YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE OF AYEYAR HINTHAR TRADING CO., LTD.

KHING ZAR MYINT

EMBA II – 51

EMBA 17TH BATCH

OCTOBER, 2022

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ACADEMIC YEAR (2018-2022)

Supervised By: **Submitted By:**

Dr. Yan Yan Myo Naing   Khing Zar Myint

Professor, Head   EMBA II-51

Department of Economics   EMBA 17th Batch

Panglong University   2018-2022

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CO., LTD.

"This Thesis submitted to Board of Examiners in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA)"

Supervised By: **Submitted By:**

Dr. Yan Yan Myo Naing   Khing Zar Myint

Professor, Head   EMBA II-51

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ACCEPTANCE

This is to certify that the thesis entitled **"Workforce Diversity and Employee Performance of Ayeyar Hinthar Trading Co., Ltd."** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)
Dr. Tin Tin Htwe
Rector
Yangon University of Economics

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(Supervisor)   (Examiner)

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(Examiner)   (Examiner)

October, 2022

ABSTRACT

The purposes of this study are to analyze the effect of workforce diversity on employee performance and to examine the effect of employee performance on job satisfaction of Ayeyar Hinthar Trading Co., Ltd. The data is collected with structured questionnaires from 87 employees who are working under Ayeyar Hinthar Trading Co., Ltd. Simple random sampling method is applied. The results of the study indicate that education diversity, gender diversity, and ethnic diversity have positive effect on task performance and contextual performance. As per task performance, the ethnic diversity, education diversity and gender diversity are positively significant. Therefore, Ayeyar Hinthar Trading Co., Ltd. should pay attention on those diversities. According to contextual performance, the ethnic diversity, gender diversity and education diversity are positively significant. As a result, Ayeyar Hinthar Trading Co., Ltd. should focus the ethnic diversity, gender diversity and education diversity to enhance contextual performance. Moreover, task performance and contextual performance have positive effect on the job satisfaction of Ayeyar Hinthar Trading Co., Ltd. Thus, the management of the company should pay attention to the importance of workforce diversity concerning with increase the employee performance and job satisfaction of Ayeyar Hinthar Trading Co., Ltd.

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CHAPTER (1)
INTRODUCTION

Advances in technology and the advent of a global economy bring the people of the world closer together than ever before. Given this fact, businesses, educational systems and other entities are investigating ways to better serve their constituents. This includes being able to attract and retain the best and most qualified workers. Organizations that can develop and employ the necessary policies and procedures to do this maintains a competitive advantage among their counterparts and increase their effectiveness. Employees can provide this resource. This study identifies the effect of workforce diversity toward employee performance of Ayeyar Hinthar Trading Co., Ltd.

Workforce diversity refers to organizations that are becoming more heterogeneous with the mix of people in terms of gender, age, race, and education background (Robbins, 2009). Workforce diversity in organizations is concerned with the different abilities each employee brings into the organization. Workplace diversity refers to the commitment of a firm to recognize and appreciate all attributes that its stakeholders encompass, both at the individual and collective level (Lambert, 2016). A diverse workforce for instance, includes education, gender and ethnic background. According to Robbins (2009), workforce diversity has important implications toward management practices and policies. Frequently, diversity is viewed in a limited fashion, primarily addressing issues of race or gender differences, and linked to the laws providing protected status to certain groups.

Performance is important for the organizational success and every organization solely depends on employee performance. Human Resource is the most important resource of any organization and its performance is the key area that is always at the center stage in any organization. Organizations always try and create an environment that supports the employees to perform at their best and add to the productivity and profitability of the organization. The ultimate goal of recruiting any employee in the organization is extracting the best performance out of there by leading to organizational development along with his personal and professional development. HR departments always try and study the factors that are hindering employee performance and work on eliminating the same to promote smooth, positive and effective employee performance.

Employee performance is the measure of output and input. Employee performance is dependent on a lot of organizational factors like Organizational Culture and Environment, Job Security, Salary, Incentives, Job Satisfaction (Saeed & Asghar, 2012). Job satisfaction has been defined as "feelings or affective responses to aspects of a (workplace) situation" (Smith, Kendall, & Hulin, 1969). Employee performance is important for the organizational success and every organization solely depends on employee's good performance. Industries now a days are looking for unique ways to increase organizational performance and finding out best solutions to the business problems. One strategy used by industries to improve individual and organizational performance is the inclusion of a diverse work force (Joseph & Selvaraj ,2015). Employee productivity is always increased by workforce diversity when the workplace environment is supportive (Amaram, 2007).

The rapid development of export and import during previous decade in Myanmar, Ayeyar Hinthar Trading Co., Ltd. is one of the tops exporters and importers in Myanmar. In Myanmar there are growing figures of progressive trading companies that value diversity in the workforce. Workforce diversity is the buzzword today and organizations nowadays are keen to recruit and have a diverse workforce on board. The present study aims to analyze workforce diversity and employee performance of Ayeyar Hinthar Trading Co., Ltd.

There are limited research works on the effect of workforce diversity on employee performance. This study focuses on the relationship among education, gender and ethnic background, towards employee performance at Ayeyar Hinthar Trading Co., Ltd. The main emphasis is team work in workplace. Teamwork creates good relationship between and inside departments and hence excites organization to different level of performance.

The organization is doing well in terms of work diversity. The Human Resource department together with the management is doing all it can to employ human resources from different communities so as to enhance its performance and promote team work.

