YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF APPLIED ECONOMICS

MASTER OF PUBLIC ADMINISTRATION PROGRAMME

EFFECT OF MOTIVATION ON EMPLOYEE'S RETENTION OF

NON-GOVERNMENTAL ORGANIZATIONS

IN HELATH RELATED SECTOR

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A thesis submitted as a partial fulfillment towards the requirement for the
degree of Master of Public Administration (MPA)

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ABSTRACT

The study is effect of motivation on employee retention of non-governmental organizations in health-related sector. The objectives of the study are to identify the factor influencing method in NGOs and to analyze the effect of motivation on employee retention in NGOs. The study is mainly focused on 200 employees who are currently working in the Medical Action Myanmar (MAM), Première Urgence-Aide Médicale International (PU-AMI), Jhpiego, International Center for AIDS Care and Treatment Programs (ICAP) and People's Health Foundation. The result of motivation practice shows that the salary and compensation, job security and working environment, career development and opportunity, personal relationship with other employee were rated as most important to the respondents. The employee assistance programs, participation in decision in decision making were also considered important. The result of retention factors shows that the most important to non-governmental organization workforce were allowance program, training opportunities, health and related benefits, help with career planning and management communicates effectively with employees. Understanding the matter of employee retention reducing factors in place effective and efficient would benefit the NGOs in coming up with employee retention strategies for human resource management.

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LIST OF ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
ARL	Association Registration Law
CHW	Community Health Workers
HIV	Human Immunodeficiency Virus
HR	Human Resources
ICAP	International Center for AIDS Care and Treatment Programs
INGOs	International Non-Governmental Organizations
LNGOs	Local Non-Governmental Organizations
MAM	Medical Action Myanmar
MNCH	Mental, Newborn and Child Health
MOU	Memoranda of Understanding
NGOs	Non-Governmental Organizations
PU-AMI	Première Urgence-Aide Médicale International

CHAPTER I

INTRODUCTION

1.1   Rationale of the Study

The employees play an important role in the success and failure of an organization. In the working environment, employee motivation is the process of human behavior to perform tasks effectively (Springer, 2011) and employee retention aims to achieve organizational goals. The overall performance and effectiveness of the employee in any organization depends on the level of motivation of the employees.

The success of Non-governmental Organizations (NGOs) depends in their employees. Although, dependent on a number of factors, employee retention is one of the factors considered to be a limiting factor in the effective and efficient implementation of NGOs' projects. An understanding of the downsizing factors will benefit NGOs in developing effective and efficient employee retention strategies for human resource management.

Human resource has become an essential function of every organization not only for the sustainability of the business but also for the continuous growth and development in this competitive edge. Every organization tends to find the best way for their organization to retain its large staff and improve its performance as much as possible. Today, every organization is finding it increasingly difficult to retain even the simplest employees, and the competition for huge human resources within the organization is intensifying, since human beings are the most important resource for realizing productivity and competitiveness.

Non-Governmental Organizations (NGOs) in Myanmar face various challenges, one of which is the shortage of human resources for health, a mismatch between the supply and demand of health professionals, inappropriate balance and mix of health workers, unfair distribution, chronic difficulties with both recruitment and retention and need of financial mechanism that ensures adequacy, equity, and efficiency.

Such a significant shortcoming prevents organizations operating within the health sector from providing acceptable quality healthcare services. In order to the

retention of well trained and skilled employee is critical towards to achieving sustained high levels of service quality. Therefore, important for management in the health sector to know the factors that are almost like cause the retention of their employee. This may promote the development of well targeted interventions that effectively provide to employee retention. Employee retention is measured using the employee turnover rate, which is the total number of people who leave during a given period, divided by the average number of employees employed during a given period, plus one hundred percent (Armstrong, 2009).

The purpose of this study is to assess the challenges facing employee retention in non-governmental organizations in the health sector in Myanmar. Most Non-Governmental Organizations are involved in a number of one of the subsequent ways to retain their employees; employee compensation, communication around the company pay system, employee recognition, and employee rewards systems, work-life balance, training and development and maintaining a creative working environment.

1.2   Objective of the Study

The main objectives of the study are to identify the factor influencing method in NGOs and to analyze the effect of motivation on employee retention in NGOs.

1.3   Method of Study

The study used the descriptive analysis method based on both primary data and secondary data. Primary data is obtained through structured questionnaires which enumerate to employee of Non-Governmental Organizations in Myanmar. A survey questionnaire is used both online and email system. The secondary data was relevant information from Ministry of Health and Sport, WHO, documents of NGOs, library and internet websites.

1.4   Scope and Limitation of the Study

The scope is limited to conduct a situation on impact of motivation in retention of employees in Non-Governmental Organizations in Health-Related Sector of Myanmar. This study is mainly focused on 200 people who are working at Non-

Governmental Organizations in Health-Related Sector of Myanmar. This study does not cover all people who are working Non-Governmental Organizations in Myanmar.

1.5   Organization of the Study

This thesis is organized into five chapters. Chapter one is the introductory chapter with rationale of the study, objectives of the study, method of study, scope and limitation of the study and organization of the study. Chapter two is the study by reviewing concepts and theories on motivation of employee and retention. Chapter three shows the status of non-governmental organizations in Myanmar. Chapter four describes the survey analysis on the study area. Chapter five mentions the conclusion which includes findings, suggestions and recommendation.

CHAPTER II

LITERATURE REVIEW

This chapter presents the literature review on definition and concept of motivation, employee retention, effect of motivation on employee retention, organizational culture and leadership, employee rewards in non-governmental organizations.

2.1 Definition and Concept of Motivation

Campbell and Pritchard (1976) defined motivation as an independent group and dependent relationship, ability to measure the magnitude and consequences of one's own behavior; know how, understanding of a task and the limitations of operating within the workplace explain specific behaviors that are constantly being performed. According to McClelland (1961), individuals develop some of the most emotional drives in the cultural environment, and these drives affect how people view their work. Thomas and Kenneth (2000) proved that there is a relationship between the performance of individual employees and their individual performance. A motivated employee can be a loyal employee, and loyalty means supporting the company's activities and goals. Porters and Steers (1991) in their study looked at the needs of individuals. They have the same desires and expectations for different advantages. It supports those needs and expectations. They said that people act in certain ways that they believe will lead to a desired goal.

It provides a response to the effects of individual behavior and suggests that individuals can always be reassured that their current behavior is right or wrong. In addition, their acknowledging that others' choices may vary from person to person due to the intense pursuit of those goals.

2.1.1 Maslow's Theory of Motivation

Abraham Maslow was one of the leading American psychologists of the twentieth century. In 1954, Maslow published "Motivation and Personality" and began

to theorize how people prefer different personalities in their work environment. Maslow is considered a humanistic psychologist. People generally follow the same program and aim to recognize and satisfy needs.

Maslow's hierarchy of needs explains the basic needs for human survival and growth. These needs or wants are organized according to their importance for survival and the motivational forces of the individual. Maslow (1970) felt that basic needs and growth needs are organized into two main groups from top to bottom. Maslow's Hierarchy of Needs Theory, the forerunner of the most important studies on motivation, created the "Hierarchy of Needs Pyramid" by setting the needs in a precise order as shown in Figure (2.1).

Figure (2.1) Maslow's Hierarchy of Needs Pyramid
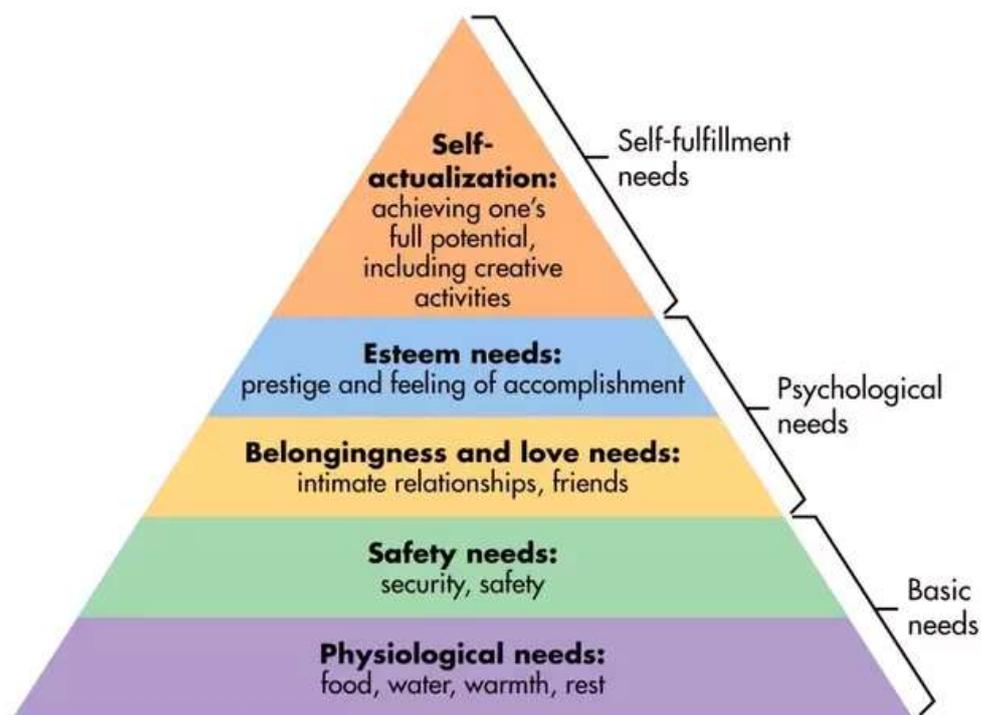
Source: Gargasz, 2010

Psychological Needs; are requirement of human biological structures such as taking oxygen, eating, drinking, sleeping, resting and sheltering. Maslow calls these needs physiological motivation, described as the beginning of motivation theory, he

emphasized the need to focus on two basic points. People drink water to protect the body's balance such as salt, sugar, protein, fat, minerals, vitamins etc. are necessary.

