

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

**INFLUENCING FACTORS ON EMPLOYEE
MOTIVATION AND EMPLOYEE PERFORMANCE
OF OLYMPIC HOTEL**

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MBA II – 94

MBA 24th BATCH

APRIL, 2022

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ACADEMIC YEAR (2018 – 2022)

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“This thesis is 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 this thesis entitled “**Influencing Factors On Employee Motivation And Employee Performance Of Olympic Hotel**” has been accepted by Examination Board for awarding Master of Business Administration (MBA).

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April, 2022

ABSTRACT

This study aims to examine the influencing factors on employee motivation and to analyze the influence of employee motivation on their performance of Olympic Hotel. Primary and secondary data are collected from 141 employee out of 220 employees. The employees are selected by using Simple Random Sampling method. The research method is used descriptive analysis and analytical analysis. To meet the objectives, multiple linear regression and simple linear regression models are used in this study. Both primary and secondary data is used in this study. Previous journals, research papers, textbooks, and websites are used as secondary data of the study. Intrinsic rewards and extrinsic rewards are used as influencing factors on motivation in this study. Factors including intrinsic rewards are cooperation, recognition, sense of achievement and work freedom and autonomy and extrinsic rewards variable as fringe benefits, improve working conditions, payment and incentives, and promotion. The study finds that intrinsic factors of recognition and work freedom and autonomy have the significant effect on employee motivation. As for the extrinsic factors, the study shows that fringe benefits, payment and incentives and promotion have the significant effect on employee motivation. It is found that employees' motivation has the significant effect on employee performance of Olympic Hotel.

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGMENTS	ii
CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	3
1.3 Scope and Method of the Study	3
1.4 Organization of the Study	4
CHAPTER 2 THEORETICAL BACKGROUND	5
2.1 Herzberg's Two-Factor Theory	5
2.2 Rewards	7
2.3 Motivation	9
2.4 Performance	10
2.5 Previous Studies	11
2.6 Conceptual Framework of the Study	13

CHAPTER 3	PROFILE AND AND REWARDS OF OLYMPIC HOTEL	15
	3.1 Profile of Olympic Hotel	15
	3.2 Reward System Used in Olympic Hotel	18
	3.3 Demographic Profile of the Respondents	22
	3.4 Reliability Test	23
CHAPTER 4	ANALYSIS ON INFLEUNCING FACTORS OF EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE	25
	4.1 Analysis on the Influencing Factors on Employee Motivation	25
	4.2 Analysis on the Influence of Motivation On Employee Performance	35
CHAPTER 5	CONCLUSIONS	38
	5.1 Findings and Discussions	38
	5.2 Suggestions and Recommendations	40
	5.3 Needs for Further Research	42
REFERENCES		
APPENDIX		

LIST OF TABLES

Table		Page
Table 3.1	Human Resources of Olympic Hotel	18
Table 3.2	Basic Salary of Employees	19
Table 3.3	Fringe Benefits of Employees	20
Table 3.4	Demographic Profile of Respondents	22
Table 3.5	Reliability Test	23
Table 4.1	Intrinsic Rewards	26
Table 4.2	Extrinsic Rewards	28
Table 4.3	Employee Motivation	30
Table 4.4	Influence of Intrinsic Rewards on Employee Motivation	31
Table 4.5	Influence of Extrinsic Rewards on Employee Motivation	32
Table 4.6	Analysis of Influencing Factors on Employee Motivation	34
Table 4.7	Employee Performance	35
Table 4.8	Analysis of Employee Motivation on Employee Performance	36

LIST OF FIGURES

Figure	Page
Figure 2.1 Herzberg Two-Factor Theory	7
Figure 2.2 Conceptual Framework of Irum et al.,	12
Figure 2.3 Conceptual Framework of Chin et al.,	13
Figure 2.4 Conceptual Framework of the Study	14
Figure 3.1 Organization Structure of Olympic Hotel	16

CHAPTER 1

INTRODUCTION

Employees are the essential resources for every organization and how to motivate these employees are important factors to consider for the businesses. Motivation gives employees to be energetic in their work. Employees' commitment and innovative ideas create motivation for employees. The motivated employees find the way to finish the work by the guidelines of organizational objectives. The managers have the responsibility to motivate their employees because all the works in the workplaces are done by the employees. The motivated employees do their work happily and enthusiastically.

To motivate employees, the manager must know the nature of human resources and choose which theories will best suit his employees. Applications of theories are very difficult to use and there may also need to consider suitability with the workplace. Therefore, the best way to motivate employees is "observing the nature of employees first and then suitable style of leadership supports for motivating employees. Every organization tries to motivate employees which are also the important decision for the organizations' concerns. The organizations use financially incentive programs, mentally incentive programs and physically incentive programs to fulfill employees' motivational goals.

Rewards management programs also support the employees' motivation (Barber & Bertz, 2000). There are 2 main types of rewards to motivate employees which are intrinsic rewards and extrinsic rewards (Irum et al., 2014). Coordination among employees also needs to be done which may pass through by means of motivation. Arguments of Bruzelius and Skärvad, (2004) are to motivate employees for working efficiently and then to support the company's values and goals which were done by the rewards provision. Increase in productivity is due to motivation and commitment of the employees. These are from the retaining of skilled labour by means of an organization rewarding system (Brickley et al., 2002).

The Performance of every employee tends to reach organizational goals and organizing the best use of resources, especially human resources, is the important duty for every management of the business. The performance results of each employee influence on their skills and motivation. Skills are according to their abilities, knowledge, and their

educational background but motivation of employees is due to rewards. Therefore, Olympic Hotel wants to know the effective rewarding system to practice on their employees to attain motivation. These motivations tend to their desired outcomes for performance with their organizational goal.

Therefore, Olympic Hotel also realizes the motivation of employees is an important factor for the best performance outcomes to reach organizational goals. The Olympic hotel runs as the tertiary service business and serviceability of its employees also relate with a good image of the business. Therefore, they use various human resource practices to get the best performance of their employees through employees' motivation.

1.1 Rationale of the Study

Human resources are the most important assets of an enterprise. The success or failure of an organization largely depended on their employees' qualifications and performance. One thing to consider for nearly all businesses is to develop a competitive edge over competitors. Therefore, an increase in productivity is an important issue for the organization. To increase productivity, motivation of employees is the key factor to accomplish the tasks of the organization. The study interested in managing employee enhancement by providing rewards for motivation to obtain business performance. The performance of human resources is based on motivation.

In the real world, no employee obtains motivation without rewards. The rewarding system used in the organization tends to have good results for motivation and performance of the employees. Organizations use reward systems and strategies to motivate their employees and to increase their performance.

Currently, Olympic Hotel tries to struggle to achieve their organizational goals. Current market is very competitive and difficult to recruit skilled labour. To work more effectively, employees need to have motivation and their motivations are related to the organizational rewarding system.

Another reason for finding out this research is to retain their employees with the suitable rewarding systems for protecting employees' turnover. Importance of intrinsic rewards for employees' motivation was shown by many researchers. Olympic Hotel is

also thinking of extrinsic rewards to recruit new employees because Myanmar is a developing country and pay related matters are essential for their daily survival.

Performance of every employee relates to motivation and due to the hotel industry their performances are also related to customer satisfaction. Customer satisfaction is one of the objectives of Olympic Hotel. Effective rewarding systems improve employees' motivation and then require performance of employees through motivation.

1.2 Objectives of the Study

The two objectives of the study are as follow:

1. To examine the influencing factors on employee motivation of Olympic Hotel.
2. To analyze the influence of employee motivation on their performance of Olympic Hotel.

1.3 Scope and Method of the Study

Presently, Olympic Hotel has 220 employees who work for the organization and the study focuses on 220 employees who work in Olympic Hotel, Yangon Region. The sample size of the study is 141 employees out of 220 employees by using Sample Size Calculator (Raosoft). Therefore, 141 out of 220 are collected a survey with simple random sampling method. All the observed employees of the Olympic Hotel work in both managerial and non-managerial positions. In the survey, the research method is descriptive analytical statistics.

The study uses both primary and secondary data. Primary data is collected from a survey method with structured questionnaires. Previous Journals, thesis, research papers, textbooks and websites apply as secondary data of the study. To analyze the thesis data, "Multiple Linear Regression Analysis" is used in this study. The data is collected during December 2020 and January 2021.

1.4 Organization of the Study

There are five different chapters to emphasize on the study. These chapters are chapter one represents introduction, chapter two represents theoretical background and literature review, chapter three represents profile and practices of the Olympic Hotel, chapter four represents analysis of the influencing factors on motivation and employee performance of the Olympic Hotel and the last chapter, chapter five, represents conclusion. Chapter one introduction includes rationale for the study, objectives of the study, scope and method of the study and organization of the study. The next chapter, Chapter two, covers theoretical background and literature reviews which presents extrinsic and intrinsic rewards, motivation of employees and performance. Another is chapter four and which explains analysis of the influencing factors on motivation and employee performance of the Olympic Hotel. The chapter five is conclusions which point out the finding of the study and discussion, suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

The chapter of theoretical background represents the theories which present in the study. The theories and definitions of “intrinsic rewards, extrinsic rewards, motivation and performance” are included in this chapter. All these theories and definitions in above topics and influencing factors of motivation and employee performance are also included in this chapter for the study requirement. This requirement is followed by the conceptual framework of the study.

Recent years, the effect of globalization has increased by its nature and many organizations try to stabilize their businesses according to these changes. Therefore, different organizations use different strategies to stabilize in the local and global market. Many human resource practices inspire the employees of the organizations but how to choose from these practices are the difficult strategy for every business. The businesses have to know the nature of their human resources and use the adaptable practices are main considerable factors for almost all businesses.

Rewards management programs also support the employees’ motivation (Barber & Bertz, 2000). The intrinsic rewards and extrinsic rewards impact on employee motivation and performance (Irum et al., 2014). Coordination among employees also needs to be done which may pass through by means of motivation and the varieties of human resource practices to get the best performance of their employees through employees’ motivation (Güngör, 2011).

2.1 Herzberg’s Two-Factor Theory

This theory contains two factors; motivation and hygiene. It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act independently on each other. Herzberg interviewed many staff concerning times once they were extremely actuated to figure and different times once they were discontent and unprovoked at work. Two factor theory distinguishes between motivators and hygiene factors.