1.1   Rationale of the Study

This study's findings were expected to enhance the practice, policy, and knowledge within the field of workplace examination and the employee management dimensions within Ayeyar Hinthar Trading Co., Ltd. The findings help the organization's management

and stakeholders appreciate workforce diversity and learn to overcome workforce diversity challenges in corporate strategies to achieve improved employee performance and job satisfaction. Employees are given information about the value of their education, gender diversity, and ethnicity in enhancing employee performance. As a result, it might assist the staff in embracing diversity and appreciating the value of the various perspectives, ideas, experiences, and information that diversity brings. It could help the employees appreciate diversity and exploit their differences to attain the organization's goals.

Understanding that diversifying workers from different backgrounds create opportunities for greater innovation and more creative solutions to problems by the management consequently, enhances further diversification which is the key to assuring that the organization would be able to fully benefit from bringing underrepresented groups into the organization. As such, it may help the employees embrace diversity and appreciate the importance of the multiple perspectives, ideas, experiences and knowledge that comes with diversity. It could help the employees appreciate diversity and exploit their differences to attain the organization's goals.

The link between employee performance and job satisfaction is one of the most studied relationships in industrial/organizational psychology. The results are also expected to add to the available knowledge within the field of workplace diversity and performance and how it can supplement the empirical gaps and contextual gaps in the area. It further enables Ayeyar Hinthar to recognize value associated with heterogeneity in age, gender and ethnic identities of the employees.

This study hence raises awareness of the strategic significance of diversity for Ayeyar Hinthar and offers insight into how the management of the Group may use diversity to improve organizational processes and achieve peak performance. The study is extremely important to the staff at Ayeyar Hinthar in addition to being crucial to management. As a result, it might assist the staff in embracing diversity and appreciating the value of the various perspectives, ideas, experiences, and information that diversity brings. It might encourage staff to value diversity and take advantage of individual differences to further the objectives of the company.

1.2   Objectives of the Study

The main objectives of the study are as follows.

(1) To analyze the effect of workforce diversity on employee performance of Ayeyar Hinthar Trading Co., Ltd.

(2) To examine the effect of employee performance on job satisfaction of Ayeyar Hinthar Trading Co., Ltd.

1.3   Scope and Method of the Study

This study mainly focuses on the employees at Ayeyar Hinthar Trading Co., Ltd. in Myanmar. There are 116 employees of both management and non-management staff at Ayeyar Hinthar Trading Co., Ltd. Sample size is 87. The sample size is calculated by using Raosoft formula. Simple random sampling method is applied in this study. Primary data are collected by using structured questionnaires. Secondary data are collected from the documents of Ayeyar Hinthar Trading Co., Ltd.'s data, previous research paper, text book, websites and other related information resources. Multiple Linear Regression Method is used to analyze the data.

1.4   Organization of the Study

This study involved five chapters. Chapter (1) is mainly the introduction which includes rationale of the study, the objetives of the study, scope and method of the study and organization of the study. The Chapter (2) entails the theorectical background of the study. The Chapter (3) is about the profile and workforce diversity of Ayeyar Hinthar Trading Co., Ltd. The Chapter (4) is presented the survey results of the analysis on workforce diversity, employee performance and job satisfaction of Ayeyar Hinthar Trading Co., Ltd. In conclusion, Chapter (5) is illuminated with the findings, discussions, suggestions based on the results from the questionnaires and recommendations, and needs for further research.

CHAPTER 2
LITERATURE REVIEW

This chapter discussed literature review on workforce diversity, employee performance and job satisfaction in the workplace and conceptual framework of the study is presented at the end of this chapter.

2.1   Two-Factor Theory

Frederick Herzberg (1959) developed popular theory of motivation called the two-factor theory. The main concept of this theory is the difference between motivation factors and hygiene factors. There are two groups of categories for these two variables that affect job satisfaction. Motivational elements are seen to be more essential to job satisfaction than hygiene issues. The need to "avoid unpleasantness" is related to hygiene factors. As a result of "the need of the individual for self-growth and self-actualization," motivational variables contribute to job satisfaction. Herzberg interviewed hundreds of workers about times when they were highly motivated to work, and other times when they were dissatisfied and unmotivated. The findings suggested that the work characteristics associated with dissatisfactions were quite different form those pertaining to satisfaction, which prompted the notion that two factors influence work motivation.

Herzberg believed that two entirely separate dimensions contribute to an employee's behavior at work. The first, called hygiene factors, involves the presence or absence of job dissatisfiers, such as working conditions, pay, company policies, and interpersonal relationships. When hygiene factors are poor, work is dissatisfying. However, good hygiene factors simply remove the dissatisfaction; they do not in themselves cause people to become highly satisfied and motivated in their work.

Herzberg believed that two separate dimensions, or dimensions of behavior, contribute to an individual's success or performance at work. There are three hygiene factors, which are the presence or absence of job dissatisfiers, company policies, and interpersonal relationships. When hygiene factors are poor, work is unsatisfying because it is difficult to keep things clean. However, good hygiene factors can lead people to become highly satisfied and motivated in their work.

The second set of factors affects job satisfaction. Motivators tend to focus on specific goals and features, including Achievement, Recognition, Responsibility, and Opportunity for Growth. Herberg believed that when motivators are absent, workers are indifferent to work, but when motivators are present, workers are highly motivated and satisfied. Thus, hygiene and motivation factors are two distinct factors that influence motivation The hygiene factors that work in one area of dissatisfaction will not work in another area. Although there are some hazards involved with working in a dangerous or noisy workplace, employees won't be as happy with their work if they can't make the necessary changes. Employees must have access to motivators like challenge, responsibility, and recognition for them to be highly driven to perform at their jobs.