Safety Needs; although physiological requirements are satisfactory, new requirements have emerged that are defined as safety requirements (Maslow, 1943). These are the needs such as protection from harm, being confident and fearlenssness (Daft, 2013). In addition, safety needs may develop depending on social concerns or the conditions of the country in which they live.

Belongingness and Love Needs; once biological and safety requirements are fully met, needs for love commitment and property requirements arise. At this stage of the theory, Maslow emphasizes that humans are social creatures (Adair, 2013). Individuals' needs for belonging and love (membership in groups, clubs, churches, business associations); spouse. It represents a wide range of needs such as child and motherly love (Seeley, 1988).

This type of need to show love to those around you and to expect love from them is inherited to a large extent from the assimilation gene (Roger, 1970). According to Maslow (1943), with few pathological exceptions, everyone has a stable and positive self-evaluation. Needs or desires for self-esteem and the respect of others. Self-esteem is the right competence and self-worth based on success and the respect of others.

Esteem Needs; there are two kinds of esteem needs. The first point is the need to be respected by others related to person reputation such as status, recognition, and appreciation. Another thing is the need for self-esteem and self-appreciation, such as self-confidence, independence, achievement and ability (Griffin, 2013).

Self-Actualization Needs; even though all the needs at the other levels of the hierarchy are satisfied, the person will still feel uneasy and dissatisfied. Therefore, people should act according to their ability. A person should be whatever he or she can be (Maslow, 1943). Self-realization is about empowering the individual. It is an attempt to improve his skills and reach the ideal he really wants (Kalish, 1973). Because it is a requirement for progress. No full score. They need to increase their satisfaction rate proportionally.

Maslow (1954) who perceives themselves as individuals with a higher sense of reality; who can act like them; able to resolve enough. Being independent is described as wanting to be alone. deep collective consciousness; democracy creativity; cleverness

resistant to stereotypes; appreciate the beauty of life in a deep collective sense. According to Maslow (1954), satisfaction needs have lost their importance as motivational components.

2.1.2   Herzberg's Two-Factor Theory of Motivation

Motivation is one of the most important factors affecting human behavior and performance. Their level of performance motivation in individual or group work can affect all aspects of organizational performance.

Frederick Herzberg's well-known Two-Factor Theory was designed in 1959. Herzberg identified two factors he named Motivation & Hygiene Factors in determining employees' work attitudes and performance levels (Robbins, 2009). Motivation factors are hygiene factors that increase employee satisfaction and prevent employee dissatisfaction. Herzberg reiterated that the full provision of hygiene factors does not lead to employee job satisfaction. In order to improve employee performance or productivity, motivational factors need to be addressed.

Although the Two-Factor Theory is closely related to Maslow's top-down needs. It introduces several factors to measure how motivated individuals are in the workplace. This theory argued that satisfying individuals' basic needs (hygiene factors) would not motivate them, but would prevent them from being dissatisfied. High-level needs (motivational factors) must be met to motivate employees. The implication for organizations using this theory is that meeting employee hygiene concerns will only prevent employees from becoming actively dissatisfied and will not motivate them to make further efforts for improved performance. To motivate employees, organizations should focus on providing motivation factors (Robbins, 2009).

2.1.3   Importance of Motivation

Motivation is culture, work, behavior, etc., are actions or words that influence others. Motivation is derived from the word need with need satisfaction. The role of motivation is high in any organization or workplace.

The importance of employee motivation can benefit the organization in many ways. The motivation provided in the organization gives a special spirit and energy to do more. One of the best advantages of employee motivation for the company is to increase the efficiency and productivity level.

All the advantages of recruiting for a company are interrelated. As capacity and productivity increase; This helps an organization achieve its goals. The main goal of every organization is to provide an effective product with high revenue.

The importance of passion can only be understood through experience. It cannot be explained in a few sentences. The organization, along with their employees, will also benefit greatly from motivation.

Employee motivation depends on the size of the organization. No matter how small the organization is, it is essential for success. In the modern workplace, human resources are more valuable than anything else. Motivated employees are empowered and happiness.

2.1.4 Measuring Motivation on Retention

Motivation has two parts such as intrinsic motivation and extrinsic motivation. Intrinsic motivation is often defined as the motivation to engage in an activity to achieve intrinsic pleasure and satisfaction (Ryan, Deci and Connell, 1989).

Intrinsic motivation focuses on individual factors that meet personal needs, and a self-motivator enjoys work and strives to exceed expectations. Therefore, as the job prospect matches his skills or feels challenged by it, his successful achievement is a satisfying and aforementioned goal. Barber (1998) found that the intrinsic nature of employee achievement recognition is interesting work; Progress and decision making were found to be predictors of job satisfaction.

On the contrary, the extrinsic motivation comes from the individual employee and influences his behavior in many situations such as routine and less

challenging tasks. Motivation is identified by studying how different rewards lead to changes in behavior that lead to the satisfaction of predetermined goals.

For organizations, incentives increase performance and produce results in other ways. Monetary incentives are called extrinsic and non-monetary incentives are called intrinsic. Financial incentives or motivators include salaries, money-related items, including bonuses and retirement benefits.

Non-monetary incentives or motivators are not related to financial rewards, including actual self-actualization and responsibility (Luthans, 2000). Both financial and non-financial is a tool that the private sector and other employers' organizations can use to develop and maintain a workforce with the skills and knowledge to achieve desired outcomes (Srivastava, 2001).

2.2 Employee Retention

According to Mandhanya (2015), employee retention has become a key concept for organizations aiming to improve their performance. Having the right employees has also become one of the most important factors for the long-term success of companies that is not a critical factor (Mandhanya, 2015). It can further be explained as management initiatives through company policies to create high levels of employee satisfaction with the ultimate objective of employee retention (Mandhanya, 2015).

Retention of professional workers is less important as it eliminates employment and replacement costs. Furthermore, it provides stability to organizations of expertise and high knowledge across the firm (Tymon, Strumf and Smith, 2011). Employee retention refers to the issue of how employers plan to retain employees in their workplace to stop high training costs and high turnover that can lead to loss of talent. The employee retentions are presented as a framework to systematically analyze factors affecting employee retention and employee intentions. Retention may be the voluntary transfer of employees to the corporation to extend the life of the corporation (Chaminade, 2007).

At the core of human resource management is employees who encourage employees to stay in the organization from time to time (Singh and Dixit, 2011). This includes actions to build trust with the employer. Therefore, by adjusting the

attractive working conditions of the workplace and the career perspective for the employees in the organization. A strategic human resource management approach is designed to meet the needs of individual and organization-wide business needs and guides processes and human resource systems to achieve strategic objectives.

For humanitarian organizations, the employee retention can be a major issue. It is important for employees to understand the issue of generational gap in the workplace and improve the performance of the organization. One of the most common ways to manage employee retention and performance is an organizational reward system.

William and Weather (1996) describe the reward given in exchange for his or her contribution to the organization. type of salary available; promoted This bonus based on bonuses and other incentives. The reward is an effective management system. It achieves the organization's corporate goals and maintains an efficient workforce. If employees are about to leave, if you think you have received enough rewards that you are not ready to replace it.

Although there are traditional benefits like vacation and health. Workers today are looking for more non-traditional benefits. Benefits include flexible working hours; services top the list of special discounts and priority benefits for child care tuition assistance programs. Schneider and Bowen (1999) suggested that in some cases it is impossible for service providers to retain even satisfied employees. Thus, satisfaction is not enough to ensure that long-term employees remain committed to the corporation.

2.3   Effect of Motivation on Employee Retention

According to Luthans (1998), motivation is stimulation empowering guidance. It is argued that behavior and performance are sustained. To be effective in any organization, managers need to understand why employees are motivated within their roles. The most complex of all the actions a manager takes is motivating employees. Management also points out that motivating employees is always changing. Pratt (1979) describes why people should not only use force effectively, but also exhibit certain behaviors in their workplace.

Chaminade (2007) defined it as the voluntary movement of employees from an organization to create an environment of long-term involvement. According to Samuel & Chipunza (2009), the main objective of retention is to prevent the loss of qualified employees from leaving the organization, as this can affect productivity and profitability. But retention practices have become a very difficult and challenging task for managers and human resource (HR) practitioners.

For an organization, it is very important to improve employee retention and achieve organizational goals. Objectives Retention of employees is an important source of competitive advantage for any organization. Studies have shown that organizational culture, strategy salary, retention is driven by several key factors that should be managed by benefits and career development systems (Fitz-enz, 2000).

Employee retention issues affect overall company performance. The ability to retain good employees is quickly becoming a competitive weapon. It means when organizations understand that their people are the most important thing, employees are satisfied with their work and employees want to stay with their organization for longer because their working conditions help them achieve their goals.

One of the traditional ways to manage employee retention and performance is the organization's reward system. Policy makers and managers must emphasize the need to recruit people into the workplace and to perform their roles and perform to an acceptable standard Zurn, Dolea and Stilwell (2005). In this case, the policy makers and managers are responsible for staffing. There is a growing focus on using incentive systems to improve motivation and retention.

2.4   Organizational Culture and Leadership

Organizational culture plays an important role for an organization in retaining and motivating its employees. Sheridan (1992) indicates that culture-oriented firms have significantly lower turnover rates than those that emphasize work-related activities. Eldridge and Crombie (1974) argue that organizational culture is norms and values, as defined by them. Beliefs and behavior patterns are defined as unique combinations of groups and individuals.