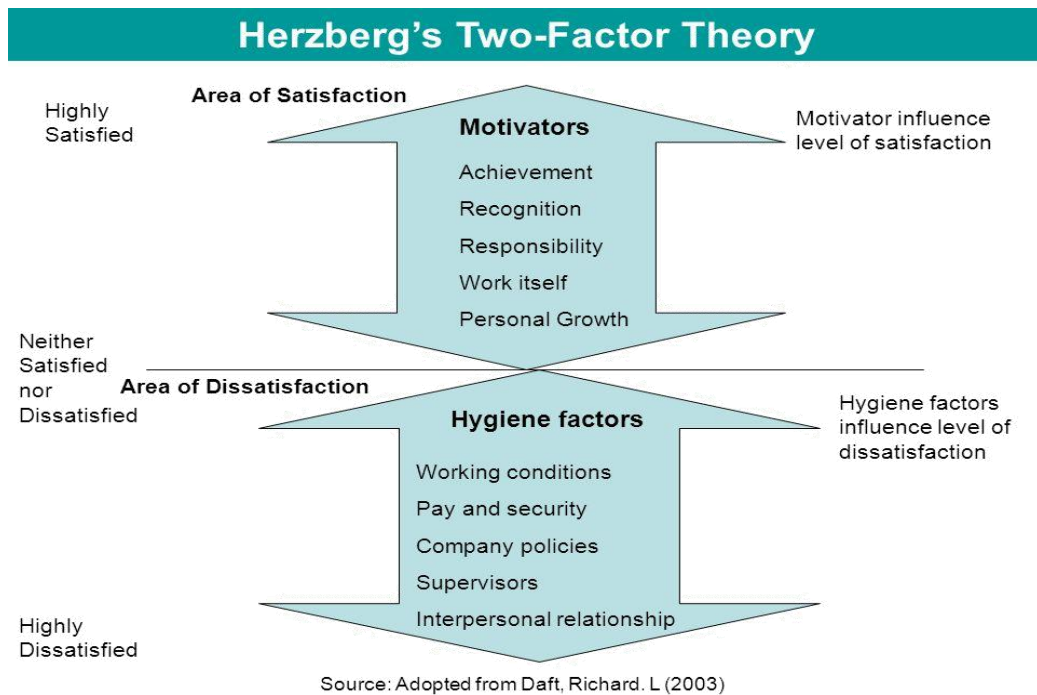
Motivators include challenging work, recognition for one’s achievement, responsibility, opportunity for personal growth, role in decision making and enjoying

work. Hygiene factors include job security, salary, fringe benefits, working conditions and relationships with co-workers and managers. Motivators give positive satisfaction, which are coming out from intrinsic conditions of the job itself and Hygiene factors are used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices or wages and salary.

Frederick Herzberg was a psychologist who was well known in the correlation between employee attitude and workplace motivation. In 1959, Frederick Herzberg, a behavioural scientist proposed two-factor theory or the motivation-hygiene theory. He was trying to find out what made people feel satisfied and dissatisfied when they go to the workplace. After interviewing employees about what made them feel good and also what made them feel about their jobs, Herzberg developed a theory of workplace motivation called the two-factor theory. Herzberg argued that two entirely separate dimensions contribute to associate employee's behaviour at work: hygiene factors and motivators. When hygiene factors are reduced, work is dissatisfying. They think maintenance factors are necessary to avoid dissatisfaction.

Herzberg identified these as sources of dissatisfaction. "Because the causes of satisfaction are different from those that cause dissatisfaction," Herzberg reasoned, "these two emotions cannot be viewed as contradictory. The opposite of contentment is not dissatisfaction; similarly, the opposite of dissatisfaction is satisfaction. First, the differences between the two opposites seem to play out in words, but argue that there are two distinct human needs expressed by Herzberg (Motivation-Hygiene Theory, 2002). In a two-factor theory, Satisfaction and dissatisfaction are completely independent dimensions. Employees do not change their opinions as to whether or not they are satisfied with such work (such as working conditions). It is only to protect them from dissatisfaction (Schermerhorn, 2003).

Figure (2.1) Two-Factor Theory



Source: Daft Richard L 2003, Management

2.2 Rewards

Rewards are classified into 2 main groups. The first one is intrinsic rewards and the latter is extrinsic rewards. Intrinsic rewards are the self-driven factors rather than external environments which come from accomplishment of their tasks. These are similar to cooperation, sense of achievement, work Freedom & Autonomy, recognition or praise. Extrinsic rewards are measured by tangible rewards like money, fringe Benefits, working Condition, payment & Incentives and promotion (Scott and Bruce, 1994).

2.2.1 Intrinsic Rewards

Intrinsic rewards are ones that come from within the employee. An employee who is motivated intrinsically is working for his/her own satisfaction and may value challenging work he/she perceives to be meaningful to the company. By having regular communication with an employee, a manager can learn about the employee's motivations and might learn creative ways to reward him or her. An intrinsic reward is self-administered reward factors that are inherent within a job and are available in job for

employees' ability, receiving appreciation, recognition, challenges and achievement, and behaviour that shows understanding and concern as to enhance awareness, ability and confidence in the person being mentored (Richard et al., 2010). In contrast to extrinsic rewards, the motivational stimulus of intrinsic rewards is internal and doesn't depend on the actions of other people (Fielding, 2006). In this study, intrinsic motivational factors include:

Cooperation - to respond cooperatively in interpersonal and performance settings by helping others achieve their goals.

Sense of achievement – is the need for excellence and significant accomplishment, despite what rewards may be offered after the achievement has been met. Making sure employees are in the proper positions to utilize their talents may enhance motivation in order to respond cooperatively in interpersonal and performance settings by helping others achieve their goals.

Work Freedom & Autonomy - refers to how much freedom employees have to do their jobs, employees are allowed to set their own schedules and employees can decide how their work should be done in the organizations to perform and to get motivated.

Recognition & Praise – The employees should be praised and recognized for their accomplishments by the managers. Positive and constructive feedback boosts an employee's morale and keeps them working in the right direction. Recognition can be meaningful to the recipient since it can be customized or personalized, something of importance that was not necessarily planned, such as unexpected and outstanding achievements of individuals and teams.

One study shows employees work motivated to receive rewards according to their performance and performance is influenced by intrinsic rewards (Edirisooriyaa, 2014). By using intrinsic rewards as a mechanism to motivate employees to work as business expectation (Author et al., 2007).

2.2.2 Extrinsic Rewards

Extrinsic rewards are tangible and connected to the tasks completed by employees. Extrinsic reward can be divided into financial reward and non-financial reward, both of them could bring a positive impact to improve the job performance of

employees (Luthans, 2000). Financial reward is the reward that is evaluated by performance such as salary pay, promotion and gratuity allowance. Non-financial rewards are non-monetary based and accepted by organizations such as job security, career growth and status symbols. (La Belle, 2005) suggested that employees with physiological, safety and social needs are sufficient to fulfil with external financial rewards such as cash. External financial rewards and can be divided into performance and membership based compensation. Performance-based compensation such as salary and incentive is linked directly to performance after evaluation. Membership-based compensation, also called fringe benefits, is an indirect method of compensation that allocates rewards based on the increase of employee seniority or education. There are also employee benefits in various forms of cash pay (Armstrong, 2009). In this study, extrinsic motivational factors include:

Fringe Benefits - are additions to employee compensation, such as paid time off or use of a company car. Some benefits are taxable as income.

Working Condition- The working conditions in the organizations ought to be safe, clean and hygienic. It may provide clear direction so that employees know what is expected of them.

Payment and incentives - a motivational tool used as an additional compensation awarded to employees for results they achieved. The main goal of incentive pay is for employees to remain motivated, work hard and strive for the best possible results. The salary, bonus and incentive structure should be appropriate and reasonable.

Promotion – There should be an upward advancement of an employee in the organization to motivate the employee to perform well which commands better status, higher opportunities and higher responsibilities.

One study shows extrinsic rewards do not have enough significance on employee performance in the Turkish Manufacturing Industry (Hatice Ozutku, 2012). Extrinsic rewards influence negatively and not significantly relate to the performance (Reno Widhi Pramono, 2021).

2.3 Motivation

Motivation is fundamentally meant to facilitate behavioural alteration. It is a force that enables an individual to act in the direction of a particular objective. It is the

employee's intrinsic drive to accomplish activities regarding work. In the studies of (Ryan and Deci, 2000; as cited in Grant, 2008); motivated employees are more oriented towards autonomy and freedom and are more self-driven as compared to less motivated employees which lead to availing developmental opportunities more correctly.

Motivation has been an issue of concern in the past and has established itself as an integral part in current organizational settings. Motivation is quite complex to comprehend thus placing awareness to the fact that several factors influence employees performance in the organization. Motivation is an internal state that causes people to behave in a particular way to accomplish goals and purposes. It is possible to observe the outward manifestations of motivation but not motivation itself (Denhard et al., 2008).

The theories of motivation seek to justify why certain employees act or do things in a certain way rather than others. Employee motivation is the most important element for all organizations to attain achievement whether these are public or private (Chintallo & Mahadeo, 2013). On the other hand, motivation can lead to behaviours that reflect high performance within an organization. Therefore, employers need to find the right combination of motivational techniques and rewards to satisfy employees' needs and simultaneously encourage high work performance.

Motivation defined as a set of processes concerned with a kind of force that energizes behaviour and directs it towards achieving specific goals. It further states that not only motivation can influence, but that performance can also influence motivation, if followed by rewards, Carraher et al., (2006) advocates that there should be an effective reward system to retain high performers in organizations and reward should be related to their productivity.

2.4 Performance

Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeless output. The results of the study (Yang, 2008) on individual performance show that performance of individuals cannot be verified.

The organizations can use direct bonus and rewards based on individual performance if employee performance is noticeable (Yang, 2008). Employees' morale

and productivity is highly influenced by the effectiveness of performance of an organization and its reward management system (Yazici, 2008; Rizwan et al., 2013).

A great employee is needed as well in order to make the organization successful. According to (Ramlall, 2008), employee's creativity, innovation and commitment are needed in order to make the organization successful. The organizations have realized enormous progress by matching with their business strategies via appreciation programs for employees and a valid balanced reward.