Managers are becoming more aware of the value of employee recognition, maybe as a result of the difficulty it has become for them to reward employees with significant pay raises. The two-factor hypothesis has a clear effect on managers. While providing hygienic aspects will lessen employee discontent, it won't result in high levels of achievement. The manager's job is to fire disgruntled workers and then use incentives to address more pressing requirements. Recognization, difficulty, and chances for personal development, on the other hand, are strong motivators and will encourage high satisfaction and performance. The manager's job is to eliminate dissatisfiers, or to offer hygiene elements adequate to meet fundamental demands, before using motivators to satisfy higher-level wants and advance staff members.

2.2   Workforce Diversity

Globalization has enabled interactions between individuals from varied backgrounds and diverse cultures (Alshammari, 2015). The competitive market has become more culturally demanding and centered (Riccucci, 2018). To become more hospitable, most organizations have committed to recognize and fulfil diversity needs from different demographics in the communities in which they exist (Higgins, 2020). Shuck and Reio (2011) defined the workplace as the establishment, facilities, or the physical location where employees lend their services. Numerous managers are faced with the issue of workplace diversity and most have the responsibility to ensure that they manage cultural diversity within the organization (Patrick & Kumar, 2012).

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The modern world is always culturally shifting at rapid rates and managers are charged with keeping up to the cultural demands of different stakeholders within the organization; failure to which results in inappropriate workplace culture (Dike, 2013). With an increase in technology bringing people together, workplace diversity has increased in significance and multiple organizations have adopted various workplace diversity management strategies for their influence in attracting and retaining new customers and employees (Ciocirlan & Pettersson, 2012).

Workplace diversity in organizations identifies the unique attributes each individual has to offer the organization. In recent years, workplace diversity has emerged as more than a legal obligation, increasing in stature as one of the strategies to ensure the long-term realization of organization goals (Bedi, Lakra, & Gupta,2014). Globalization has resulted in the creation of a global economy where companies remain competitive by adopting diversity principles; whether the organizations are profit or non-profit making (Mclaughlin & Clemons, 2004). Those in managerial positions need to embrace the need for a multicultural working environment due to the constantly evolving workplace (Derek *et al.,* 2015). Proper implementation of organizational policies (proper workforce diversity management) to promote diversity at the workplace results in more profitability, higher levels of employee satisfaction, hence loyalty, increased competitive advantage and forms a strong relationship with the immediate community surrounding the organization (Davis, Frolova, & Callahan, 2016). Higher competitive advantage has beneficial effects Organizational effectiveness and conduct (Beauregard & Henry, 2009).

Primary and secondary dimensions are the most common categories used to describe diversity. The primary dimension includes characteristics such as age, gender, sexual orientation, and usually, depicts variations in different individuals (Miller & del-Carmen, 2009) These differences are usually easily noticeable and have an impact on initial encounters. Secondary dimensions, on the other hand, are noticeable after several encounters with the subjects. These may include income, religion, education, geographical location (Dike, 2013).

Workplace diversity encourages the development of relations between different groups in the workforce, resulting in harmony between different attitudes, views, and opinions of how the company is supposed to behave (Brouwer & Boros, 2010). Alesina and Ferrara (2005) further expound on diversity as the identifiable differences within

individuals; their education, gender and ethnic background, and capabilities/disabilities. Demographic diversity pertains to observable characteristics such as age, gender, sexual orientation, and disability, which, if not kept in check, could lead to discrimination (Lambert, 2016).

Educational diversity is related to qualifications and competencies acquired before and during the time at work due to training exercises (Hannay & Fretwell, 2011). This form of diversity is important since it attempts to explain the effects of diversity among different levels of responsibility within the organization (Bizri, 2018). Cultural diversity relates to the beliefs, standards, and values of different groups of employees and how cultural synergy affects employee engagement (Lambert, 2016).

The current study contextualized workplace diversity based on demographic diversity, cultural diversity and education diversity since the scope of the current study examines a multinational firm that faces a myriad of complex diversity metrics. Demographic workforce diversity is among the strategic capabilities that add value to an organization. It incorporates an individual's age, gender, and ethnicity (Miller & del Carmen, 2009). Marimuthu and Kolandaisamy (2009) examined the demographic diversity implications and noted that gender and ethnic diversity were integral in directing firm performance and commitment to the top management team. Hannay and Fretwell (2011) examined the higher education workplace. They noted that career path development, expanding avenues of communication, work-life balance, and embracing new technology is key to meeting the multiple generation workplace needs.

Globalization has eliminated previous existing international borders, resulting in more interactions between multiple cultures. This has made it necessary for all organizations to adequately manage cross-cultural interactions (Mazur, 2010). Cultural diversity in the workplace has necessitated training to ensure cultural synergy (Backes-Gellner & Veen, 2013). Cultural diversity encompasses the standards, values, beliefs, and attitudes which define an individual's thinking and behavior (Bedi, Lakra, & Gupta, 2014). It has been marked by more women in the workplace, individuals with physical disabilities, different levels of educational achievement, and age variations in the workforce (Mclaughlin & Clemons, 2004). None of the above studies focused on how the above constructs affect work engagement presenting a knowledge gap to be filled by the current study.

2.2.1 Education Diversity

Watson, Lynn & Zgourides (2002) examined the impact of ethnic diversity on leadership, group dynamics, and performance. It examined learning teams across UK. Watson investigated using review synthesis of 41 intervention studies where 14 showed no effect on well-being and 27 studies having a positive impact. The study further found that education, experience and preparation are normally dismissed as insignificant factor in performance by most of the organizations (Fleischmann, 2009).

On the other hand, Watson et al. (2002) argued that most employers overlook on experience and academic performance as criteria of employing which reduces chance of obtaining highly diversified group in both experience and education with a judgment that they are insufficient to the job position. Rizwan et al. (2016) on the study on impact of workforce diversity towards employee performance. Where the research used descriptive research design found that there was significant influence when there exists difference in workforce on the performance of employee. Education significantly affected the performance of employees. It also indicated that gender, ethnicity and age of the employee was also significant. According to Ostergaard (2011), employees can be more creative and innovative in relation to various skills acquired in training.