Kerr and Slocum (1987) discuss the selection and positioning policies of an organization's cultural values. It is recommended to influence human resource strategies, including promotion and development procedures and rewards. Different strategies create a psychological climate that promotes diversity and retention among employees working in different organizations. Organizational cultural values may moderate differences in retention rates of strong and weak singers. Some organizations work in groups. A culture that emphasizes the values of safety and respect for individual members is reported.

As a result, in some organizational cultures employee turnover rates can be significantly higher, while in other cultures they can vary greatly depending on employee performance. This study was conducted in the field of public accounting and surveyed the gender of employees. Market data such as unemployment and the labor market and wages are identified as significant influences on the retention of professional staff (Hemmeter and Pittman, 1987).

After describing the effects on labor market factors, depending on the cultural values of an organization after accounting for employee gender and marital status, there is a difference between the strengths and weaknesses of retention rates. Various questionnaires have been developed to measure organizational cultural values. Much of this is based on (Sashkin & Fullmer, 1985) predictions about the types of values shared by organizational members.

Management for a modern organization requires efficient and effective leadership. It requires effective and efficient leadership that influences the efforts of workers in well-organized and motivated groups to achieve their goals (Krat, 2012). Good leadership motivates the achievement of goals and raises the profile of employees to higher horizons. Many organizations today have unsupportive leadership, disparities in the labor market and bad working climate. These organizations are facing problems such as job dissatisfaction. At the same time, job dissatisfaction is linked to internal and external resources.

According to Wolf (2012), workers generally leave leaders who fail to connect with workers' needs and desires. In such organizations it is not easy to recognize the efforts of the workers and the consequences of dissatisfaction appear and the reaction is eliminated. Such leadership is based on the leader's essential needs and important organizational decisions involving few or no members. It is a tendency to distribute

people rather than control employees within the organization. If an organization does not have a positive culture, the work environment will be unfavorable.

Along with other considerations, it further states the reason for employee resignation. Simple attitude towards food shift, the same policies. lack of time off and benefits can lower employee morale. Managers are committed to providing strong and positive leadership to keep their employees happy. Boardman (2010); Line employees are quick to respect managers who are willing to open their hand when needed.

2.5   Employee Rewards in Non-Governmental Organizations

Employee rewards in non-governmental organizations (NGOs) include monetary and non-monetary rewards. These rewards increase employee retention because they have the opportunity to strengthen their work in a friendly environment through the opportunities available (Phillips & Connell, 2005).

NGOs use employee rewards to attract key talent into the organization; to improve the financial performance of the organization; to maintain high performance; to improve employee engagement; to distinguish between performance levels; to promote employment branding; to enhance and improve customer satisfaction; al human resource programs (Armstrong & Brown, 2006).

(A) Basic Pay

Financial rewards include base salaries; the amount received by the employee is one month after the expiry of the fixed term for replacement of work. Calculated based on hours worked, not results. A job evaluation can reflect the value of the job as measured.

Base salary usually supports the salary concept and structure of the organization. An employee whose base salary expresses commitment to a part of the organization is more likely to be committed to the organization. Base salary is employed to attract good employees within the organization and reward them for their continued value. (Maicibi, 2007)

(B) Contingent Pay

Contingent pay refers to payments tied to the achievement of previously anticipated goals that motivate employees to understand their performance. Related pay is paid on top of base salary and is often calculated in terms such as delivering targets. It is used to motivate human effort by rewarding a person for more than a time limit for improvement based on current or intended wages. NGOs give raises to employees who consistently exceed expected performance.

Contingent pay is employed to acknowledge and reward better performance, to retain high-quality people, to build organization capacity, to encourage innovation and creativity. It gives people a message about the importance of performance and motivates them to continue with great performance (Schuster and Zingheim 2004).

(C) Allowances

Expenses are to supplement employee compensation and legal duty overtime. Plans used by employers to supplement employee compensation, including relocation expenses and the possibility of working in other unsafe areas, for employees who move from one area to another.

Allowance increase employees' willingness to stay with the organization because they compensate employees for extra effort (Brown and Armstrong, 1999). Sometimes, allowance include telecommunications, it can also be money given to facilitate activities, such as transport or accommodation costs.

(D) Bonuses

In addition, some NGOs hire and finance individuals or groups for high performance or exceptional achievement. Thirteen months of payments in cash bonuses; including new year bonus etc. n order for NGOs to meet the high inflation rate; financial management may not be able to meet the salaries required to keep pace with inflation. Bonuses are based on employee satisfaction; it aims to achieve desired performance standards and commitment that increases employee retention (Maicibi, 2007).

(E) Benefits

Benefits are a plan used by employers to supplement the cash compensation employees receive. These include medical insurance where employees and their dependents can get free medical services; accidents include life or accident insurance that covers employees.

Only the organization can make a donation for funeral arrangements after the death of the employee. Severance pay is paid to an employee once he leaves the organization. Services such as refreshments, including lunch and teas, are provided to employees to allow them to rest or to give employees a break to concentrate while on duty. These programs are designed to protect workers and their families from financial risks.

This benefit is intended to protect life and health; to protect the flow of income when the employee is not actively working. It helps employees focus on their work and improve their performance (World at Work, 2006).

(F) Job Security and Job Satisfaction

Workplace safety is an important issue for every employee in any organization. According to Maertz and Campion (1998), employees are more likely to experience working for a company with pension benefits and other benefits. Boella and Turner (2013) stated that workplace safety plays an important role in engaging employers and employees. Obviously, employees are always willing to leave a company that is insecure. A secure job exists when each person recognizes that their job is uncertain and nearing completion. In addition, it provides employees with assets related to their work.

Employee satisfaction is related to workplace emotions. Emotions last but are usually weak, while emotions are usually stronger and temporary and have a reason or good reason. Afenyo (2012) studied the effects of stimulants on job satisfaction at Pakistan Government University. Their study concluded that there is a significant relationship between motivational factors including recognition. the work itself; opportunity for growth; professional development; Responsibility A good sense of job satisfaction with the organization and employees.

(G) Career Development

According to Messmer (2000), one of the most important aspects of employee retention is investing in employee training and careers. The organization always invests in training and development of employees who are expected to return to work. Ahmad and Zainol (2011) examined the relationship between professional development and employee retention. Between professional development and employee retention which explained that subsequent changes; career planning, training and development, coaching and mentoring, guidance, succession planning, and talent management.

Training and development are essential for the growth of the workforce in order to achieve the objectives of an organization. Garg and Rastogi (2006) explain that in today's workplace, feedback is very important to employee organizations. Therefore, the more knowledge a worker acquires, the employee will be better able to face the global challenges of the workplace.

Handy (2008) states that appropriate innovation and the acquisition of up-to-date knowledge are essential for survival in the work environment. Therefore, knowledge is one of the most valuable assets for any company. Corporations that want to strengthen relationships with their employees are advised to invest in the development of those employees. This includes creating opportunities for promotion within the corporation, as well as training and skill development for workers to adapt to internal and external labor markets.

(H) Participation in Decision Making

According to Hewitt (2002), in modern businesses, employees receive good information about the critical issues of their business and make decisions at the lowest level to maximize employee expertise. Noah (2008) found that employee involvement in decision-making can create a more engaging nature among employees, create an honest-to-goodness work environment, and help build good employer-employee relations.

(I) Work Environment

According to Miller, Erickson and Yust (2001) employees have greatly benefited from running equipment in the workplace. Wells and Thelen (2002) found that good organizational human resource policies have satisfactory opportunities and are maintained by providing employees with an appropriate level of privacy. Good control over the work environment that builds a level of motivation to commit to the organization in the future. Ramlall (2003) emphasized the need to know the needs of individual employees in a corporation because it encourages commitment and provides a suitable working environment.

2.6   Review on Previous Studies

Kyaw Kyaw Soe (2015), studied to examine the motivation factors of the employee in Asian Wings Airways Limited. It has been found that the company needs to set salaries to adapt to the recent labor market situation. In addition, security nets are needed for non-managerial employee in the form of fundraising to cover unexpected expenses (health, education, housing, etc.) that can be funded by company support and monthly contributions from employees.

Ye Win Tun (2016), studied reasons of movement of staff from World Concern Organization in Myanmar. It was found that most of the former staff indicated that they have been receiving higher salaries and benefit since resigning the World Concern Organization. Majority would like to see improvement of leadership within the organization and some want to return if there is change or improvement in leadership.

Kemoh, Linda. M (2016), determined the impact of motivation on employees' performance using the case of non-governmental organization at Somalia Support Center in Nairobi. The study showed that employees are dissatisfied with a work design leading to their demotivation. It can be observed that the organization may notice that its employees do not take advantage of job shifts that increase their individual knowledge and experience or reduce their fatigue and burnout.

Su Lat Han (2019), studied the level of employee engagement among NGO workers, examine the interactions of staff and the attitudes of NGO staff into their organization. The study found that reasons of employee engagement at an organization included mission commitment, the reputation of an organization, capacity building and

career development programs, performance bonus, promotion opportunities, organizational leadership and management.

CHAPTER III

AN OVERVIEW OF NON-GOVERNMENTAL ORGANIZATIONS IN MYANMAR

3.1   Emerging of Non-Governmental Organizations

A non-governmental organization is an organization that is not part of the government and is not a traditional for-profit business. Non-governmental organizations (NGOs) are sometimes organized to serve social and political purposes, such as humanitarian causes or the environment. organized at the national and international levels.