Employee performance is influenced by motivation and reward systems because if employees are motivated, they will do work with more effort and by which performance will ultimately improve (Azar & Shafighi, 2013).

In the study of (Yang, 2008), investigated employee performance and revealed that acknowledgment and recognition and reward of performance of employees direct the discrimination between employee productivity. Employee motivation and reward systems have a significant and positive relationship with employee performance.

2.5 Previous Studies

Rewarding is the key to improving the performance and productivity. The significant relationship between intrinsic rewards and employee performance stated in the research study of Ajila and Abiola (2004) the title of "Influence of Rewards on Workers Performance in an Organization".

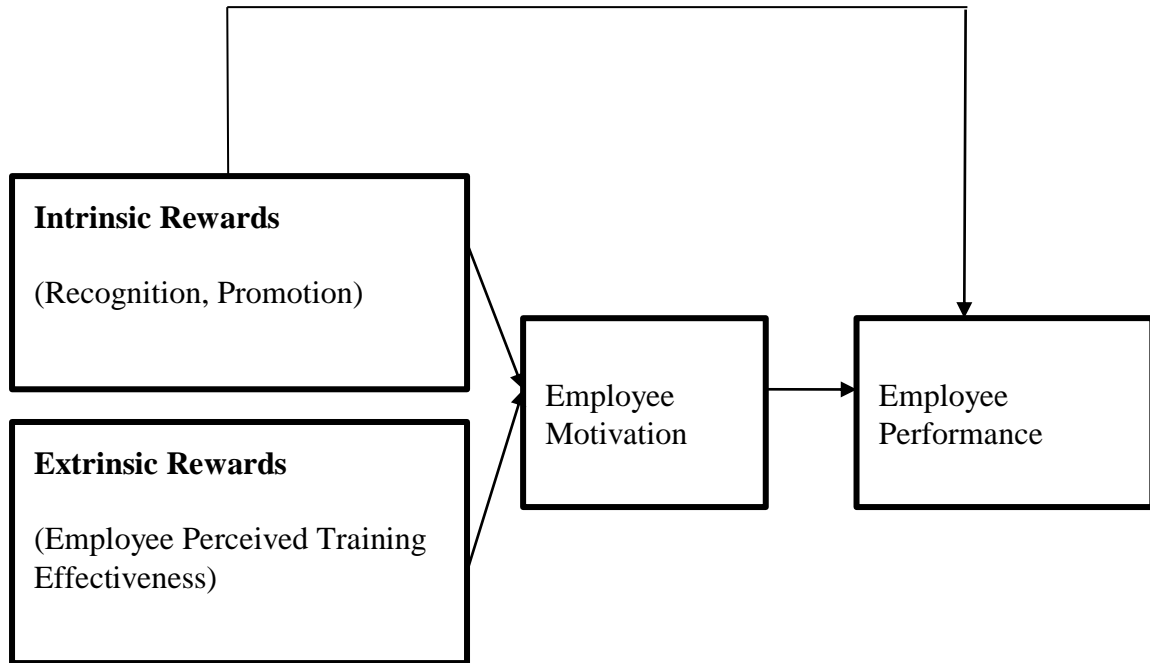
Rewards are strategies for attracting human resources and improving the performance of employees. Both intrinsic and extrinsic rewards are used by the organization to attain, remain and improve for the work done (Byars, 2008).

Robins and DeCenzo (2002) classified extrinsic rewards and intrinsic rewards specifically. Salary, annual bonus, incentives, overtime money, protection program, wages for time not working, suitable office furniture, IT-based HR services, appropriate lunch hours, work assignments and appreciation are measured as extrinsic rewards.

The intrinsic rewards are participation in decision making, freedom and flexibility of work, trust given by the company, appropriate work, opportunities to develop themselves and diverse work activities. The study of Gohari et al. (2013) found out the positive relationship between rewards and performance due to motivation.

The independent variables of the previous study of Figure 2.2 research framework began from “Intrinsic Rewards (Recognition and Promotion) and Extrinsic Rewards (Employee Perceived Training Effectiveness). And then connect to a dependent variable of “Employee Performance”.

Figure (2.2) Conceptual Framework of Irum Shahzadi, et al.,



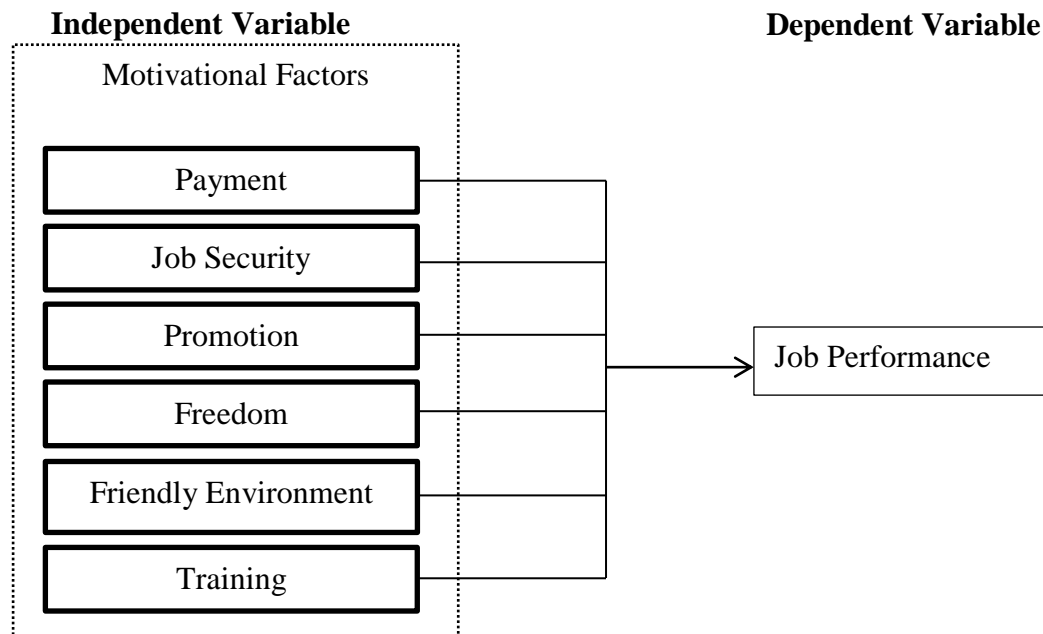
Source: Irum Shahzadi, et al., (2014)

These factors impact on “Employee Motivation” and this motivation is also related with “Employee Performance”. The study also investigated the factor “Intrinsic Rewards” relationship with employee performance.

Therefore, this research paper studied the factors that impact on motivation and found out the relationship among motivation and performance of employees at Pakistan Government School.

The independent variables of the previous study of Figure 2.3 research framework began from “Motivational Factors (payment, job security, promotion, freedom, friendly environment and training) and then connect to a dependent variable of “job performance”. The conceptual model of this previous research paper was illustrated in Figure (2.3).

Figure (2.3) Conceptual Framework of Chin, et. al.,



Source: Chin Mei Ching, et al.,(2016)

These motivational factors impact on employees' motivation and that leads to employees' job performance. The study mainly focuses on the impact of employees' motivation on employee performance of the employees of Seberang Jaya in Malaysia.

To attain performance of the organization, motivation of employees is rather important for all organizations (Chintallo & Mahadeo, 2013). Motivation oriented to high performance within an organization for the right combination of motivational strategies and rewards to satisfy employees' needs. These factors encourage high work performance that is reasonably needed for every employee. Frederick Herzberg (1959) also showed the influencing factors for motivation tends to good performance for achievement results for the organization.

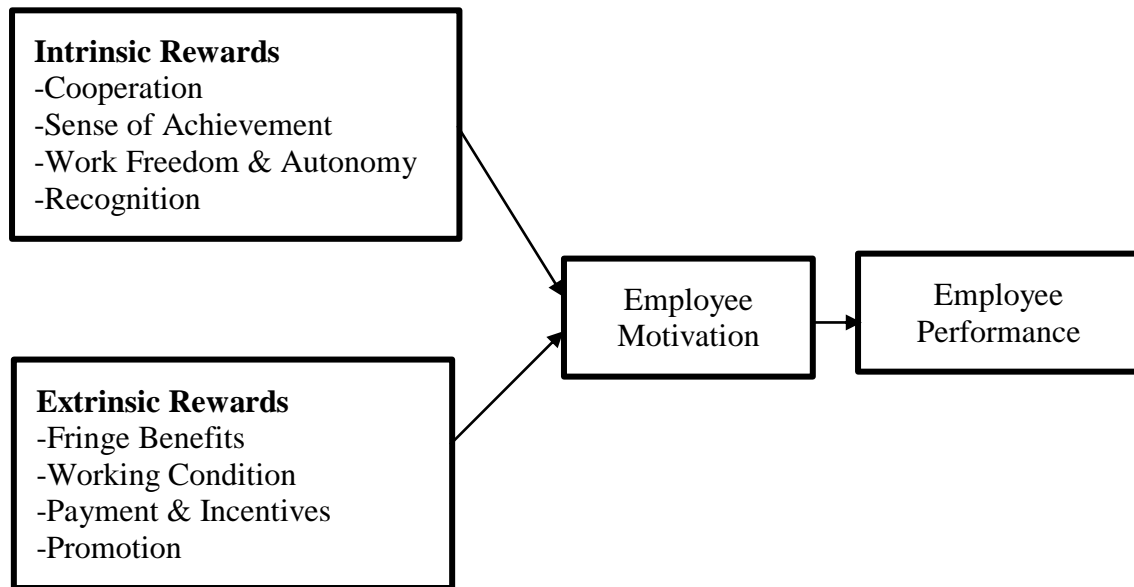
Mathis and Jakson (2011) also did the factors that the employees want to do and do not want to relate with performance. The performance of employees is affected with the participants' motivation (contribution) of the organization.