Education advancement of a person enables employees to specialize and hence improve skills, capability and knowledge in work place. Childs et al. (2005) found most of urban groups with more education level have high empowerment which always contributes to higher income and performance of the organization. Most experts have found that increase in industrialization and metro commitment has led reduction of crime rate based on increase in education level (Hamilton, 2004). Choi & Rainey (2010) found the more educated the people are the higher the perforce of that region. Hudson (2014) on topic of diversity in workforce investigated on diverse workforce contribution to innovation in an organization. It found out that diversity is a receipt for a good innovative team. This also provided competitive advantage to the organization.

2.2.2 Gender Diversity

Gupta (2013) in his research of workforce Diversity and Organizational performance investigated the increasing influence of the workforce diversity and its relationship with organizational performance. The study found that overall workforce

diversity enhances better decision-making, higher creativity, innovation, greater success in marketing, better distribution of economic opportunity and competitive advantage. Increase in gender diversity as created attention both in management, researchers and government both as policy and research area.

Most of the researchers investigate its impact to the performance, individual, group process and strategic decision process. Globalization and need to create equality through removing gender discrimination in work place had been the trend of most nations (Elsaid, 2012).

Therefore, Gender diversity may not impact organizational performance. An organization should have a culture and environment to embrace gender diversity. Then and only then gender diversity leads to motivation, commitment and related outcomes. The management of the organization has to identify the issues related to diversity in order to see that the gender diversity in the workplace gives effective results. (Jayne,et al; Brown, 2008) Kulik et al. (2011), states that there is a positive relationship between gender diversity and employee performance.

2.2.3   Ethnic Diversity

With the rise of globalization, communication networks have become better or worse in certain areas. Intercultural relationships have increased in the past decades through language and cultural diversity. Culture is an important role in today's business world as is involves multiple activities including, safeguarding the heritage of different ethnicities, the promotion of creativity and enabling intercultural communication (UNESCO, 2009). Ethnic Diversity has shown to bring multiple benefits to a company including access to new consumer markers, progress corporate image, superior creativity, new problem solving skills, overall employee performance and increased market share (McKay, Avery, & Morris, 2008).

Ethnic diversity is related to increase competitiveness and enhances creativity. Smallbone et al. (2010) mention ethnic diversity as an important source and need in the global world which increases the chances of a company to succeed in different markets which have ethnically different requirements. People with different backgrounds can be an asset for the company as they can contribute pertaining to their experience and skills which the organization can take advantage and compete with innovative ideas. Furthermore,

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ethnically diversified team is more sustainable in different markets as it is easier for the company to understand culturally differentiated markets and their potential (Smallbone et al., 2010).

An organization consisting of a multicultural workforce is prone to operate successfully in an international market as its employees are more acceptable towards the differences in each market (Al-Qadhi et al., 2015). People from different cultures and backgrounds when work together enhances the knowledge and increase the overall competence of an organization. The knowledge development is highly dependent on the employees of the company who are the main source for introducing and using knowledge (Al-Qadhi et al., 2015).

2.3   Employee Performance

The employee performance contains the quality and quantity of output, presence at work, accommodative and supportive nature and timeliness of output. Organizations are able to use direct bonuses and rewards based on individual performance in the performance of employee is noticeable (Yang, 2008; Rizwan et al., 2013).

Bishop (1987) investigated employee performance and revealed that acknowledgment and recognition and reward of performance of employees directs the discrimination between employee productivity. Employee's morale and productivity is highly influenced by the effectiveness of performance of an organization and its reward management system (Yazici, 2008; Rizwan et al., 2013).

The relationship between employee performance and reward system is best explained by the "path-goal model". In this model, if an employee observes high productivity as a path escorting to the accomplishment or more personal goals, employee are inclined to produce high. In contrast, if employee observes low productivity as a path to the accomplishment of personal goals, employee produces low.

According to Peng (2014) as well as Green and Haywood (2008), there are two distinct types of job performance criteria, which are task-performance and contextual performance.

2.3.1 Task Performance

Task performance describes an individual's execution of the core duties that might be formally listed in job description (Peng, 2014). As stated by Motowidlo and Van Scotter (cited by Chen, 2004), task performance (or technical job performance) is the behaviour associated with maintaining and servicing an organization's core. Task performance can be defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly. by implementing a part of its technological process, or indirectly by providing it. with needed materials or services (Borman & Motowidlo, 1993).

2.3.2 Contextual Performance

Contextual performance refers to spontaneous behaviours through which a worker supports and enhances the workplace environment (Peng, 2014). Peng (2014) is of the opinion that this includes a positive attitude with co-workers and doing things (work) in the organization, even when it is not part of one's job description, while Motowidlo and Van Scotter (cited by Chen, 2004) describes it as a function of one's interpersonal skill knowledge that supports the broader social environment in which the technical core must function.

Organ (1997) states that there is not such a big difference between contextual performance, organizational citizenship behaviour (OCB), and citizenship performance, in the sense that the behaviours, attitudes, causes and effects of all three concepts differ very little from one another, although the literature has been developed interdependently. Both task performance and contextual performance contribute to creating value for the organization, which means that organizational effectiveness is dependent on both of these performances (Peng, 2014).