In Myanmar, non-profit organizations that act on behalf of others are called local non-governmental organizations, which distinguish collective organizations created by the government and international non-governmental organizations. Non-governmental organizations are aid agencies from developed countries; private sector infrastructure operators; self-help groups and local governments are both working independently. In fact, NGOs are a group actively involved in international development efforts and improving the welfare of the poor in poor countries.

Non-Governmental Organizations (NGOs) in Myanmar are stakeholders with important social capital for nation-building and social development. These institutions are community development, basic education and health care for the people. It plays an important role in bridging the gaps in access to economic development and natural resource management.

Non-governmental organizations (NGOs) are divided into three categories. The first is local and foreign organizations (LNGOs) registered with the government. The second is international non-governmental organizations operating under a Memorandum of Understanding (MOU) with the government, and finally government-controlled organizations. The objectives are to promote their goals. NGOs, which are usually established by ordinary people, are controlled by the government. Funding can be provided by business or individual donors.

Local non-governmental organizations (LNGOs) are typically cities, Maintains links with developed communities from townships or population centers. These

organizations are usually not registered with the government, but often have paid and professional staff and are increasingly linked to local and international networks of non-governmental organizations. A network of non-governmental organizations and other organizations is working on development and humanitarian aid in Myanmar. Most of them work under framework agreements with the Myanmar government.

International non-governmental organizations (INGOs) in Myanmar have produced a small number of reports since 1990. After Cyclone Nargis in 2008, humanitarian shelters were opened significantly, with more than 100 local and international non-governmental organizations. Constitutional and political changes since the 2010 elections are the reasons for the increase of local and international non-governmental organizations.

International non-governmental organizations (INGOs) have played an important role in matters relating to the current development and humanitarian situation in Myanmar including the environment, health, education, livelihoods, rule of law, advocacy, and civil society capacity building.

Since most non-governmental organizations are not for profit; Direct efforts to create social impact depend on the duration of the project. Financial resources for these organizations are often allocated from grants and donations. A major problem for many organizations is the lack of regular funding for operations, providing services to non-paying customers.

All non-governmental organizations are donor-funded programs. Donors may stop funding due to unforeseen difficulties and policies. In fact, depending on the differences, the results and effects are not always positive. There can be negative aspects to thinking and fixing like something or something.

In the past, non-governmental organizations in Myanmar mostly focused on the health sector, but this trend changed after the democratic government began in 2010. Prior to 2012, signing a memorandum of understanding or a difficult ministry and organization registration process and agreement was a complex process, time-consuming and difficult to obtain final approval. The draft constitution for non-profit organizations will be clearer after its release in 2014, and the process of obtaining permits will continue.

In Myanmar, non-governmental organization are working for multi-sector include health, livelihood and food security, peace building and conflict preventing, gender, research, law and justice, agriculture, disaster risk recovery, education, environmental changes, governance, information management, mine action, nutrition, water and sanitation, protection and so on. Most of them are based in Yangon and have branch offices in the implementation areas.

An examination of the processes adopted by some of the most powerful NGOs will then be presented through case studies. Based on individual testimonies, we will reflect on the political involvement of some employees. In conclusion, the role of NGOs in Myanmar's political transformation towards a democratic system.

3.2   Establishment of Non-Governmental Organizations

In the early 1990s, UN agencies and international non-governmental organizations became active in Myanmar. Local NGOs were established with their support. Most of these local NGOs provide health care and health education services; HIV/AIDS prevention; They focused on child protection and microfinance.

In the wake of Cyclone Nargis in 2008, civil society grew and local organizations were formed, drawing sympathizers from across the country to carry out relief efforts. Inevitably, some of these relief groups are temporarily closed, while others continue to do social work for those in need. Political changes in Myanmar have made civil society efforts more accepting.

This has prompted many international organizations to establish non-governmental organizations (NGOs) to assist in development and humanitarian efforts in Myanmar. The most significant development for the legal space has been the enactment of the Association Registration Law (ARL) in July 2014. The official guidelines for United Nation Agencies, International Organizations, Non-governmental Organizations and International Non-governmental Organizations issued by the Myanmar government provide that all international non-governmental organizations should officially register with the Ministry of Home Affairs and sign a basic cooperation agreement with the Union of Myanmar with respect to the proposed project.

All aid funds for the project should be channeled through the Myanmar Foreign Trade Bank. NGOs are required to inform the Ministry of National Planning and Economic Development, Ministry of Foreign Affairs, Ministry of Home Affairs and any other relevant Ministries when they open or close their offices.

Currently, international NGOs are not officially registered. Most of them work under a framework agreement with the Myanmar government, for example by signing a memorandum of understanding (MOU) or a letter of agreement with the relevant ministry responsible for the sector in which they operate.

In terms of funding, there are three other ways an international NGO can bring money into Myanmar. First, funds can be sent through Myanmar Foreign Trade Bank, which is a legal means of currency exchange. Second, foreign currency can be exchanged into kyats and brought into Myanmar as cash.

NGOs in Myanmar typically hire both foreign and local staff. The guidelines prescribe various authorizations and requirements for the recruitment of NGO staff. All people working in Myanmar will be protected by Myanmar's employment laws. It would be prudent to have these workers' employment contracts reviewed by a qualified attorney.

The best approach to establishing and operating an NGO in Myanmar depends to some extent on the nature and objectives of the NGO. As NGOs increasingly find their place and purpose in this new frontier, greater clarity within the regulatory framework for NGO registration and operations; Transparency and flexibility can be expected.

3.3   Power and Legitimacy for Non-Governmental Organizations

Since the nineties, NGOs have been involved in politics, They decided to engage in activities beyond the authority of the state to bring positive change to those who were at odds with the economic and social systems. The extent of power of NGOs and their social, In the absence of specific primary source documents to understand the spheres of economic and political influence and its manifestations.

The contemporary ability of NGOs to influence decision-makers must be analyzed in the context of a weakening of mainstream opposition to the government

over the years. Many NGOs are broadly involved in social welfare activities, labeled as a softer way to provide political alternatives.

The ability of NGOs to access external support from energy sources and to connect with networks outside the country is key. Actors in the international community involved in financing NGOs may not fully understand the agenda of these NGOs. Their financial support expands their influence at the national and international levels. Reaching out to overseas audiences allows these NGOs to spread their message about the situation in Myanmar. It allows them to promote their businesses and request more support. The government provides some kind of protection. This is because temporary retaliation is more visible and likely to be reported and condemned by the international community.

Finally, snowfall seems to have an impact on NGOs that can send a clear message to an international audience. Not only do they have greater access to financial resources, but various INGOs, donor governments; There are often more opportunities for formal representation from the UN and other organizations. As a result, one of the indicators of NGO power is international engagement and the ability to leverage international resources.

According to the directors of NGOs interviewed, money is not considered to be a strong weakness of NGOs to influence Myanmar politics. Nevertheless, a significant portion of international aid is channeled through NGOs, and these funds are used in part to provide public services that save money in sectors that would otherwise be spent by the government. This amount weighs much in assessing NGO legitimacy for the communities they work with. Indeed, this economic factor is used in some cases as a benchmark to measure government acceptance, but also because of support from international donors.

In some places, education is provided only by NGOs and non-state ethnic groups, and the new generation wants to be closer to the NGO concept and is familiar with the cultural and political affiliations of NGOs. Christian NGOs play a major role in providing education in minority areas. From preschools to day care to elementary schools, children are immersed in the values of NGOs from an early age. This will surely create long lasting links.

Child-centered teaching methods have been adopted by some monasteries and various private schools supported by NGOs. This has helped the younger generation to develop critical thinking skills unlike public school teaching without understanding and questioning. Educational activities will have an impact on the legitimacy of NGOs in the near future.

3.4   Non-Governmental Organizations Employees

The goals and strategies of NGOs are diverse and work for people. Types of employment contracts within non-governmental organizations such as open contracts; fixed contract; temporary contract There are various types of consultancy contracts and so on. Depends on funding and project requirements. Some professionals are hired for management and supporting units like the management employees, the finance and administration employees, information technology and logistics employees while some are hired for project based and fixed period terms The employee from non-governmental organizations are generally employed by most NGOs, and some professionals are used to provide services.

Many young people involved in NGOs feel that there is no mentorship or clear career direction, while at the same time there is pressure to learn and deliver project results. Some employees felt that their supervisors did not provide clear guidance on the day-to-day tasks required to perform their roles, which was exacerbated by the lack of a job description. This results in supervisors setting unrealistic demands on the employee or the employee not performing tasks as required.

Some non-governmental organizations are well-funded and prosperous when they receive funding from donors. In addition, Citizens' financial support from non-governmental organizations is essential and resources are limited to complete the project. As a result, resource management can influence the level of satisfaction and subsequently lead to their activities in their civil society and the state. NGO staff provide direct access to the community by providing their services. Maintaining the well-being of NGO staff is critical to improving what those organizations contribute to society. NGO staff provide an essential service to the community and work closely with the professionals who serve them.

Salary is an incentive, but not the main factor. The monthly salaries of junior and middle staff in religious-based NGOs are very low. Other NGOs pay higher, but generally the motivation to join this sector is not just about income. Funding as an advantage for non-governmental organizations to influence the Myanmar. Increasing professionalization in the sector may be accompanied by more inclusive practices or recruitment. The importance of development and socialization is fundamental and maintains optimal conditions for NGO staff.

The salaries or incentives provided are dependent on the donor funds received or the income generated through an enterprise activity undertaken by the organization. This sometimes impacts heavily on the staff morale and performance within these organizations. As the donor does not provide funding to hire additional staff, existing staff may be required to fill multiple positions without the required expertise. It is the workload among employees. stress This leads to increased dissatisfaction and ultimately lower performance across the organization.