2.6 Conceptual Framework of the Study

According to the study of previous research, intrinsic rewards factors (such as cooperation, sense of achievement, work freedom & autonomy, and recognition/praise) and extrinsic reward factors (such as fringe benefits, working condition, payment &

incentives and promotion) are articulated in order to suit into this study. This study is mainly based on the previous two research papers about “Impact of Employee Motivation on Employee Performance” and “Impact of Employee Motivation on Employees’ Job Performance”. This previous two studies were research over the area of Pakistan and Malaysia. The conceptual framework model of this study is shown in the Figure (2.4).

Figure (2.4) Conceptual Framework of the Study



Source Own Compilation (2020)

Conferring to the conceptual framework, intrinsic reward factors (cooperation, sense of achievement, work freedom & autonomy, and recognition/praise) and extrinsic reward factors (fringe benefits, working condition, payment & incentives and promotion) are the factors influencing on employee motivation and there is also a relationship between employee motivation and performance. The framework is articulated about the factors influencing employee motivation and the relationship between employee motivation and employee performance in Olympic Hotel.

CHAPTER 3

PROFILE AND REWARDS OF OLYMPIC HOTEL

This chapter includes the profile of Olympic Hotel which comprises the background of Olympic Hotel, the organization structure, their vision, mission and slogan. Reward system used in Olympic Hotel, profile of respondents and reliability test are presented in this chapter.

3.1 Profile of Olympic Hotel

Olympic Hotel is one of the hotels in Yangon, Myanmar. Their business operation has started since 2002 by the management of Jewellery Luck Groups of Companies. The aim of Olympic Hotel is to provide the superior and finest service to their guests which is done by their happy, healthy and wealthy employees.

The vision of Olympic Hotel is to create precious experiences for their guests during their stay at Olympic Hotel and to share Myanmar cultural environments. Their mission is to build unity in the organization and also to create a hardworking environment among their staffs' loyalty.

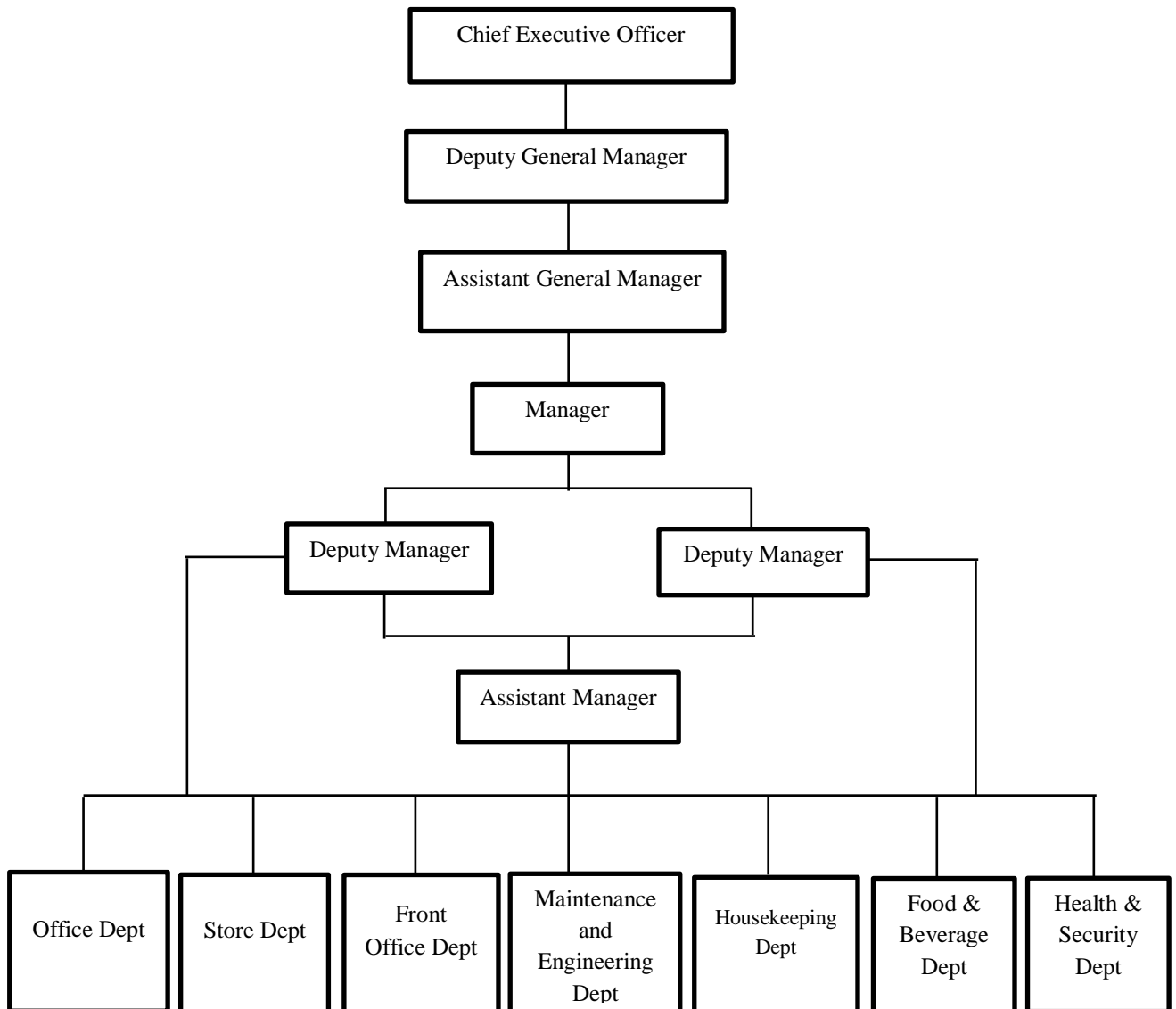
Their value system is their human resources, to be healthy, wealthy, honest and maintain loyalty by providing the concept of family type business. This value system operates well in the Olympic Hotel and they build up a relationship of loyalty between customers and organization.

Olympic Hotel is providing hotel services and the location of the hotel is very close to downtown Yangon. Most of their customers are international tourists and businessmen because it is close to downtown and also located in the business district. Olympic Hotel is located in West Central Yangon and their location is very nearer with Shwe Da Gone Pagoda, Bogyoke Market (Scott Market), Tatmadaw Exhibition, Yangon Central Railway Station, National Theater Yangon, Kandawgyi Lake, Junction City Shopping Mall, St John City Mall, etc.

Olympic Hotel serves many services related with hotels and tourisms such as business facilities, parking, cleaning, transportation, recreation, entertainment, food & beverage, full speed internet, housekeeping and laundry, general services and reception services. Their employees are well-trained and they recruit skilled labour for providing

superior services to their guests. Olympic Hotel is only a 3 stars hotel, but their service reputation reflects a good image among their guests for their hearted serviceability such as comfortable, thoughtful touches and personal services which are more obvious than other hotels. The hotel provides rewards to their staff to improve serviceability and their staff are satisfied with their dutiful manners.

Figure (3.1) Organization Structure of Olympic Hotel



Source: Olympic Hotel (2021)

There are seven departments in Olympic Hotel which are Admin department, Store department, Front Office Department, Maintenance & Engineering Department, Housekeeping Department, Entertainment, Food & Beverage Department and Health & Security Department. In charge of the hotel is the Chief Executive Officer. Deputy General Manager controls all the 2 deputy managers, 1 manager and 1 assistant manager by the assisting of Assistant General Manager.

Each Manager and deputy manager reports to “Deputy General Manager” and he has the authority to make decisions and responsibility to manage all the staff under his span of control. For important and urgent matters, “CEO” makes decisions with the collaboration of “Deputy General Manager” and all other staff. All the departmental work is done by the motivated employees and their supervisors control their activities to work done. Olympic Hotel uses the outsourcing for HR function which is especially training for existing staff and new staff. This is a costly decision for outsourcing but their aim is convenience for all guests and staff. Therefore, their staffs are well trained and can also be called skilled labour in the hospitality industry.

The duties of Deputy Managers, Manager and Assistant Manager are to manage the hotel, to control the finances of the hotel, to purchase the required units of the hotel related things, to control the maintenance services, to run smoothly of housekeeping works, to provide better services for all food & beverage and to safeguard the security system of the hotel by the assisting of supervisors. All the supervisors in each department monitor the action of their staff and also solve the problems of the guests. According to the level of importance, higher positions also need to solve the important problem when they get the urgent report. Promotion and rewards are decided by “Deputy General Manager” according to the performance of the staff.

Table (3.1) Human Resources of Olympic Hotel

No.	Department	Number	Percent
1	Office (Admin) Dept.	40	18.0
2	Store Dept.	24	11.0
3	Front Office Dept.	25	11.4
4	Maintenance & Engineering Dept.	27	12.3
5	Housekeeping Dept.	40	18.0
6	Entertainment, Food & Beverage Dept.	35	16.0
7	Health & Security Dept.	29	13.2
	Total	220	100.0

Source: Olympic Hotel (2021)

In Table (3.1), there are 220 employees working under seven departments with 3 shifts. According to the nature of the hotel, 40 employees out of 220 employees are working in the admin and housekeeping department, followed by the entertainment, food and beverage department. Admin department is combining the 5 departments of human resources, marketing, finance & accounts, transportation and quality control. Therefore, 18% of employees are working under the admin department. For the housekeeping department, there are many service workers of 40 employees assigned according to service business for cleaning, laundry service, gardening and cleaning.

3.2 Reward System Used in Olympic Hotel

There are extrinsic rewarding systems and intrinsic rewarding systems to stimulate employee performance through motivation at Olympic Hotel. “To be a healthy, wealthy and happy employee” is the aim of Olympic Hotel and they provide many rewarding systems for their employees’ job satisfaction.

Due to family type business, their management and employees are involved in decision-making to solve the problems of the business. They also build interpersonal trust among employees and also accept to share their ideas for achieving objectives. There are programs to improve cooperation by asking advice during the staff meeting and sharing their own ideas among them.

Olympic Hotel pays to their employees not only basic salary and but also fringe benefits. The following Tables show the basic salary, the fringe benefits and the promotion steps.

Table (3.2) Basic Salary of Employees

Position	Basic Salary (MMK)
Deputy General Manager	20,000,000
Assistant General Manager	20,000,000
Deputy Manager	10,000,000
Manager	10,000,000
Assistant Manager	6,000,000
Supervisor	4,000,000
Assistant supervisor	3,000,000
Staffs	150,000 - 200,0000

Source: Olympic Hotel (2021)

As shown in Table (3.2), salaries of employees are based on their positions. Required skills are at least getting bachelor degree and related to specialized areas. For example, supervisor in housekeeping require at least certificate in hotel and accommodation services or relevant bachelor degree in hotel and tourism.