2.4 Job Satisfaction

Job satisfaction is critical in any firm, large or small. It is crucial in determining the success of an organization. Every company plans tactics to improve the working environment and boost employee morale in order to boost staff performance and productivity, which leads to increased profits, customer happiness, and customer retention. That is why; job satisfaction may be defined as an employee's general attitude or feelings

toward their occupations and job components such as the working environment, working conditions, equitable reward, and communication with coworkers (Glisson & Durick, 1988; Kim et al., 2005).

Job satisfaction is a metric that determines whether or not employees are satisfied with their jobs and whether or not they are engaged in their jobs. Employees are the firm's assets, and in order to preserve their efficacy, the company must keep them committed to their jobs and interested in each and every task they complete. A satisfied employee wants to contribute all of his ability, skills, and talents to the company. A satisfied employee can earn more money, stability, professional progress, experience, rewards, and new chances from their job, according to (Brayfield & Rothe, 1951). Similarly, an employer who works with satisfied workers help the company develop while also attracting new personnel. The reason for having satisfied employees is quite simple. Employees who are happy at work are preferred since they improve the work environment and organizational climate (Rue & Byars, 1989). There are numerous GHRM practices that an organization can implement to improve and enhance its work environment, and these practices can have a direct impact on employee satisfaction.

Job satisfaction has a significant impact on an organization's performance. It's critical to understand how to keep employees by keeping them satisfied and motivated to produce outstanding results. Job satisfaction is dependent on target and achievement, which contributes to organizational success and growth, which boosts productivity and improves quality of work. Herzberg et al. (1959) defined the most well-known popular "theory of job satisfaction" According to their two-factor theory, the major two types of employee needs are hygiene and motivation. Hygiene factors are defined as needs that can be met to a large extent by certain dissatisfiers such as supervision, interpersonal relations, physical working conditions, salary, benefits, and so on. Furthermore, if job dissatisfaction is likely in the circumstances, it is suggested that hygiene factors do not exist in someone's working environment.

However, once hygiene needs are met, they do not always result in complete satisfaction and the level of dissatisfaction has decreased (Furnham et al., 2002). Previously, some academics looked at job satisfaction via the lens of need fulfillment, such as whether the employment addressed the employee's physical and psychological demands for the goods offered by work, such as salary (e.g., Porter, 1962; Wolf, 1970). However,

unlike in the past, most academics nowadays tend to focus on cognitive processes rather than fundamental requirements. The study of job satisfaction focuses on the individual's attitude. That example, job satisfaction might be expressed as a general emotion about the job or as a collection of connected attitudes about different aspects of the job.

Arnold and Feldman, (1986) asserted that job satisfaction is the positive attitude of an individual towards his job. Robbins, Odendaal, & Roodt, (2001) recommended that these are the different factors such as work rewards, pay, relationship with coworkers and job security which has substantial influence on job satisfaction. Moshavi and Terborg (2002) portrays call center representative work is highly stressful. Kleemann and Matuschek, (2002) claim that different individual recognize that call center representatives work is so boring because they are bounded to spent a long time on computer and also required to work shifts like night and weekends. According to Kleemann and Matuschek, (2002) depicts that call center representatives job satisfaction is high when they feels that they are rewarded on the basis of their contribution. It is stated that most of the managers consider that fringe benefits and employee recognition are important for call center representative's job satisfaction and some of them are not belief on it (Levin, 2004). Definitely, when these different factors provide a call center to his employees their performance and satisfaction level ultimately is boost.

2.5   Empirical Studies of the Workforce Diversity, Employee Performance and Job Satisfaction

Previous research on workplace diversity suggests that diversity can be either detrimental or beneficial for employee performance. Employee diversity, for instance, has a favorable negatively correlated with cohesion and cooperation and positively with creativity and problem-solving abilities (Sarmiento, Beale, & Knowles, 2007). The field of human resources believes that effective work force diversity strategies promote employee performance.

Employee diversity also fosters greater innovation, a broader spectrum of viewpoints, better issue description, and more effective solutions. It is also asserted that firms must create equal opportunity and diversity management policies to preserve the abilities of workers from varied backgrounds in order to preserve their competitive position in the market. This is because the workforce is becoming less homogeneous (Kochan et al.,

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2002). Diversity in work leads to disputes between employees. Disparities in perception, ideas, behaviors, interests, attitudes, politics, religion, and the unequal distribution of resources all contribute to conflict. Conflict is not necessarily harmful, and hostilities are not always the result of conflict. The handling of the conflict will have a significant impact. It has the potential to be a very rich source of development if handled correctly (Magoshi & Chang, 2009).

Conflicts arise amongst employees when company managers fail to address issues between them. These conflicts ultimately lead to personal and emotional conflict, which negatively affects employee morale, company culture, and overall performance. It can also result in a decline in employees' creativity, innovation, quality, and performance, which can have a detrimental impact on the performance of the team (Oluoch, 2006).

A perception of interpersonal incompatibility is labelled as relationship conflict and it typically includes tension, annoyance and animosity among group members. It is a related to difference of relationship between team members. It is infertile, difficult to manage and likely to leave people with more pressures and less ability to manage them. Normally, it occurs between frontline workers and their supervisors. It can reduce creativity, innovation, quality, and performance of employees and organizations (Kochan et al., 2003). Relationship conflict also relates to conflict about personal taste, political preferences, values, and interpersonal style. Relationship conflict negatively effects on the team performance and it breaks personal and professional relations (Joshi, Liao, & Jackson, 2006).