Employees perceive that their concerns and needs are not being addressed by organizations and are overshadowed by the organization's need to satisfy donors. Employees lack motivation to fulfill the organization's goals or core mission. It is also limited in those who have been in the organization for a long time to counter dissatisfaction and distance from the vision.

3.5   Challenges of Employee Retention in Non-Governmental Organizations

Effectively implementing an employee retention program can be challenging when the organization lacks sufficient funds or capacity. The interest of the leadership is very important in the work of the organization. Attitude and professionalism can tie the employee to the value of the job within the organization. Programs are being implemented depending on donor funding from non-governmental organizations. Donors may stop providing funds due to unforeseen difficulties, which directly affects contract staff working with these funds.

Another possible factor is that not all non-governmental organizations can recruit perfect employees in various positions, and some employees may show potential to become future leaders. Some non-governmental organizations have contracts for employees; There are no job descriptions or resumes. Therefore, when employees are

employed; authority It is difficult to document the duration of the contract and their obligations. In some organizations because they did not have contracts some of them went without pay during some months, were never given leave breaks from work, were deducted some of their pay for some unexplained expenses by management.

The challenge facing non-governmental organizations is how to manage the diverse groups in the workplace to ensure commitment to the organization's mission. Faced with many challenges due to the motivation of people of different ages and genders, many organizations still use outdated methods to manage employees. In other cases, this is especially challenging where they have people employed or appointed by the community and use a formal recruitment system. Employees of non-governmental organizations need to understand that they cannot succeed if they feel that they are being underutilized, misapplied, or in the wrong position.

Many non-governmental organizations are national or international organizations; They enter into alliances and partnerships with business or government, and these engagements require them to mobilize or reorganize their human resources to exploit new opportunities. This means that staff appointments are sometimes project-based, contractual and for fixed periods.

Some organizations have two or three projects supported by different donors that unfortunately implement different salary arrangements and work practices. This creates conflicts within the organization and creates management challenges. Managers and employees need to identify performance goals and outcomes that define individual tasks. However, many employees and managers recognize that this process does not exist in their organizations. This means that it is not easy to track employee performance because there are no tools or mechanisms to support employee evaluation.

Another challenge faced by staff in NGOs is the lack of career development opportunities. This will include continuous support for development within the organization to create new employment opportunities and maintain employee morale. Many NGOs are facing a leadership crisis. As a management position becomes vacant, many organizations face difficulties in recruiting a replacement, and there are instances where the position remains vacant for periods of 6 months to over a year.

There are also challenges when founding members hold managerial positions within the organization and do not build the leadership skills of other managers or

employees within the organization. Many NGOs focus more on building their technical skills and knowledge, but fail to plan for the development of leadership or management structures. Although this sector is not viewed as a priority, many suffer the consequences of a severe leadership vacuum within the organization.

3.6 Healthcare Activities of Non-Governmental Organizations

The following healthcare activities of non-governmental organizations are:

(a) to provide primary health care;

(b) to promote and strengthen and accelerate efforts for the prevention and control of major non-communicable and non-communicable diseases;

(c) to improve access to quality medical care, especially for people in disadvantaged areas;

(d) to build alliance with all partners and the local community to support and initiate the human resource development in health sciences,

(e) to support the evaluation and use of alternative health technologies, including medicines and devices;

(f) to provide evidence-based information about them to the public and decision-making bodies;

(g) to assist in the prevention and control of public health emergencies, including measures related to animal health;

(h) to promote health promotion activities and public health awareness to improve attitudes and behaviors;

(i) to review and support the development of the rules, regulations and the regulations issued to improve health in Myanmar;

(j) to facilitate, coordinate, collaborate and provide opportunities for full involvement of the communities and civil societies, and empowering them in their efforts in organizing and program evaluation, health policy analysis, health research, environmental health impacts studies, and information collection and dissemination and

(k) To facilitate the establishment of community-based civil society for health development and strengthen their networks

Clinics and primary health care provided by local community health workers. Clinics are located in areas where most people cannot afford to pay for their basic health

needs. The clinics provide a mix of activities including mother and child care, treatment of malnourished children, reproductive health, family planning, treatment of sexually transmitted infections, counselling, and treatment and care for people with HIV/AIDS and tuberculosis. The consultations vary from simple out-patient visits to intensive treatment of severe diseases.

Community health workers to provide basic health care in remote villages in Myanmar. All community health workers are monitored by a medical doctor and local support staff. Patients are visited at home to check the quality of services provided.

A basic health care is including referral for severely ill patients combined with the malaria services increases the popularity and uptake of the community health worker services in general and specifically increases the coverage of testing for malaria even when malaria positivity rates are decreasing. The most common diseases were respiratory tract infections and gastrointestinal infections. For patients requiring a doctor's visit, community health workers arrange for the patient to be seen by a doctor at their next follow-up visit. If the complication is serious and requires emergency treatment, the patient will be sent to the hospital.

3.7 Providing Healthcare Services of Non-Governmental Organizations

The public health system in Myanmar is generally poor, and government funding for health services is among the lowest in the world. There are wide disparities in health services between rural and urban populations. International and local NGOs play an important role in providing health care services. Health actors are malaria. The focus has been on the response to HIV/AIDS and tuberculosis, leaving a critical gap in mental health services and clinical health responses to sex and gender-based violence.

Regarding the scope of health services provided, Kachin, International health organizations in Shan and Rakhine states have malaria. They focus on HIV/AIDS and tuberculosis. Many health actors work in the control of communicable diseases, maternal and child health and reproductive health care more generally. However, there is still a need for vaccination in hard-to-reach and conflict-affected areas (WHO, 2017).

Mental health and emotional support are being prioritized in the humanitarian response; This is partly because it is reportedly difficult to get government approval for the scheme. Nevertheless, there is a working group on mental health and psychosocial

support under the umbrella of protection, coordinated and coordinated by WHO, whose members are implementing activities.

Most of them have psychological support activities and are implemented by NGOs. For health activities, NGOs trained all the staff in their organization and provided medicines to provide basic health services from their homes. Therefore, some international health organizations are building the capacity of community-based and ethnic health organizations with better access.

CHAPTER IV

SURVEY ANALYSIS

4.1 Survey Profile of Health-Related Non-Governmental Organizations

The purpose of this survey is the study on effect of motivation on employee retention in non-governmental organization. The study is mainly focused on the employees who are currently working in the non-governmental organizations in Myanmar. The sample of 200 employees selected from five health-related non-governmental organizations were sending set of survey questionnaire. They are 35 employees from Medical Action Myanmar (MAM), 20 employees from Première Urgence-Aide Médicale International (PU-AMI), 40 employees from Jhpiego, 45 employees from International Center for AIDS Care and Treatment Programs (ICAP) and 60 employees from People's Health Foundation.

Medical Action Myanmar (MAM): It is a medical aid organization dedicated to improving access to quality healthcare for Myanmar's poorest people. The MAM organization focuses on vulnerable people in very remote areas and urban neighborhoods where most people cannot afford adequate health care. The health activities are focusing on through the use of clinics or village health workers are: Malaria, Basic Health Care, HIV/AIDS, Tuberculosis, Malnutrition, Family Planning, Referral of Severe and Complicated Patients.

In addition to clinical care, MAM supports a network of 450 community health workers (CHW) to provide health care in remote villages in northern and far eastern Myanmar (Kachin, Karen, Kayah, Tanintharyi and Mon states). Early diagnosis and treatment of tuberculosis, a common and deadly disease, will be included in the package. Currently, three MAM clinics for HIV/AIDS treatement in Hlaing Thar Yar, Shwe Pyi Thar and Thanlyin Township at Yangon.

Première Urgence-Aide Médicale International (PU-AMI): This organization is a non-governmental organization of international solidarity, non-profit, apolitical and secular. All of its employees are mobilized on a daily basis to meet the

basic needs of civilian who are endangered, marginalized or excluded by the effects of natural disasters, wars and situations of economic collapse. Born from the merger of two French NGOs in 2011, PU-AMI relies on more than 30 years of field experience in 50 countries in crisis to adapt its programs to each situation and the most vulnerable populations.

The organization is health, livelihood and water and sanitation programs; good experiences have been identified in emergency and development situations, especially in areas with ethnic minorities. This organization promotes health awareness and reproductive health; Community development and treatment of HIV/AIDS and STIs.

Jhpiego: Jhpiego is a non-profit health organization affiliated with Johns Hopkins University. Jhpiego is working closely with Myanmar's Ministry of Health to support its efforts to strengthen maternal and newborn care across the country. Jhpiego's initiatives in Myanmar provide capacity building and quality improvement support to a number of key stakeholders at various levels of the health service delivery system.

Programs include supporting the Ministry of Health and other government agencies to strengthen midwifery policy and regulatory frameworks. Pre-employment midwifery schools; In-service training and continuing professional education systems for health workers; direct capacity building and quality improvement support to selected health facilities; and assisting in collaboration with civil society organizations and ethnic health organizations, high-quality maternal, facilitating equitable access to and effective demand for newborn and child health (MNCH) services;

The five-year USAID-funded essential Health project, led by Jhpiego and implemented in partnership with Koe Koe Tech, Pact, PSI and ThinkWell, works to increase access to, equitable utilization of, and effective demand for high-quality maternal, newborn and child health (MNCH) services among public, private and NGO service providers serving project townships.