Higher levels of education are needed for higher positions and their incomes are related with their levels of education and working experiences. For example, deputy general manager has master degree in hotel and tourism management.

The deputy manager also has more than 10 years of working experiences in hotel industry. The highest pay of the hotel is deputy general manager and assistant general manager who work under CEO.

The lowest pay for the hotel is kitchen helper and junior security. Not too much or too low salary for all managerial and non-managerial positions according to work in

medium size hotel. Myanmar is a developing country and their staffs are satisfying on current income level.

Table (3.3) Fringe Benefits of Employees

Position	Fringe Benefits
Deputy General Manager	Pension Health & Safety Insurance Holiday Benefit Accommodation Insurance Share pay
Assistant General Manager	Pension Health & Safety Insurance Holiday Benefit Accommodation Share pay
Deputy Manager	Health & Safety Insurance Holiday Benefit Accommodation Annual Bonus
Manager	Health & Safety Insurance Holiday Benefit Accommodation Annual Bonus
Assistant Manager	Holiday Benefit Health & Safety Insurance Accommodation Annual Bonus
Supervisor	Holiday Benefit Health & Safety Insurance Accommodation Annual Bonus
Assistant supervisor	Holiday Benefit Health & Safety Insurance Accommodation Annual Bonus
Staffs	Holiday Benefit Health & Safety Insurance Accommodation Annual Bonus

Source: Olympic Hotel (2021)

The various fringe benefit programs are offering to all staffs of Olympic Hotel which shows in Table (3.3). When a guest acknowledges the performance of an employee, that employee receives 10 points for his best services for guests. The

employees can get points by monitoring their immediate superiors and managers. At the end of the month, the hotel management chooses the best employee of the month and gives other rewards in the employee meeting.

Also hold a dinner party to recognize their efforts when they get feedback from 90% of guests. The hotel provides the group life insurance scheme for all employees' health and safety. Bonus programs, profit-sharing programs and holiday pay programs are also provided in Olympic Hotel which will provide at the end of the year. Pension benefits are for the staffs who work over 15 years of working.

The hotel provides accommodation programs for the staffs that are relevant with their positions. For example, managerial employees get the apartments and under assistant manager get the hostel services. Ferries are providing for all employees and deputy manager uses the company's car. All these fringe benefits are currently provided for all staff.

Olympic Hotel also assumes that a sense of achievement is important for every employee for their accomplishment of work. This sense is also feeling positive for all employees and more engagement in the workplace with motivation. Therefore, management of Olympic Hotel provides set achievable targets and offers support for participation in problems.

Freedoms to do their jobs are essential to improve employee performance, more commitment, more productivity and loyalty to the organization. Therefore, employees of Olympic Hotel are free to make their own decisions due to autonomy. They can work freely depending on their skills, knowledge, experiences and preferences. From this way, they establish a healthier and happier working environment.

Healthy, wealthy and happy employees are one of their hotel objectives and they always create safety and working conditions for all employees. To reduce the job related burdens, the hotel provides rest room for all employees during their free time. Management and superiors solve the difficulties of all staff's problems to remove the unpleasant matters at work. Employees' incentive programs like bonus programs, employee wellness programs, fun gifts programs and referral programs which support employees to work harder and work-related payment according to their interest in the work.

Management also watches the performance of every employee and puts the job record card to fill up the vacant position with the suitable successful employees. The program for fairness promotional opportunity for every employee is to increase motivation. Motivation of employees is based on intrinsic and extrinsic rewards they received and then move to their effort for performance.

3.3 Demographic Profile of Respondents

The questionnaires were distributed to staff of Olympic Hotel. The following Table (3.4) shows the respondents' demographic characteristics including gender, age, position & department, marital status, education qualification and number of service years.

Table (3.4) Demographic Profile of Respondents

Particular		Number of Respondents	Percentage
Gender	Male	91	64.5
	Female	50	35.4
Marital Status	Single	48	34.0
	Married	72	51.0
	Divorced	21	14.8
Education Level	Undergraduate	41	29.0
	Graduate	80	56.7
	Master Degree	15	10.6
	Diploma	5	3.5
Service years	Under 1 year	5	3.5
	1-5 years	39	27.6
	6-10 years	65	46.0
	Above 10 years	32	22.7
Total		141	100.0

Source: Olympic Hotel (2021)

According to the Table (3.4), most of the respondents are male because of the nature of the hotel and Myanmar traditional culture. Most of the female workers are working in the front office department, admin department and entertainment, food & beverage department.

In Myanmar culture, most of the families and surroundings do not want to work in hotels for female workers. Therefore, the numbers of male workers are larger than female workers. To control the quality of the hotel, they appoint graduated employees to serve with their best experience in the hotel. Six ranges of the service years of employees are divided. Among them, the majority have 5 to 10 years of service in the hotel. Therefore, the data shows Olympic Hotel is a success according to their fewer turnovers of employees.

3.4 Reliability Analysis

In order to test the internal consistency of the variables in the questionnaire, reliability analysis is needed to handle. Cronbach's alpha is a measure of internal reliability of the questionnaire.

Table (3.5) Reliability Test

Category	Cronbach's alpha	No. of Items
Cooperation	0.797	4
Recognition	0.798	4
Sense of achievement	0.699	4
Work freedom and Autonomy	0.857	4
Fringe Benefits	0.763	4
Improve working conditions	0.788	4
Payment and Incentive	0.803	4
Promotion	0.855	4
Employee Motivation	0.813	4
Employee Performance	0.867	4

Source: Olympic Hotel (2021)

Cronbach's Alpha values for "Payment and incentive, promotion, employee motivation and employee performance" are greater than 0.8. The "cooperation, recognition, work freedom and autonomy, fringe benefit and improved working conditions" are larger than 0.7 of Cronbach's Alpha values. The Cronbach's Alpha values for "sense of achievement" is very close to 0.7. This shows the reliability test of data for all independent and dependent variables are within the acceptable limits. Alpha

Cronbach's value above 0.6 is considered to be reliable and valid according to Tavakoi and Dennick (2011).

CHAPTER 4

ANALYSIS ON INFLUENCING FACTORS ON MOTIVATION AND EMPLOYEE PERFORMANCE OF OLYMPIC HOTEL

This chapter presents the influencing factors on employee motivation and the influence of employee motivation on their performance of Olympic Hotel. This study is discovered using the linear regression model and a survey of 141 employees from Olympic Hotel. Structured questionnaires with 5-point Likert scales are used. The interpretation of survey results are “Strongly Disagree = 1.00 – 1.80, Disagree = 1.81 – 2.61, Neutral = 2.62 – 3.41, Agree = 3.42 – 4.21, Strongly Agree = 4.22 – 5.00”, according to Best (1977).

4.1 Analysis on the Influencing Factors on Employee Motivation

Motivation of employees is based on intrinsic and extrinsic rewards they received and then move to their effort for performance. In this study, the rewards of the employees working at Olympic Hotel are examined with two variables. The variables influences over motivation are intrinsic rewards and extrinsic rewards.

(a) Intrinsic Rewards Influence on Employee Motivation

Employee motivations are based on the intrinsic reward of cooperation, sense of achievement, work freedom & autonomy, recognition among employees. Table (4.1) shows the mean and standard deviation of the variable of intrinsic rewards.

According to the result of Table (4.1), all the mean rates for intrinsic rewards are between the acceptable ranges of 3.42. This means the respondents of the survey agree with the variables of cooperation, sense of achievement, work freedom & autonomy, recognition among employees that influence motivation.

For cooperation, the mean rate is 3.770 which show the highest for “mutual respect among employees” and the second highest is “trust for work” which mean rate is 3.716. These results are according to the nature of the hotel because most of the hotels are well standardized for servicing their customers with mutual understanding and follow the systematic code of ethics.

Table (4.1) Intrinsic Rewards

		Mean	SD
	(a) Cooperation		
1	Cooperation among employees	3.601	0.923
2	Friendship between departments	3.546	0.929
3	Mutual Respect among employees	3.770	0.670
4	Trust in work	3.716	0.905
	Overall Mean	3.658	
	(b) Recognition		
5	Recognition for good behavior	3.699	0.919
6	Achieving rewards for good	3.659	0.901
7	Recognition on job satisfaction	3.702	0.743
8	Recognized positively	3.753	0.873
	Overall Mean	3.703	
	(c) Sense of Achievement		
9	Work Satisfaction	3.794	0.691
10	Accomplishment of goal	3.540	1.003
11	Commitment in work	3.758	0.861
12	Development of carrier	3.609	0.908
	Overall Mean	3.675	
	(d) Work Freedom and Autonomy		
9	Freedom to perform the tasks	3.667	0.961
10	Providing good jobs	3.569	1.119
11	Understanding the job well	3.461	1.112
12	Performing varieties of tasks	3.631	0.921
	Overall Mean	3.582	

Source: Survey Data (2021)

For recognition, many respondents choose the first highest mean rate of “recognized job satisfaction” which shows the mean rate of 3.753 and the second highest mean rate of “recognized positively” which observe as the mean rate of 3.702. Recognition is the internal feeling for the employees to improve satisfaction in their inner mind.

For feeling of the sense of achievement, the highest mean rate of 3.794 for “work satisfaction” and second highest of 3.758 for “commitment in work”. These conditions happen largely in the service industry like hotels because they provide the best services for their guests and more committed employees have job related knowledge and better results for their work. Feeling of the sense of achievement explains being happy with their work's successful accomplishment. The results of a sense of achievement will different according to the nature of the job and also change the result from types of job positions.

For work freedom and autonomy, the highest mean for 3.667 shows for “freedom to perform the tasks” and the second highest is 3.631 mean rate for “performing a variety of tasks”. In these circumstances, the behaviors of all employees are roughly the same for working freely and they do not want to get pressure from the upper level. They work well with a variety of tasks under freedom conditions.