A good deal of research in human resource management has suggested that employee performance could be measured by work quality (productivity), customer satisfaction, job satisfaction timeliness, absenteeism or tardiness and achievement of objectives (Njanja, 2013). The percentage of output that is rejected or reworked can be used to gauge quality; Customer loyalty can be determined by adding up repeat business and customer feedback, timeliness can be determined by how quickly an employee completes a task when assigned to it, absenteeism or tardiness can be seen when employees fail to show up for work, and goal achievement can be determined by an employee exceeding the goal on a task; in this case, the employee is deemed to have performed well to meet the goal (Hakala, 2008). Measuring individual performance of employees in an organization is as important as weighing the effect of reward system on the workforce and by extension,

the organization. In addition, Torrington, Hall and Stephen (2008), planning in an enabling environment have a serious effect on individual performance, by means of performance goals and standards, suitable resources, guidance and support from the managers are at the central of every organization. Job satisfaction designates how content a person is with the job. It greatly depends on the rewards and benefits to employees by their employers, the relationship (intrinsic).

The reward also needs to link employees' personality. For example, a commuter would be happy to get somhie tickets for the next bus. However, a man may spend all his time with his children without doing something productive and end up wasting. When rewarding one, the manager needs to choose if he wants to reward an individual, a Team or a whole Organization. One chooses the reward scope in harmony with the work that has been achieved (Khan et al., 2017).

The conceptual model of this study comes out from review on some conceptual models developed by previous researchers. This study's conceptual model is adapted to two previous researchers' models which are closely related to basic assumptions of this study.

Figure (2.1) Conceptual Framework of Bor

Workforce Diversity

Education Diversity
- Education level
- Course differences
- Institutions differences

Gender Diversity
- Gender equality
- Gender respect
- Gender roles

Ethnic Diversity
- Language
- Cultural differences
- Norms and believe

Socio-Cultural Diversity
- Social class
- Work groups
- Age groups

Employees Performance
- Customer satisfaction
- Efficiency
- Effectiveness
- Motivation

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Source: Bor (2018)

The first model focuses on "Workforce Diversity and Employee Performance: A Case of African Banking Corporation (ABC Bank) Head Office, Kenya". This research was developed by Rose Jeruto Bor in 2018 as shown in Figure (2.1). The census population comprised of 71 employees from respective department in the central branch ABC banks Head-office. The research provides on empirical evidence for workforce diversity affect employee performance.

The research independent variable was given by education diversity, gender diversity, ethnical diversity and socio-cultural diversity. These variables represent workforce diversity that mainly happens in major organization. Dependent variable was given by employee performance. The quality, efficiency, accountability and quantity are some of the measures of performance.

Figure (2.2) Conceptual Framework of Orockakwa
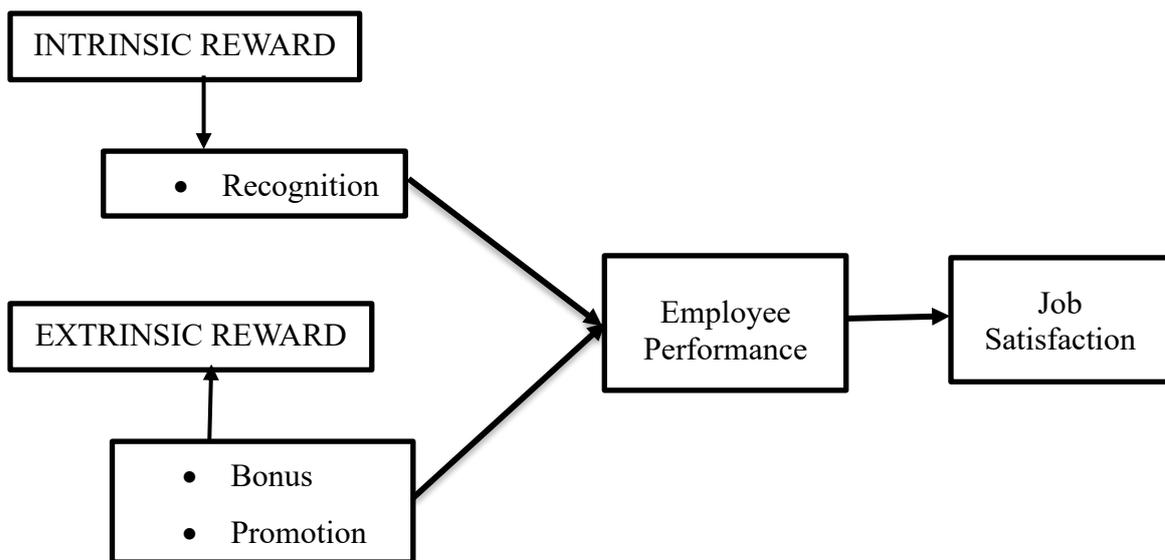
Source: Orockakwa (2018)

Figure (2.2) shows the relationship between employee performance and job satisfaction. The framework has developed to conceptualize the relation between dependent variables and independent variables. The related research paper searched for this study is "Effect of Reward on Employee Performance in Cameroon Development Corporation Limbe - Cameroon". This research was developed by Besongntor Orockakwain (2018). The sample was chosen from factory, office and plantation workers. All the 120 workers

were included in this study. The research provides on empirical evidence for effect of reward on employee performance.

2.6   Conceptual Framework of the Study

      A conceptual framework is a logically developed, described and elaborated network of interrelationships among variables integral in the dynamics of a situation being investigated. It explains the theory underlying these relationships and describes the nature and direction of these relationships. A variable is a measurable characteristic that assumes different values among the subject. A dependent variable is the variable of primary interest to the researcher and is affected by independent variable. The independent variables in this study are education, gender and ethnic diversity while the dependent variables are employee performance and job satisfaction. Although the previous researcher considered the social-cultural diversity in the conceptual framework, Ayeyar Hinthar Trading Co., Ltd. neglects the socio-cultural diversity because it is one of the Myanmar Companies.