International Center for AIDS Care and Treatment Programs (ICAP): ICAP at Columbia University is a global health leader based at Columbia University in New York City. ICAP has been working since 2004 with a central goal to improve the health of families and communities. In Myanmar, ICAP is working to support the Ministry of Health and Sports to strengthen health systems and improve access to HIV care and treatment. ICAP began working with the Myanmar government in 2014 to

support the national response to HIV. ICAP is providing technical assistance and implementation support at all levels of Myanmar's health care system to facilitate scaling up of HIV services.

People's Health Foundation: It is a non-profit, public-private partnership, non-governmental organization (NGO). It is established as a new social development organization since December 21, 2012, and officially registered as a national non-governmental organization with the Ministry of Home Affairs. It has no financial linkage to any political party. It serves as an intermediary organization amongst the Parliament Members, Ministry of Health and Sports, Ministry of Planning and Finance, Attorney-General's Office, and various government departments, the civil society groups, health development partners, and other national and international agencies and NGOs.

This foundation is managed by the executive body, with support of patrons, advisory board, technical groups and managerial support unit. The executive team consists of 11 senior public health specialists who serve as volunteers and have many years of experience in health development at the national and international levels. The foundation has hired about 200 professional and conservation staff to serve as staff for program implementation.

4.2   Survey Design

This study used a descriptive method based on primary data. To obtain primary data; self-formatted questionnaires in google format for data are sent through emails. A closed-ended question was used to elicit responses within the scope of the study. A Likert scale was used. The subjects of the study presented a set of attitude statements using a five-point scale.

The questionnaire had six parts, the first part was demographic information of respondents, the second part was organization culture, the third part was workplace and management, the fourth part was career development and rewards, the fifth analyzed on motivation practices and the last part was employee retention factors.

A web-based survey is conducted in 2020 by sending set of survey questionnaire email to the selected 200 people from five non-governmental organizations.

Participants were given five days to complete the survey. Results are sent back to the researcher via google form tool in aggregated and anonymous form for analysis of results and recommendations.

The collected data was analyzed and SPSS, a statistical technique, was used to organize the data according to the themes under the various sections in the questionnaire. Responses are shown in frequencies and percentages. The findings are presented in tables with discussion of the findings and its relevance in the study area.

4.3   Survey Findings

The survey findings include demographic information of respondents, organization culture, workplace and management, career development and rewards, motivation practice and employee retention factors.

4.3.1   Demographic Information of Respondents

The following Table (4.1) shows the demographic information of respondent such as gender, age level, educational qualification, position, level of management and working experience.

Table (4.1) Demographic Information of Respondents

Description	Respondents	Percentage
Gender		
(a) Male	73	36.5
(b) Female	127	63.5
Total	**200**	**100**
Age Group		
(a) 20 years to 29 years	45	22.5
(b) 30 years to 39 years	117	58.5
(c) 40 years to 50 years	28	14.0
(d) Above 50 years	10	5.0
Total	**200**	**100**
Educational Qualification		
(a) Under Graduated	3	1.5

(b) Graduated	122	61.0
(c) Post Graduated	75	37.5
Total	**200**	**100**
Position		
(a) Management	36	18.0
(b) Program	84	42.0
(c) Technical	27	13.5
(d) Finance and Administration	53	26.5
Level of Management		
(a) Middle Level	94	47.0
(b) Senior Level	72	36.0
(c) Executive Level	34	17.0
Total	**200**	**100**
Working Experiences		
(a) Less than one year	9	4.5
(b) Between one year to five years	154	77.0
(c) Above five years	37	18.5
Total	**200**	**100**

Source: Survey data, 2020

Table (4.1) indicates that there are more female (127 employees or 63.5%) than male (73 employees or 36.5%). In the age group within the 20 years to 29 years is 45 employees (22.5%), 117 employees (58.5%) are within the 30 years to 39 years, 28 employees (14%) are within the 40 years to 50 years and 10 employees (5%) are above 50 years. In relation to the employees' educational level, the study indicated that 3 employees (1.5%) have attended the University, 122 employees (61%) and 75 employees (37.5%) have got graduated and post graduated. These educational qualification points out the majority of employees are highly educated. Regarding the occupation title the highest number were engaged as program representing 84 employees (42%), the finance and administration representing 53 employees (26.5%), management title is 36 employees (18%) and technical is 27 employees (13.5%). The study of level in organization, 94 employees (47%) are middle level, 72 employees (36%) are senior level and 34 employees (17%) are executive level. The finding of

working experience reveals that the most of employees have between one years to five years in their organization.

4.3.2   Organization Culture

This section of the survey asked employees to indicate their level of agreement to the organizational culture and management. This is directly related to the three objectives of the study. The organization's culture and management determine whether employees are motivated to stay with the NGO. A management team is a group of people who work at the highest level of an organization and are responsible for the day-to-day management of other people. This management team is responsible for the core activities of the non-governmental organization. Management is generally responsible for consolidating business strategies and achieving business goals. Employees are responsible for making decisions. It is important to trust the strategic planning and management plan and consider it as an emotional contract between employer and employee. The complete results for this section represented in the Table (4.2).

Table (4.2) Organization Culture

Description	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
The organization's mission to achieve its goals.	26 (13%)	44 (22%)	42 (21%)	36 (18%)	52 (26%)
The organization's policies and procedures are transparent.	14 (7%)	20 (10%)	8 (4%)	92 (46%)	66 (33%)
The organization services are very good.	8 (4%)	14 (7%)	30 (15%)	96 (48%)	52 (26%)
The organization feels connected to its partners.	22 (11%)	56 (28%)	18 (9%)	74 (37%)	30 (15%)

Source: Survey data, 2021

The finding reveals that 52 employees (26%) were strongly agreed and 36 employees (18%) agreed the organization's mission to achieve its goals. Although, 44 employees (22%) were disagreed and 26 employees (13%) were strongly disagreed this question because they thought the organization has not to meet the goals. For the statement of organization policies and procedures are transparent, 66 employees (33%) have strongly agreed and 92 employees (46%) agreed. And also, 52 employees (26%) have strongly agreed and 96 employees (48%) have agreed the statement of the organization services are very good. With regards to the organization feels connected to its partners, 30 employees (15%) strongly agreed and 74 employees (37%) agreed but 56 employees (28%) disagreed and 22 employees (11%) strongly disagreed because effective communications improve employee identification with their organization and build openness and trust culture to its partners.

Table (4.3) Descriptive Statistics of Organization Culture

Description	Respondents	Mean	Standard deviation
The organization's mission to achieve its goals.	200	3.22	1.38
The organization's policies and procedures are transparent.	200	3.88	1.18
The organization services of are very good.	200	3.85	1.01
The organization feels connected to its partners.	200	3.17	1.29

Source: Survey data, 2021

The mean value 3.88 showed that mostly employee have agreed the organization have used good organization culture and transparent on their employees.

Table (4.4) Workplace and Management

Description	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed

The workplace is safe and secure.	10 (5%)	26 (13%)	24 (12%)	86 (43%)	54 (27%)
The management team contributes to a positive culture.	12 (6%)	20 (10%)	70 (35%)	56 (28%)	42 (21%)
The management team is transparent and educated.	10 (5%)	14 (7%)	30 (15%)	61 (31%)	85 (43%)
The management team is really concerned about the well-being of its employees.	24 (12%)	56 (28%)	10 (5%)	40 (20%)	70 (35%)
The colleagues are respect with each other.	6 (3%)	15 (8%)	60 (30%)	85 (42%)	34 (17%)
Supervisors empower people to take responsibility and authority.	9 (4%)	26 (13%)	16 (8%)	93 (47%)	56 (28%)

Source: Survey data, 2021

Regarding from Table (4.4), 54 respondents (27%) have strongly agreed and 86 respondents (43%) agreed the workplace was safe and secure. In the statement of management team contributes to a positive culture that 42 respondents (21%) have strongly agreed and 56 respondents (28%) agreed. Regard the management team is transparent and educated, 85 respondents (43%) have strongly agreed and 61 respondents (31%) agreed this statement.

Within total respondents, 70 respondents (35%) have strongly agreed and 40 respondents (20%) agreed the management team is really concerned about the well-being of its employees. 85 respondents (42%) agreed and 34 respondents (17%) have strongly agreed the colleagues are respect with each other. Mostly respondents have strongly agreed and agreed the supervisors to take responsibility and authority.

Table (4.5) Descriptive Statistics of Workplace and Management

Description	Respondents	Mean	Standard deviation
The workplace is safe and secure.	200	3.74	1.14
The management team contributes to a positive culture.	200	3.48	1.11
The management team is transparent and educated.	200	3.99	1.15
The management team is really concerned about the well-being of its employees.	200	3.38	1.49
The colleagues are respect with each other.	200	3.63	0.95
Supervisors empower people to take responsibility and authority.	200	3.81	1.12

Source: Survey data, 2020

Table (4.5) finding result showed that the most of employees have good condition of workplace and management.