(b) Extrinsic Rewards Influence on Employee Motivation

Employee motivations are based on the extrinsic reward of fringe benefits, improve working conditions, payment & incentives and promotion. Table (4.2) shows the mean and standard deviation of the variable of extrinsic rewards.

According to the result of Table (4.2), all the mean rates for extrinsic rewards are between the acceptable rates of 3.42. This means the respondents of the survey agree with “fringe benefit, improvement in working conditions, payment and promotion”. The desire to receive fringe benefits may change business to business but feelings to receive benefits from organization are roughly the same for every employee.

Table (4.2) Extrinsic Rewards

		Mean	SD
(a) Fringe Benefits			
1	Providing various benefits	3.943	0.876
2	Safe organization	3.914	0.882
3	Providing medical expenses	3.560	0.856
4	Insurance for secure working condition	3.574	0.767
	Overall Mean	3.747	
(b) Improving working condition			
5	Enjoy working environment	3.617	0.743
6	Improving performance	3.744	0.721
7	Superiors support for problem solving	3.667	0.753
8	Work-life balance for employees	3.645	0.708
	Overall Mean	3.668	
(c) Payment			
9	Fair salary for relevant position and responsibility	3.758	0.861
10	Performing as high performers to get incentive	3.985	0.727
11	Satisfying over payment and incentives	3.829	0.869
12	Retention of the job related with pay and incentives	4.106	0.672
	Overall Mean	3.919	
(d) Promotion			
9	Promotional opportunities in working environment	3.769	0.792
10	Fairly opportunity for every position	3.724	0.743
11	Reinforcement of promotional opportunity	3.936	0.588
12	Dependence of effort and performance	3.773	0.768
	Overall Mean	3.800	

Source: Survey Data (2021)

The mean result for “providing various benefits” is 3.943 and which is the highest due to everyone having different needs and preferences. The second highest mean rate of 3.914 is for “safe organization”. This means that the respondents want “safe organization” because every employee is afraid of an unsafe working environment and they want to work under no stress and no worry.

Improvement in working conditions is also a considerable factor for feeling relaxed to employees of the organization. The overall mean result of improving working conditions is lesser than other extrinsic rewards according to the nature of the hotel business. Most of the conditions in average hotels may have already improved in working conditions like pleasant, clean, tidy and hard working for their customers. Although lesser results than other extrinsic rewards, they choose to prefer “improving performance” for their requirements and the mean rate of 3.744. For example, they want training and development for their improvements. “Superior support for problem solving” is the second highest mean rate for 3.667. The respondents desire for encouraging of management to solve the difficult problems in the workplace. Although they want to make free decision, they also need to supportive management from their superiors.

According to the nature and income level of Myanmar, the survey result for “retention of a job due to pays and incentives” is 4.106 for the highest result of mean rate in “payment” and which is also the highest mean rate in all extrinsic factors. The second factor of “performing as high performers to get incentive” shows the mean rate of 3.985. Myanmar is a developing country and employees receive a lower level of income than other Asian countries. Therefore, payment is their preferable reward. Promotional opportunities increase the benefits of the employees of the organization and most of the workers’ aim is to get promotion.

The respondents accept that the best for promotion relates to “reinforcement of promotional opportunity” for the mean rate of 3.936 and the second best is “dependence of effort and performance” for the mean rate of 3.773. If promotional opportunities lack in the business, the workers tend to demotivate and not be satisfied with their work. To meet promotional opportunities, the employees also should have too much effort and performance in their work.

(c) Employee Motivation

Table (4.3) presents the questions for employee motivation factors of employee in Olympic Hotel for their sense of doing well, desire to do and getting satisfaction by doing their relevant duties. Motivation is one reason for the employee working hard in their job and they want to work effectively for the business.

According to the result of Table (4.3), the overall mean rates for motivation are 3.804 which is between the acceptable ranges of 3.42. This means the respondents of the survey agree with motivation for better performance.

In the result of motivation, the highest ranking for mean is “providing benefits based on performance” and second ranking is “completion of their duty”. The results for motivation occurred like that because all the employees want the rewards or benefits according to their performance results.

Table (4.3) Employee Motivation

		Mean	SD
Employee motivation			
1	Providing benefits based on performance	3.879	.711
2	Job satisfaction	3.730	.675
3	Completion of their duty	3.929	.723
4	Challenging of work	3.680	.758
	Overall Mean	3.804	

Source: Survey Data (2021)

The results of the table shows that the employees responded the highest mean score for completion of their duty. It shows that the employees enjoy when they finish their duty because they are doing well for that duty and they release their job-related stress. The rewards based on their performance, they more expect their receiving benefits.

4.1.1 Analysis on Influence of Intrinsic Rewards on Employee Motivation

By analyzing the influence of intrinsic rewards on employee motivation, the test results for regression analysis shows the influence of intrinsic rewards over motivation of Olympic Hotel and the results are shown in Table (4.4).

As shown in Table (4.4), the result indicates that the model explains the independent variable of intrinsic rewards effect on motivation of employees from Olympic Hotel. The value of “R square” is 64.3 percent and its “adjusted R square” is 41.3 percent. The overall significance of the model of test result for “F Value” is significant at 1 percent level.

The results of the model indicate that “recognition” of intrinsic reward, independent variable, is a positive relationship and significant at 1 percent level. This means that an increase in 1 unit of “recognition” will lead to 0.199 units increase employees’ motivation.

Table (4.4) Influence of Intrinsic Rewards on Employee Motivation

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	2.626	0.303		8.670	0.000	
Cooperation	0.055	0.053	0.092	1.040	0.300	1.224
Recognition	0.199***	0.054	0.324	3.663	0.000	1.247
Sense of Achievement	0.053	0.057	0.080	0.930	0.354	1.159
Work Freedom & Autonomy	0.109**	0.055	0.266	2.213	0.029	1.167
R square	0.643					
Adjusted R Square	0.413					
F Value	16.036***					
Durbin-Watson	1.529					

Source: Survey Data (2021)

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

Two variables among four are significant and others are not significant by regression analysis table. The results show that Olympic Hotel employees prefer recognition as their intrinsic rewards relevant with their job performance. The significant result interprets that according to the hotel industry.

In this industry, all employees need to communicate with their management and also provide services to the hotel's guests. They want recognition due to their performance results and motivation according to the recognition of their superiors. Employees who are recognized by their superiors or guests get internal motivation and then they try to promote their best performance in their duties.

In the Table (4.4), the results of the model also indicate that "work freedom and autonomy" of independent variable intrinsic rewards is a positive relationship and significant at 5 percent level. This means that an increase in 1 unit of "work freedom and autonomy" is achieved by an increase in 0.109 units of employees' motivation.

The employees of Olympic Hotel desire to work freely and they prefer to make suitable decisions when they face the urgent circumstances. This condition occurs due to work in the service industry and they always need to solve and face hotel guests. Suitable autonomy and freedom in their work according to their positions can handle the urgent matters in their workplace.

4.1.2 Analysis of Influence of Extrinsic Rewards on Employee Motivation

Analyzing the influence of extrinsic rewards on motivations was shown in this section. The test results for regression analysis shows the influence of extrinsic rewards over motivation of Olympic Hotel and the results are shown in Table (4.5).

Table (4.5) Influence of Extrinsic Rewards on Employee Motivation

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	1.854	0.418		4.435	0.000	
Fringe Benefits	0.051**	0.059	0.111	0.871	0.043	1.006
Improve Working Conditions	0.011	0.068	0.013	0.160	0.873	1.088
Payment and Incentives	0.223***	0.063	0.285	3.544	0.001	1.085
Promotion	0.222***	0.069	0.260	3.217	0.002	1.102
R square	0.508					
Adjusted R Square	0.425					
F Value	25.112***					
Durbin-Waston	1.690					

Source: Survey Data (2021)

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

Three variables out of four are significant and one variable of extrinsic factor is not significant as shown in the results table. The above Table of the result indicates that the regression model explains the independent variable of extrinsic rewards effect on motivation of employees from Olympic Hotel. The value of “R square” is 50.8 percent and its “adjusted R square” is 42.5 percent. The test result for “F Value” is significant at 1 percent level in overall significance of the model.

The results of the model indicate that “payment and incentive” of extrinsic rewards independent variable is positive relationship and significant at 1 percent level. This means that an increase in 1 unit of “payment and incentive” will lead to 0.223 units increase employees’ motivation.

This can conclude that “Olympic Hotel” employees prefer money as their extrinsic rewards. The result of the analysis is that according to the condition of

Myanmar, most of the families are not too rich and the average income level for each household is relatively low. Therefore, this may differ with the other countries' survey results. But nearly all people in the world like money for their survival.

In the Table (4.5), the results of the model also indicate that “promotion” of independent variable extrinsic rewards is a positive relationship and significant at 5 percent level. This means that an increase in 1 unit of “promotion” is achieved by an increase in 0.222 units of employees’ motivation. In this case, for all the working population, their dream is “promotion” and if they are promoted, their satisfaction level will also be high to improve motivation.

The results of the model indicate that the “fringe benefit” of extrinsic rewards independent variable is positive relationship and significant at 5 percent level. This means that an increase in 1 unit of “payment and incentive” will lead to 0.051 units increase employees’ motivation.

Myanmar people prefer to get fringe benefits because in the fringe benefits, the employers arrange pension benefits, hostels, ferry services, health and insurance benefits. These fringe benefits will support employee’s welfare and cost saving for them. These benefits will reduce their worry of their unexpected expenses for the future and then motivation for working in Olympic Hotel.

4.1.3 Analysis of Influencing Factors on Employee Motivation

This section analyzes the influence of rewards on employee motivation. The test results for the analysis model shows the influence of both intrinsic rewards and extrinsic rewards over motivation of Olympic Hotel and these results shown in Table (4.6).

Table (4.6) Analysis of Influencing Factors on Employee Motivation

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	1.539	0.453		3.396	0.000	
Intrinsic Rewards	0.070	0.048	0.115	1.460	0.147	1.021
Extrinsic Rewards	0.532***	0.112	0.377	4.768	0.000	1.001
R square	0.457					
Adjusted R Square	0.432					
F Value	22.689***					
Durbin-Waston	1.527					

Source: Survey Data (2021)

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

The above Table of the results present that the regression model explains the independent variables of both intrinsic and extrinsic rewards that correlate on motivation of employees from Olympic Hotel. The value of “R square” is 45.7 percent and its “adjusted R square” is 43.2 percent. The test result for overall significance of the model “F Value” is significant at 1 percent level.