      The conceptual framework Figure (2.3) is developed based on the above literature review and previous studies. The model is constructed to study how the workforce diversity effect on the employee performance and result significant level of job satisfaction of Ayeyar Hinthar Trading Co., Ltd. This study is intended to analyze the effect of workforce diversity on employee performance and to the examine the effect of employee performance on job satisfaction of Ayeyar Hinthar Trading Co., Ltd.

Figure (2.3) Conceptual Framework of the Study

Workforce Diversity

Source: Own compilation based on previous studies (2022)
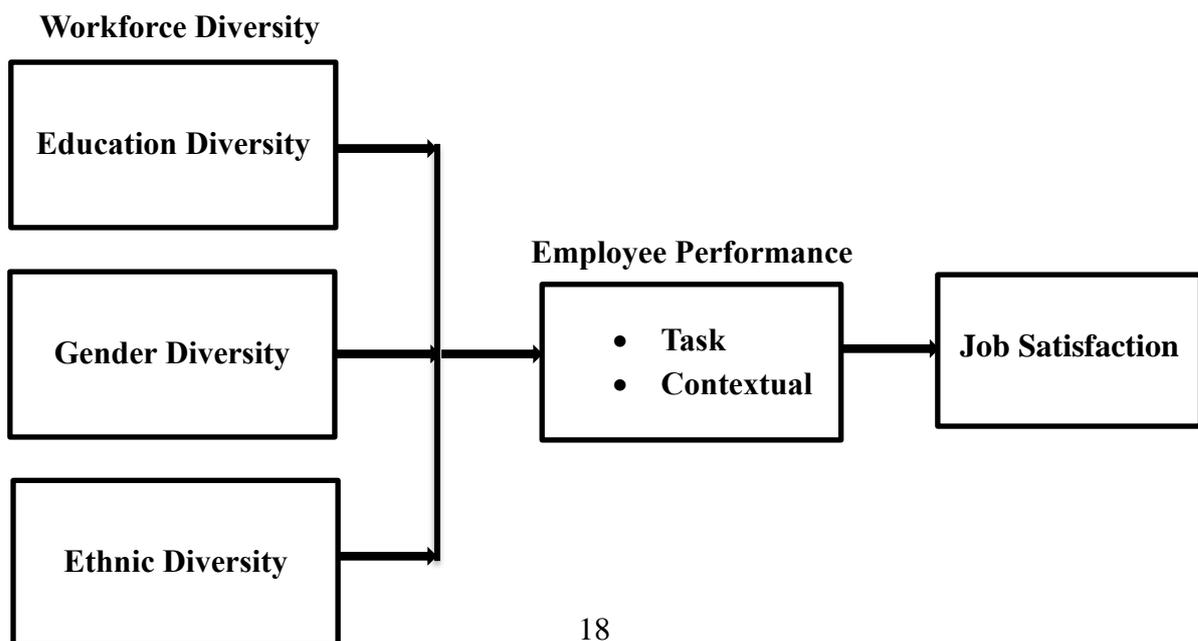
Figure (2.3) indicates that workforce diversity such as education, gender and ethnic diversity effects employee performance. This employee performance leads to job satisfaction. Organizations need to be able to manage a diverse workforce that can bring innovative ideas, perspectives, and views to their work. The challenge and problems faced of workforce diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this diverse workforce. With the mix of skills from different backgrounds, 33 can respond faster and more creatively to business opportunities, especially in global competition, which must be one of the most important business goals to be achieved.

CHAPTER (3)

PROFILE AND WORKFORCE DIVERSITY OF AYEYAR HINTHAR TRADING CO., LTD.

This chapter focuses on the Profile of Ayeyar Hinthar Trading Co., Ltd. and it contains two parts. The first part of this chapter presents the company's profile, vision and mission statement and a brief overview of workforce diversity of Ayeyar Hinthar Trading Co., Ltd. The second part of this chapter describes the demographic profile of the respondents to survey.

3.1   Profile of Ayeyar Hinthar Trading Co., Ltd.

Ayeyar Hinthar Holdings Co., Ltd. (or "Group") is a privately held Myanmar conglomerate focused on strategic sectors in the rapidly growing domestic market. The Group's origins trace to a traditional family business based in the heart of the Ayeyarwaddy Delta region located a few hours drive west of Yangon, its current headquarters. U Zaw Win Shein, the Chairman of the Group, has built up a successful agricultural processing and trading business, taking advantage of the Delta's unique agricultural resource base and extensive business networks. In step with Myanmar's dramatic economic liberalization over the past seven years, U Zaw Win Shein has expanded and widened Ayeyar Hinthar's business interests within the Ayeyarwaddy Delta region. In parallel, the team has also expanded into Yangon and entered new business sectors, including healthcare, financial services, real estate and telecommunications, in some cases partnering with leading international companies from Japan, Singapore and Thailand.

To capitalize on Myanmar's many new opportunities, the Group is transforming a traditional family business into a modern Asian conglomerate, investing in its people, strengthening governance and leadership, and developing appropriate systems, controls and processes, while still staying closely connected with its customers and partners. With well-established operations and strategic position in the Myanmar market, the Group is poised to profit from Myanmar's ongoing liberalization and its rapid re-entry into the ASEAN, Asian and the global economy.

Ayeyar Hinthar Trading Co., Ltd. is one of Myanmar's leading exporters of rice. To support the business the Group owns a large, modern warehouse containing three rice mills located in west Yangon and smaller storage and processing facilities elsewhere in the country. Ayeyar Hinthar Trading Co., Ltd. also has provided enough capacity and capability in exporting Rice. Ayeyar Hinthar Trading Co., Ltd. has exported an average of about 180,000 MT of Rice every year. The Group also owns a packaged rice goods company serving the domestic market under the "Ayeyar" brand – a market leader in Myanmar.

