					
54	I well understand and obey to rules, regulations, and procedures of the company.					
55	I try to make innovative and creative suggestions to improve the department.					
56	I used to maintain good coordination among my team members.					

APPENDIX II
REGRESSION ANALYSIS

1. Motivation Factors on Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.870a	0.757	0.747	0.44760	1.822

a. Predictors: (Constant), RELATION WITH CO-WORKERS, WAGES AND SALARY, BENEFITS AND INCENTIVES, TRAINING, WORKING CONDITIONS, SUPERVISION

b. Dependent Variable: JOB SATISFACTION

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	89.380	6	14.897	74.354	.000b
Residual	28.650	143	0.200		
Total	118.029	149			

a. Dependent Variable: JOB SATISFACTION

b. Predictors: (Constant), RELATION WITH CO-WORKERS, WAGES AND SALARY, BENEFITS AND INCENTIVES, TRAINING, WORKING CONDITIONS, SUPERVISION

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-0.185	0.251		-0.734	0.464
WAGES AND SALARY	0.165	0.056	0.195	2.920	0.004
BENEFITS AND INCENTIVES	-0.065	0.087	-0.059	-0.752	0.454
WORKING CONDITION	0.565	0.111	0.522	5.106	0.000
TRAINING AND SUPPORTIVE SUPERVISION	0.035	0.091	0.038	0.384	0.701
RELATION WITH CO-WORKER	0.008	0.113	0.008	0.072	0.942

a. Dependent Variable: JOB SATISFACTION

2. Job Satisfaction on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.743a	0.552	0.549	0.43511	1.783

a. Predictors: (Constant), JOB SATISFACTION

b. Dependent Variable: JOB PERFORMANCE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.527	1	34.527	182.369	.000b
	Residual	28.020	148	0.189		
	Total	62.547	149			

a. Dependent Variable: JOB PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.308	0.184		12.557	0.000
JOB SATISFACTION	0.541	0.040	0.743	13.504	0.000

a. Dependent Variable: JOB PERFORMANCE