Table (4.6) Career Development and Rewards

Description	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
Adequate capacity development training.	14 (7%)	15 (8%)	45 (22%)	94 (47%)	32 (16%)
Opportunities for development using skills and competencies.	18 (9%)	21 (11%)	56 (28%)	43 (21%)	62 (31%)
Offer adequate opportunities for promotion and career development.	27 (14%)	25 (12%)	23 (11%)	69 (35%)	56 (28%)
Adequate facilities and tools to work done.	22 (11%)	28 (14%)	17 (9%)	93 (47%)	40 (20%)

Freedom of decisiveness to work done.	23 (11%)	46 (23%)	27 (13%)	59 (30%)	45 (23%)
Job responsibilities are clearly defined.	0 (0%)	14 (7%)	45 (23%)	87 (43%)	54 (27%)
Fairness in salary and job responsibilities.	4 (2%)	13 (6%)	44 (22%)	74 (37%)	65 (33%)
Appreciate by direct supervisor and colleagues.	9 (5%)	45 (23%)	43 (21%)	53 (26%)	50 (25%)
Satisfaction on employee remuneration and compensation package.	1 (1%)	18 (9%)	7 (3%)	92 (46%)	82 (41%)
Use to conduct performance appraisal regularly.	23 (11%)	66 (34%)	1 (1%)	55 (27%)	55 (27%)

Source: Survey data, 2020

Above from Table (4.6), 94 respondents (47%) agreed and 32 respondents (16%) have strongly agreed for the statement of adequate capacity development training. Regard the opportunities for development using skills and competencies, 62 respondents (31%) have strongly agreed and 43 respondents (21%) agreed. The statement for offer adequate opportunities for promotion and career development, 56 respondents (28%) have strongly agreed and 69 respondents (35%) agreed. Mostly respondents have strongly agreed and agreed that freedom of decisiveness to work done. 87 respondents (43%) agreed and 54 respondents (27%) have strongly agreed that job responsibilities are clearly defined. Most of respondents have strongly agreed and agreed that fairness in salary and job responsibilities. 50 respondents (25%) have strongly agreed and 53 respondents (26%) agreed that appreciated by direct supervisor and colleagues. Mostly respondents have strongly agreed and agreed that satisfaction on employee remuneration and compensation package. Within total respondents, 66 respondents (34%) disagreed and 23 respondents (11%) have strongly disagreed that use to conduct performance appraisal regularly.

Table (4.7) Descriptive Statistics of Career Development and Rewards

Description	Respondents	Mean	Standard Deviation

Adequate capacity development training.	200	3.58	1.07
Opportunities for development using skills and competencies.	200	3.55	1.28
Offer adequate opportunities for promotion and career development.	200	3.51	1.37
Adequate facilities and tools to work done.	200	3.54	1.26
Freedom of decisiveness to work done.	200	3.29	1.35
Job responsibilities are clearly defined.	200	3.91	0.88
Fairness in salary and job responsibilities.	200	3.92	0.99
Appreciate by direct supervisor and colleagues.	200	3.45	1.21
Satisfaction on employee remuneration and compensation package.	200	4.18	0.91
Use to conduct performance appraisal regularly.	200	3.27	1.45

Source: Survey data, 2020

Above from Table (4.7), the mean value was above 3 mentioned that good condition of career development and rewards program in the organization.

This section of the survey asked respondents to indicate their level of importance to the motivational packaged available in the organization. This is in direct relation to the first objective of the study which is to explore what types of motivational packages are available and its impact on employees in the non-governmental organization. The complete result for this section is represented in the Table (4.8).

Table (4.8) Motivation Practice

Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Salary and monetary Compensation	3 (2%)	22 (11%)	48 (24%)	99 (49%)	28 (14%)
Job security and working environment	5 (3%)	12 (6%)	49 (24%)	101 (50%)	33 (17%)
Career development and opportunity	4 (2%)	27 (14%)	70 (35%)	79 (39%)	20 (10%)
Personal relationship with other employees	3 (2%)	12 (6%)	40 (20%)	118 (59%)	27 (13%)
Employee assistant program	2 (1%)	20 (10%)	83 (42%)	76 (38%)	19 (9%)
Participation in decision making	5 (3%)	24 (12%)	63 (31%)	84 (42%)	24 (12%)
Good company policy and administration	6 (3%)	28 (14%)	54 (27%)	83 (42%)	29 (14%)
Benefits and Allowance	2 (1%)	24 (12%)	60 (30%)	75 (38%)	39 (19%)
Promotion	5 (3%)	19 (9%)	67 (34%)	73 (36%)	36 (18.0%)
Open and Trust	2 (1%)	23 (11%)	79 (40%)	85 (43%)	11 (5%)

Source: Survey data, 2020

The finding in the above Table (4.8), 28 respondents (14%) have strongly agreed and 99 respondents (49%) agreed that salary and monetary compensation. Within 200 respondents, mostly respondents agreed and strongly agreed that job security and working environment. In the statement of career development and opportunity, 79 respondents (39%) agreed and 20 respondents (10%) have strongly agreed. 118 respondents (59%) agreed and 27 respondents (13%) have strongly agreed that personal relationship with other employees. The employee assistant program

showed that 76 respondents (38%) agreed and 19 respondents (9%) have strongly agreed. Most of respondents have participation in decision making, good company policy and administration. And also, the mostly respondents have strongly agreed and agreed to benefits and allowance, promotion, open and trust condition of their organization.

Table (4.9) Descriptive Statistics of Motivation Practice

Description	Respondents	Mean	Standard Deviation
Salary and monetary Compensation	200	3.64	0.91
Job security and working environment	200	3.73	0.90
Career development and opportunity	200	3.43	0.92
Personal relationship with other employees	200	3.77	0.81
Employee assistant program	200	3.46	0.83
Participation in decision making	200	3.62	0.96
Good company policy and administration	200	3.74	0.86
Benefits (Leave, Health, Insurance etc.)	200	3.39	0.95
Allowance (Travel, Transport, Training, Accommodation, etc.)	200	3.86	0.72
Promotion	200	3.40	0.82

Source: Survey data, 2020

From Table (4.9), the mean value was above 3 showed that the most respondents have satisfied level on motivation practice of their organization.

This section of the survey asked respondents to indicate their knowledge on the availability of retention strategies and its level of importance. This is in relation to the second objective of the study which is to assess the most important organizational strategies that contributes to the retention of the non-governmental organization workforce. The results for this section are presented in the Table (4.10).

Table (4.10) Factors Affect Employee Retention

Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Alternative work schedule	0 (0%)	16 (8%)	85 (42%)	81 (41%)	18 (9%)
Health and related benefits	4 (2%)	22 (11%)	70 (35%)	75 (37%)	29 (15%)
Allowance program	3 (2%)	28 (14%)	69 (34%)	79 (39%)	21 (11%)
Rewards and recognition	6 (3%)	31 (15%)	86 (43%)	66 (33%)	11 (6%)
Training opportunities	6 (3%)	33 (17%)	67 (33%)	78 (39%)	16 (8%)
Help with career planning	5 (3%)	36 (18%)	77 (38%)	70 (35%)	12 (6%)
Management communicates effectively with employees	4 (2%)	21 (11%)	71 (35%)	90 (45%)	14 (7%)
Workplace is treated with fairness and respect	5 (3%)	15 (7%)	63 (31%)	95 (48%)	22 (11%)
Responsibility and authority	3 (2%)	15 (7%)	64 (32%)	103 (52%)	15 (7%)
Annual performance appraisal	7 (3%)	20 (10.0%)	65 (33%)	93 (47%)	15 (7%)

Source: Survey data, 2020

The findings of the study on factors employee retention, 81 respondents (41%) satisfied and 18 respondents (9%) have very satisfied that alternative work schedule. In the health and related benefits studied 75 respondents (37%) satisfied and 29 respondents have very satisfied. The organization allowance program showed that 79 respondents (39%) satisfied and 21 respondents (11%) have very satisfied this program.

Most of respondents have very satisfied and satisfied for training opportunities and help with career planning. The statement for management communicates effectively with employees, 90 respondents (45%) satisfied and 14 respondents (7%) have very satisfied. Workplace is treated with fairness and respect situation mentioned that 95 respondents (48%) satisfied and 22 respondents (11%) have very satisfied. Mostly respondents have very satisfied and satisfied for responsibility and authority. And also, the most of respondents answered that good condition for annual performance appraisal of their organization.

Table (4.11) Descriptive Statistics of Factors Affect Employee Retention

Description	Respondents	Mean	Standard Deviation
Alternative work schedule	200	3.67	0.90
Health and related benefits	200	3.70	0.98
Allowance program	200	3.37	0.89
Rewards and recognition	200	3.84	0.79
Training opportunities	200	3.40	0.75
Help with career planning	200	3.60	0.98
Management communicates effectively with employees	200	3.73	0.84
Workplace is treated with fairness and respect	200	3.56	0.84
Responsibility and authority	200	3.74	0.77
Annual performance appraisal	200	3.40	0.91

Source: Survey data, 2020

Regarding from Table (4.11), the mean value for employee retention factors has above 3 mentioned that mostly respondents satisfied for alternative work schedule, health and related benefits, allowance program, rewards and recognition, training opportunities, help with career planning, management communicates effectively with employees, workplace is treated with fairness and respect, responsibility and authority of their organization and the annual performance appraisal.

The result of motivation practice shows that the salary and compensation, job security and working environment, career development and opportunity, personal

relationship with other employee were rated as most important to the respondents. The employee assistance programs, participation in decision in decision making were also considered important. Improving promotion, benefits and allowance have direct relation to explore what type of motivational available and its impact on employees in the non-governmental organization, the implication of this means that the object of the study was achieved.

The result of retention factors shows that the most important to non-governmental organization workforce were allowance program, training opportunities, health and related benefits, help with career planning and management communicates effectively with employees. Whilst annual performance appraisal, alternative work schedule, workplace is treated with fairness and respect were low on the level of importance to retention.

The success on Non-governmental Organizations (NGOs) depends upon their employees. Although, this depends on several factors and employee retention is one among the factors considered to be restriction for efficient and effective implementation of the projects by NGOs. Understanding the matter of employee retention reducing factors in place effective and efficient would benefit the NGOs in coming up with employee retention strategies for human resource management.