The results of the model indicate that extrinsic rewards independent variable is positive relationship and moderately significant at 1 percent level. This means that an increase in 1 unit of “extrinsic rewards” will lead to 0.532 units increase employees’ motivation. This can conclude that Olympic Hotel employees prefer extrinsic rewards than intrinsic rewards.

The result of the analysis is reflecting the situation in the condition of Myanmar. The person who has difficulty filling up their daily requirements will not be too interested in their internal feelings. They ignore their personal feelings and they are eager to receive extrinsic rewards like payment and promotion. Therefore, these results may change from country to country. They prefer other intrinsic rewards when they do not have to worry over their daily requirements and monthly income.

4.2 Analysis on the Influence of Employee Motivation on Employee Performance

Motivated employees achieve high employee performance. There are many measurements of employee performance. Among them, reaching goals, customer satisfaction, improvement in productivity (work done), and performance over satisfaction are used as employee performance in this study.

4.2.1 Employee Performance

The performance of employees was influenced by motivation of the employees through relevant rewarding systems which were used by the organization. In this study, the influencing factors of employee motivation on employee performance in Olympic Hotel have been surveyed.

Table (4.7) Employee Performance

		Mean	SD
Employee performance			
1	Reaching goal	3.764	.861
2	Satisfaction of customer	3.971	.736
3	Improvement in productivity	3.822	.872
4	Consequences of performance over satisfaction	4.092	.675
	Overall Mean	3.912	

Source: Survey Data (2021)

According to the result of Table (4.7), the overall mean rates for motivation are 3.912 which is between the acceptable ranges of 3.42. This means the respondents of the survey agree with questionnaire results for “performance”.

Performance results of employees are connected to the organizational objectives and success of the business. No business will succeed without the force of their human resources and well planning for the benefits of their employees. Employees support business productivity, attaining goals and relationships with the customers. Therefore, employees are the best performers for organizational achievements.

The second highest results for their high-performance assessment are due to “satisfaction of customers” and their achievement of performance is due to “consequences of performance over satisfaction” which is their best result in the Table.

This result explained that when the employee is satisfied, their performance will positively or negatively affect the organization. Most employees in the real world are also the same with that condition.

4.2.2 Analysis of Employee Motivation on Employee Performance

The Table (4.8) in this section analyzes employee motivation on performance of employees in the Olympic Hotel. The test results for the analysis model shows the motivation of employees over performance in “Olympic Hotel” and these results are shown in the following Table (4.8).

Table (4.8) shows that the regression model explains the dependent variables of employee motivation through performance of employees in Olympic Hotel. The value of “R square” is 64.0 percent and its “adjusted R square” is 54.3 percent. The test result for overall significance of the model “F Value” is significant at 1 percent level.

The results of the model indicate that variable “motivation” is a positive relationship and moderately significant at 1 percent level. This means that an increase in 1 unit of “motivation” will lead to 0.532 units increase employees’ performance. This can explain that Olympic Hotel employees’ performances are dependent on motivation.

Table (4.8) Analysis of Employee Motivation on Employee Performance

Model	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	2.276	0.396		5.740	0.000	
Employee	0.430***	0.104	0.331	4.142	0.000	1.928
R square	0.640					
Adjusted R Square	0.543					
F Value	37.156***					
Durbin-Waston	1.560					

Source: Survey Data (2021)

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

The results of the analysis prove that employee motivation and performance are significant and positive relationships. This means that motivation is an essential factor to complete the duties of every employee. To motivate employees, every management and owners of the business need to provide suitable rewarding systems that attain required performance results.

Motivated employees finish their jobs with fewer errors, timely and happy to stay in the organization. These motivations are employees' desire to finish organizational goals with their best performance. Therefore, motivation is the effective driving force to attain objectives of the business with the performance of their valuable employees. If there is no motivation, the works of the employees will not finish timely and will not meet with the standardized performance to reach goal.

CHAPTER 5

CONCLUSION

In this conclusion section, there are separated into 3 main parts. These are “finding and discussion of the previous chapter 4 analysis”, “the suggestion and recommendation for this study” and “needs for further research”. The aims of the study are to examine the influencing factors on motivation and to analyze the influence of motivation on performance of Olympic Hotel’s employees.

5.1 Findings and Discussions

The study of the research is mainly based on intrinsic rewards and extrinsic rewards for employee motivation and then tends to achieve the target performance. As a survey data, the result is very significant to have positive relationship between employee motivation and performance. This study also concludes that the effect of extrinsic rewards have positive relationship and significant with employee motivation but intrinsic rewards have negative relationship with employee motivation.

Male employees are working more than female employees according to Myanmar culture. Myanmar households worry about their young daughters or sister working in the hotel services and they discourage them from working there. The next finding is about marital status and most of the employees are married. Therefore, this is also related to Myanmar culture. Most young and unmarried girls are prohibited by their guardians to provide hotel services. Higher educated staffs are working in the Olympic Hotel.

As a survey result, almost employees got a degree or master degree. The rest of the staff are still studying to get a degree. This happened due to their job requirements and skill requested by the Olympic Hotel. For investigation of service years, nearly half of the employees of Olympic Hotel work for 6 years to 10 years. This shows their faithful service over their job and less turnover of employees in Olympic Hotel.

Intrinsic rewards are supported by cooperation, sense of achievement, work freedom & autonomy and recognition. The followings are interesting findings of preferable mean rates for intrinsic and extrinsic rewards. According to the results, “recognition” is the preferable factor in intrinsic rewards of Olympic Hotel. The result explains that employees are more prefer “recognition” for their good behaviors, good

performance, being a member of the organization, satisfaction on good results, praise on their achievements and recognizing them positively. From the result of recognition, “recognized positively” is the significant result. Therefore, to motivate employees of the business, the management of the Olympic Hotel needs to recognize the performance of the employees positively and shows up their attention to the employees’ job related performance. Furthermore, “mutual respect among employees” has the satisfaction level on the employees. This also pinpoint that mutual respect among employee of Olympic Hotel upgrade their desire to cooperate among employees and relation with employee cooperation programs. This is occurring because mutual respect is also important in all levels of the organization and also link to motivate employees’ performance.

According to the research results, the respondents prefer to choice the “work satisfaction” and this is also their reflecting factor of importance in their workplace. This result presents that satisfying in work means that to promote employees’ outcome and also related sense of achieving. The survey result for “freedom to perform tasks” in “work freedom and autonomy” analyze that the respondents fond of freedom to complete their duties. Therefore, the employees do many jobs according to their ambitious performance and desire to complete their job effectively in Olympic Hotel.

By concluding the above findings, the preferential choosing of “recognition” from Olympic Hotel’s employees and they are fond of this practice as their intrinsic rewards. Further factors of the sense of achievement, in which, “work satisfaction and commitment as work” are also distinctive. The “cooperation” and “work freedom & autonomy” are also supportive for intrinsic rewards but not too distinctive as the above two factors.

In the extrinsic rewards for “payment”, “retention of a job due to payment” is the significant result regarding to the analysis. This condition is happening according to the situation in Myanmar for increasing unemployment and unstable economic conditions. The next result of the extrinsic result factor is “promotion”. Therefore, promotion in the current job is the best way to attain success, to reinforce opportunity, good results for their performance and to earn more money. Olympic Hotel also provides employees benefits of their employees according to their objective. The fringe benefits of the extrinsic factors are suitable for Olympic Hotel’s employees. Currently, most of the employees are working from outside the Yangon area and they also come from other towns. They need to pass many circumstances to stable in Yangon and fringe benefits release their burdens. This tends to improve motivation with relevant performance.

Extrinsic rewards are also encouraged by “fringe benefits, improving working conditions, payment and promotion”. From them, “payment” is the significant finding and the next obvious result for mean is promotion. These results relate employee motivation for preferable performance in Olympic Hotel.

The analysis of regression outcomes for influencing factors for employee motivation is intrinsic and extrinsic rewards. The result shows both rewarding systems are positive relationships and significantly influence employee motivation and performance. For intrinsic rewards, recognition and work freedom & autonomy has influencing effect on employee motivation.

In this research, extrinsic rewards are more significantly influenced over motivation. In developing countries like Myanmar, nearly all people prefer extrinsic rewards like payment, fringe benefits, and promotion can solve their physiological daily needs. They also want to take intrinsic rewards but they want external factors more to struggle in the daily requirements.

The regression analysis of the research also finds out the significant positive relationship between employee motivation and performance. From this study final results are shown for “Analysis of employee motivation on performance” by using regression analysis. The result of motivation is significant over the performance of employees. This analysis fulfills the second objective of the study.

According to the final analysis of the relationship between motivation and performance, the conceptual framework for this study recognizes that the motivation of employees is in accordance with the relevant rewarding systems and the performance of employees is related with motivation. This explains that the desired performance results are implemented due to motivation. These are fulfilling the aims of this research study.

5.2 Suggestion and Recommendation

From the research findings, there are many useful facts to use at Olympic Hotel for how to improve in changing their rewarding system to get their desired motivation for attaining desired performance to reach organizational goals. According to these facts, some suggestion points are needed to consider for making changes in the Olympic Hotel.

The intrinsic rewards of recognition and sense of achievement are positive relationships in this study research. These will really improve employees' motivation and Olympic Hotel should continue to use these practices. Organization should negotiate work freedom and autonomy process. Flexible recognition programs will surprise employees and improve their satisfaction for the meaning of their performance.

The extrinsic rewards are preferential factors; especially payment, fringe benefits and promotion are significantly positive effects to employees of Olympic Hotel. Money is an essential factor for fulfilling our daily requirement but at the same time, the employees also want "praise" for achieving targeted performance. Organization should upgrade working condition process to improve performance. Therefore, the organization has to use this practice and need to combine with intrinsic rewards to get successive performance through motivation.

The continuous efforts to motivate employees are rather essential for the organization and suggestion for implementing a performance appraisal system to motivate employees. Organization should support to challenge work for improving performance. This suggestion will improve employees' motivation in the future because hard working employees need to assess fairly on their performance and suitable rewards provided will do their continuous efforts to reach organizational goals.