CHAPTER V

CONCLUSION

5.1   Findings

The purpose of study is effect of motivation on employee retention in non-governmental organizations in Myanmar. The objectives of the study are to identify the factor influencing method in non-governmental organizations and to analyze the effect of motivation on employee retention in non-governmental organizations.

The study is mainly focused on the healthcare services provider of non-governmental organizations employee of who are currently working in the Medical Action Myanmar (MAM), Première Urgence-Aide Médicale International (PU-AMI), Jhpiego, and International Center for AIDS Care and Treatment Programs (ICAP).

In the study of demographic information of 200 respondents, more female employee and the age level between 30 years to 39 years. The majority of employees are highly educated and program employee of their organization. The most of employees have between one years to five years in their organization.

The management team is responsible for the core functions of the non-governmental organization. This team is generally responsible for consolidating strategies and achieving goals. The employees are responsible for making decisions. It is important to trust and rely on strategic planning and management planning and consider it as a psychological contract between the employer and the employee. For the statement of organization policies and procedures are transparent, 66 employees (33%) have strongly agreed and 92 employees (46%) agreed. The mean value 3.88 showed that mostly employee have agreed the organization have used good organization culture and transparent on their employees.

In the statement of management team contributes to a positive culture that 42 respondents (21%) have strongly agreed and 56 respondents (28%) agreed. Regard the management team is transparent and educated, 85 respondents (43%) have strongly

agreed and 61 respondents (31%) agreed this statement. Within total respondents, 70 respondents (35%) have strongly agreed and 40 respondents (20%) agreed the management team is really concerned about the well-being of its employees.

The statement for offer adequate opportunities for promotion and career development, 56 respondents (28%) have strongly agreed and 69 respondents (35%) agreed. Mostly respondents have strongly agreed and agreed that freedom of decisiveness to work done. the mean value was above 3 mentioned that good condition of career development and rewards program in the organization.

The respondents were to indicate their level of importance to the motivational packaged available in the organization. This is in direct relation to the first objective of the study which is to explore what types of motivational packages are available and its impact on employees in the non-governmental organization. The mostly respondents have strongly agreed and agreed to benefits and allowance, promotion, open and trust condition of their organization.

The respondents showed their knowledge on the availability of retention strategies and its level of importance. The mean value for employee retention factors has above 3 mentioned that mostly respondents satisfied for their organization program such as alternative work schedule, health and related benefits, allowance program, rewards and recognition, training opportunities, help with career planning, management communicates effectively with employees, workplace is treated with fairness and respect, responsibility and authority of their organization and the annual performance appraisal.

In conclusion, given the growing need for organizations to retain its best employees in the face of competition, the findings of the study suggest that certain variables are crucial in influencing employees' decision to either leave or remain in an organization. Such variables include training and development, reward for good performance, a competitive salary package and job security. Nonetheless, the importance of other variables should not be under- estimated when formulating a retention policy. It is only a comprehensive blend of motivational variables that can enhance retention and reduce the high rate of employee turnover in the non-governmental organizations.

The empirical results of this study show that the motivation of the employee has advantages to the organization in terms of retaining its viable workforce in the achievement of its goals and objectives. Generally, the findings of this study were found reliable with the studies conducted by other researchers on the contribution of human resource practices related to motivation and retention.

5.2   Suggestions

Non-Governmental Organizations (NGOs) in Myanmar are stakeholders with important social capital for nation-building and social development. These institutions are community development and basic education for the people. health care, It plays an important role in bridging the gaps in access to economic development and natural resource management.

The result of motivation practice shows that the salary and compensation, job security and working environment, career development and opportunity, personal relationship with other employee were rated as most important to the respondents. The employee assistance programs, participation in decision in decision making were also considered important. Improving promotion, benefits and allowance have direct relation to explore what type of motivational available and its impact on employees in the non-governmental organization, the implication of this means that the object of the study was achieved.

The result of retention factors shows that the most important to non-governmental organization workforce were allowance program, training opportunities, health and related benefits, help with career planning and management communicates effectively with employees. Whilst annual performance appraisal, alternative work schedule, workplace is treated with fairness and respect were low on the level of importance to retention.

The success of non-governmental organizations (NGOs) depends on their employees. Dependent on a number of factors, staff retention is one of the factors considered to be a limiting factor in the effective and efficient implementation of NGOs' projects. An understanding of the downsizing factors will benefit NGOs in developing effective and efficient staff retention strategies for human resource management.

Non-governmental organizations offer competitive salaries and benefits to employees as strategies to increase employee retention. However, lack of proper job evaluation; due to rigid salary structures and lack of flexible policies among others, some employees are dissatisfied with their salaries. Some positions such as project coordinators and specialists, are kept at the same salary level regardless of the uniqueness of a project and the activities performed. Similarly, high performers who consistently exceed expected performance and do extra work are not rewarded for their efforts. Also, some employees are not satisfied with the health services.

The study suggests that NGOs should conduct job evaluations to identify the relative value of a job with a view to placing jobs at the right levels in the pay structure. In addition, management will have flexibility in policies to ensure that all employees are fairly rewarded for the uniqueness of positions before they are included in the pay structure. Furthermore, NGOs will be able to clearly define what is considered high performers and ensure that such individuals are identified and rewarded.

Because leaders are critical to driving successful organizations; the high level of trust and competence of followers is a pillar for becoming a sustainable and stable growth organization. To compare with other factor's result, the measuring indicators of Senior Management Teams or Leaders are less transparency, account on employee feedback and strives for a healthy work environment. In such a case, there should be regular meetings for organizational updates, and open-door policies should be applied to a healthy organizational culture and adequate assessment to obtain that information; and should have better plans for employee relations and communication channels.

It is necessary to review the conditions under which medical services are provided to employees so that they can benefit from the services. Also, ensure that quality services are provided to employees. All the above factors are believed to lead to better remuneration and increased staff retention in NGOs.

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SURVEY QUESTIONNAIRE

I am a student of Yangon University of Economics writing a thesis of "**Effect of Motivation on Employee Retention in Non-Governmental Organization in Health Related Sector**". The purpose of thesis is as an integral part of the study to complete the Master of Public Administration.

You are assured that all information provided will be used for only aca demic purposes and will be kept strictly confidential. Please your cooperation and honesty will be deeply appreciated.

I would highly appreciate if you answer the following questionnaire. It will take approximately 15-20 minutes. I expect your kind cooperation in this respect. Thank you for your time.

Section (A) Demographic Information of Respondent

(Please tick √ in the box or write out your answer as applicable)

A1. What is your sex?

(a) Male☐ (b) Female☐

A2. What is your age?

 (a) 20 years to 29 years☐ (b) 30 years to 39 years☐
 (c) 40 years to 50 years (d) Above 50 years☐

A3. What is your educational qualification?

(a) Under Graduated☐ (b) Graduated☐ (c) Post Graduated☐

A4. What is your position?

(a) Management☐ (b) Program☐ (c) Technical☐ (d) Finance and Administration☐

A5. What is your management level?

(a) Middle level☐ (b) Senior Level☐ (c) Executive Level☐ (d) Technician☐

A6. How many years of working in your organization?

(a) Less than 1 year☐ (b) 1 year to 5 years☐ (c) Above 5 years☐

Section (B) Organization Culture

(Please tick √ in the box or write out your answer as applicable)

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

No.	Description	1	2	3	4	5
B1.	The organization's mission to achieve its goals.					
B2.	The organization's policies and procedures are transparent.					
B3.	The organization services of are very good.					
B4.	The organization feels connected to its partners.					

Section (C) Workplace and Management

(Please tick √ in the box or write out your answer as applicable)

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

No.	Description	1	2	3	4	5
C1.	The workplace is safe and secure.					
C2.	The management team contributes to a positive culture.					
C3.	The management team is transparent and educated.					
C4.	The management team is really concerned about the well-being of its employees.					
C5.	The colleagues are respect with each other.					
C6.	Supervisors empower people to take responsibility and authority.					

Section (D) Career Development and Rewards

(Please tick √ in the box or write out your answer as applicable)

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

No.	Description	1	2	3	4	5
D1.	Adequate capacity development training.					
D2.	Opportunities for development using skills and competencies.					
D3.	Offer adequate opportunities for promotion and career development.					
D4.	Adequate facilities and tools to work done.					
D5.	Freedom of decisiveness to work done.					
D6.	Job responsibilities are clearly defined.					
D7.	Fairness in salary and job responsibilities.					
D8.	Appreciate by direct supervisor and colleagues.					
D9.	Satisfaction on employee remuneration and compensation package.					
D10.	Use to conduct performance appraisal regularly.					

Section (E) Motivation Practices

(Please tick √ in the box or write out your answer as applicable)

(1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied, 5 = Very Satisfied)

No.	Description	1	2	3	4	5
E1.	Salary and monetary Compensation.					
E2.	Job security and working environment.					
E3.	Career development and opportunity.					
E4.	Personal relationship with other employees.					
E5.	Employee assistant program.					
E6.	Participation in decision making.					
E7.	Good company policy and administration.					
E8.	Benefits and Allowance.					
E9.	Promotion.					
E10.	Openness and trust.					

Section (F) Factors of Employee Retention

(Please tick √ in the box or write out your answer as applicable)

(1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied, 5 = Very Satisfied)

No.	Description	1	2	3	4	5
F1.	Alternative work schedule.					
F2.	Health and related benefits.					
F3.	Allowance program.					
F4.	Rewards and recognition.					
F5.	Training opportunities.					
F6.	Help with career planning.					
F7.	Management communicates effectively with employees.					
F8.	Workplace is treated with fairness and respect.					
F9.	Responsibility and authority.					
F10.	Annual performance appraisal.					

Thank you for your time.