The sense of achievement of the intrinsic rewards is also the motivation enhancing factor for the business. In this research, the figure is not too significant and this may be unrealised. Therefore, they should use reachable targets to improve employee motivation to attain desired performance.

Coordination is the essential factor to improve employees' mindset but it is not a significant factor of intrinsic rewards in this research. If there is absence of coordination, the organizational target will not be easy to attain as only one achievement is not for the organizational achievement and every employee works together with coordination. To accept and acknowledge the requirement of coordination, the hotel should mention the

requirements of coordination in organization's training programs, briefings, mission statement and newsletters.

Within the finding of the study, a balance should be created by manager in adopting which motivational measures (intrinsic or extrinsic) to be used in order to get the best result. If employees are effectively provided then that is positive effort towards employee motivation and good performance. The effects of motivation do not stop with the performance.

Top level management also needs to review the factors which are used as the rewards in influencing motivation of Olympic Hotel. The suitable rewarding system improves employees' motivation to reach desired performance and then to fulfill the organizational objective. In conclusion, organization should update intrinsic rewards as the nature of working behavior in Myanmar.

5.3 Needs for Further Research

This study was only based on Herzberg's Two Factor Theory and did not use other theories like content theories, process theories, reinforcement theories and other motivational theories for employees' motivation. Some limitations are presented in the research on influencing factors of motivation through performance. The study collected the data on Olympic Hotel's employees due to Covid-19 global pandemic effects. For further research, the researcher should examine the different locations and distinct types of hotels from the hotel industry of Myanmar to collect more reliable data for next research. Also suggest doing the research for managing a practicing system that was used by management of the organization and other rewards factors should be considered on further research.

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APPENDIX-I

Questionnaire Survey on **Influencing Factors of Employee Motivation on Employee Performance of Olympic Hotel**

Dear Sir,

I am a student from a Department of Management Study, Yangon University of Economics conducting a survey on measuring **Influencing Factors of Employee Motivation on Employee Performance of Olympic Hotel**. I assure that your responses will only be used for academic purposes and your identity will not be disclosed in any cases. Your participation is highly appreciated, and your response will be kept confidential. Thank you for your time and cooperation.

Theint Thinzar Ye'

MBA II- 94

MBA 24th Batch

Department of Management Studies

Yangon University of Economics

(2018-2022)

Demographic Factors for Employees

1. Gender

- Male
- Female

2. Age

- Under 20
- 21 to 30 years
- 31 to 40 years
- 41 to 50 years
- 50 years and above

3. Position: _____

Department: _____

4. Marital Status

- Single
- Married
- Divorced

5. Educational Qualification

- Under Graduate
- Graduate
- Master Degree
- Diploma

6. Service year

- Under 1 year
- 1 – 5 years
- 6 – 10 years
- 11 years and above

Survey Questionnaires For Intrinsic and Extrinsic Reward Motivation and Employee Performance

- The Likert scale of measurement is being used.
- Based on your experience as an employee, please tick () in the box which most reflects your opinion upon each statements about intrinsic and extrinsic motivational factors. The aim is to provide you with insight about how you define and view each statement.
- The statements are displayed by using the following scoring systems:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Intrinsic Rewards

No	Descriptions	1	2	3	4	5
Cooperation						
1.	The cooperation among employees foster completion of jobs					
2.	Friendship between departments are improved					
3.	Foster mutual respect among employees					
4.	Build of trust in the organization					

No	Descriptions	1	2	3	4	5
Recognition						
1.	Supervisors always recognize for good behaviors					
2.	Achieving rewards for good performance					
3.	Recognition makes me sense of job satisfaction					
4.	Superior recognition makes me positive reinforcement for my work					

No	Descriptions	1	2	3	4	5
Sense of achievement						
1.	I have sense of being satisfied to work in this company					
2.	Accomplishment of goal is related with predetermined rewards					
3.	Commitment in work is being connected with sense of responsibility to reach goal					
4.	I believe that development of my carrier is related with my achievements					

No	Descriptions	1	2	3	4	5
Work freedom and autonomy						
1.	I feel satisfied on freedom to perform my tasks					
2.	I provide good job when I have autonomy					
3.	Freedom and autonomy support me to understand my job well					
4.	I perform varieties of tasks due to freedom and autonomy					

Extrinsic Rewards

No	Descriptions	1	2	3	4	5
Fringe benefits						
1.	The organization provides various benefits (e.g., health, transportation, accommodation and meals)					
2.	I feel satisfied with the organization safety program					
3.	My company provides me medical expenses for remedies					
4.	My company supports insurance for secure working condition					

No	Descriptions	1	2	3	4	5
Improve working conditions						
1.	I enjoy my working environment					
2.	The conditions of work improve my performance					
3.	My superiors support me to solve the problems					
4.	Working condition of the company work-life-balance for employees					

No	Descriptions	1	2	3	4	5
Payment and incentives						
1.	My salary for my position is fair with my responsibilities to perform my tasks					
2.	Our company policy support to perform high performers to get incentives					
3.	I feel satisfied over payment and incentives system of the organization					
4.	I believe retention of the job is related with pay and incentives					

No	Descriptions	1	2	3	4	5
Promotion						
1.	I see many promotional opportunities in my working environment					
2.	Opportunity for promotion is equally likelihood for every position of the organization					
3.	Promotional opportunity reinforces me better performance to accomplishment of my duties					
4.	I believe promotional opportunity is depend on my effort and performance					

Employee Motivation

No	Descriptions	1	2	3	4	5
Employee Motivation						
1.	My company provide benefits based on performance					
2.	My job provides me job satisfaction					
3.	I feel satisfaction when my work completes well					
4.	I interest in challenging of work to examine my performance					

Employee Performance

No	Descriptions	1	2	3	4	5
Employee Performance						
1.	I accept my performance is relationship with my work completion (reaching goal)					
2.	Satisfaction of customer is important and related with your performance					
3.	I realize that improvement in productivity related with your performance					
4.	Negative or positive consequences of my performance is related with job satisfaction					

Thank you for your answering!!!

**APPENDIX II
STATISTICAL OUTPUTS**

Regression Analysis of Influence of Intrinsic Factors on Employee Motivation

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.387 ^a	.643	.413	.31829	.643	16.036	4	133	.000	1.529
a. Predictors: (Constant), Cooperation(mean), Recognition(mean), Sense of Achievement(mean), Work freedom and Autonomy(mean)										
b. Dependent Variable: Employee Motivation(mean)										

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.368	4	.592	16.036	.000 ^b
	Residual	13.474	133	.101		
	Total	15.842	137			
a. Dependent Variable: Employee Motivation (mean)						
b. Predictors: (Constant), Cooperation(mean), Recognition(mean), Sense of Achievement(mean), Work freedom and Autonomy(mean)						

Coefficients^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.626	0.303		8.67	0.000	2.027	3.226
	Cooperation (mean)	0.055	0.053	0.092	1.04	0.300	-0.05	0.159
	Recognition (mean)	0.199** *	0.054	0.324	3.663	0.000	0.092	0.307
	Sense of Achievement (mean)	0.053	0.057	0.08	0.930	0.354	-0.06	0.167
	Work free and Autonomy (mean)	0.109**	0.055	0.266	2.213	0.029	-0.087	0.138
Dependent Variable: Employee Motivation(mean)								

Regression analysis of Influence of Extrinsic Factors on Employee Motivation

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.437 ^a	.508	.425	.30985	.508	25.112	4	136	.000	1.690
a. Predictors: (Constant), Fringe Benefits(mean), Improve working conditions(mean), Payment and Incentives (mean), Promotion (mean)										
b. Dependent Variable: Employee Motivation(mean)										

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.079	4	.770	25.112	.000 ^b
	Residual	13.057	136	.096		
	Total	16.137	140			
a. Dependent Variable: Employee Motivation (mean)						
b. Predictors: (Constant), Fringe Benefits(mean), Improve working conditions(mean), Payment and Incentives (mean), Promotion (mean)						

Coefficients^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.854	0.418		4.435	0.000	1.027	2.680
	Fringe Benefits (mean)	0.051**	0.059	0.111	0.871	0.043	-0.065	0.167
	Improve working conditions(mean)	0.011	0.068	0.013	0.160	0.873	-0.123	0.145
	Payment and Incentives (mean)	0.223***	0.063	0.285	3.544	0.001	0.099	0.348
	Promotion (mean)	0.222***	0.069	0.260	3.217	0.002	0.085	0.358
a. Dependent Variable: Employee Motivation(mean)								

Regression analysis of Influencing Factors On Employee Motivation

Model Summary ^b										
Model	R	R Square	Adj: R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.397 ^a	.457	.432	.31447	.457	22.689	4	135	.000	1.527
a. Predictors: (Constant), Intrinsic (mean), Extrinsic(mean)										
b. Dependent Variable: Employee Motivation(mean)										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.492	4	1.246	22.689	.000 ^b
	Residual	13.350	135	.099		
	Total	15.842	137			
a. Dependent Variable: Employee Motivation (mean)						
b. Predictors: (Constant), Intrinsic (mean), Extrinsic(mean)						

Coefficients ^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.539	0.453		3.396	0.000	0.643	2.436
	Extrinsic (mean)	0.070	0.048	0.115	1.460	0.147	-0.025	0.165
	Intrinsic (mean)	0.532***	0.112	0.377	4.768	0.000	0.311	0.753
a. Dependent Variable: Employee Motivation(mean)								

Regression analysis of Influence of Employee Motivation On Employee Performance

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.331 ^a	.640	.543	.41691	.640	37.156	1	139	.000	1.560
a. Predictors: (Constant), Employee Motivation(mean)										
b. Dependent Variable: Employee Performance(mean)										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.9820	1	2.982	37.156	.000 ^b
	Residual	24.160	139	.174		
	Total	27.142	140			
a. Dependent Variable: Employee Performance (mean)						
b. Predictors: (Constant), Employee Motivation(mean)						

Coefficients ^a								
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.276	0.396		5.740	0.000	1.492	3.059
	Employee Motivation (mean)	0.430***	0.104	0.331	4.142	0.000	0.225	0.635
a. Dependent Variable: Employee Performance(mean)								