Ayeyar Hinthar Trading Co., Ltd. is Myanmar's leading palm oil importer and has been active in the sector for many years. The business imports palm oil from Malaysia and Indonesia. The Group also sells edible vegetable oil in consumer and bulk packs to the domestic market under the "Hinthar Oil" brand.

3.1.1 Vision, Mission and Strategic Goals of Ayeyar Hinthar Trading Co., Ltd.

The vision of Ayeyar Hinthar Trading Co., Ltd. is to be the innovative and dynamic organization embracing highest standards of business practices to deliver positive outcomes and create sustainable growth opportunities for all stakeholders.

The mission of Ayeyar Hinthar Trading Co., Ltd. pointed out the following three points.

- To endeavor continuous efforts to provide prudent directions for business units in strategic sectors and pivotal commercial areas to turn sustainable profits and growth for all stakeholders.
- To set good corporate governance and transparency as the bedrock of all of our management policies and implementations in order to achieve all of our vision.
- To foster the balanced culture of competence and compassion in workplace for our employees to be fully engaged and motivated to be able to overcome challenges of fourth industrial revolution.

The strategic goals are as follows:

- To support the growth of value chains and overall ecosystem of Myanmar agriculture sector and rural development by building a fully integrated agribusiness group.

- To contribute national financial sector development efforts by building the innovative, dynamic and digitally driven bank in Myanmar.
- To provide trusted healthcare services with international standard by establishing a nexus of hospitals and clinics across Myanmar.
- To promote urban, regional and infrastructure development through our industrial estates and property development and infrastructure projects.

3.1.2 Organization Structure of Ayeyar Hinthar Trading Co., Ltd.

Ayeyar Hinthar Trading Co., Ltd. comprises of six main departments to achieve the goals. Those departments include Factory, Local Trade, Global Trade, Operations, Finance & Tax and Administration. The organization structure of Ayeyar Hinthar Trading Co., Ltd. is shown in Figure (3.1). There are 116 employees of both management and non-management staff at Ayeyar Hinthar Trading Co., Ltd.

Figure (3.1) Organization Structure of Ayeyar Hinthar Trading Co., Ltd.
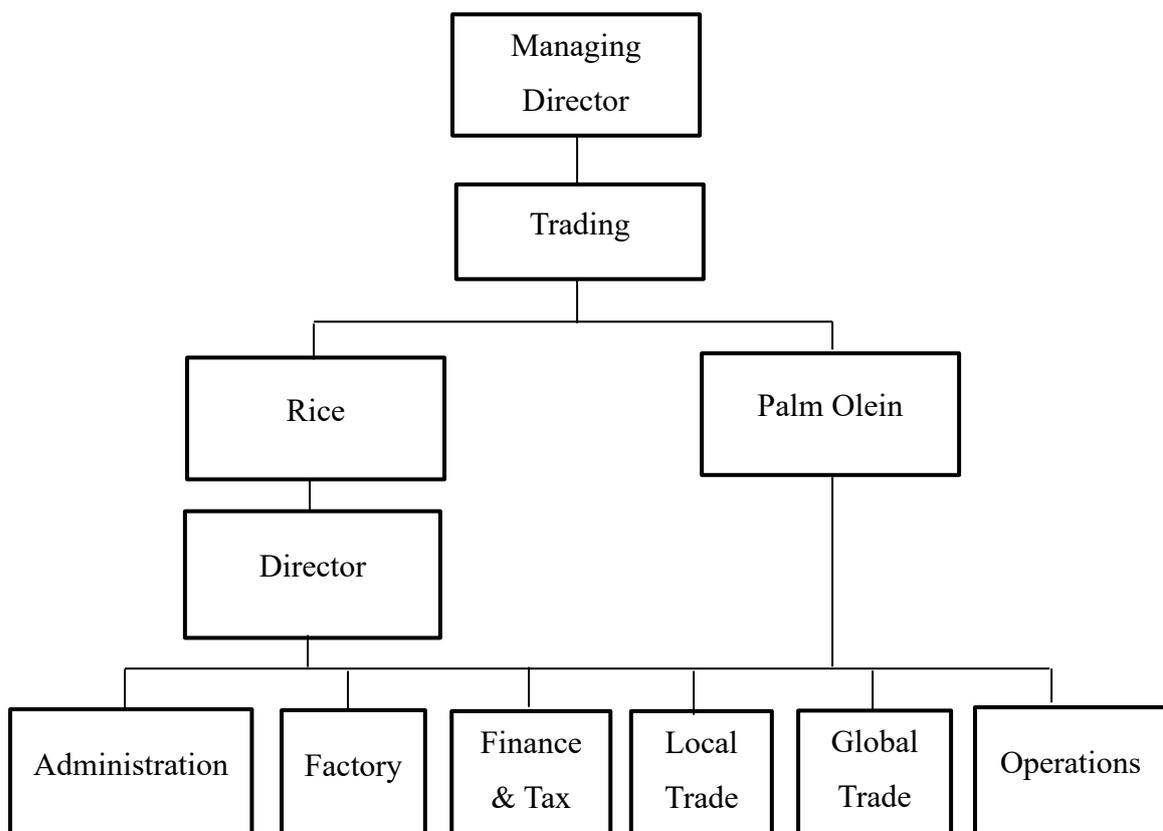
Source: Ayeyar Hinthar Trading Co., Ltd. (2022)

Each department supports Managing Director. An Administrator provides office support to either an individual or team and is vital for the smooth-running of a business. Their duties may include fielding telephone calls, receiving and directing visitors, word processing, creating spreadsheets and presentations, and filing. Factory department is responsible for the milling of rice, stock control and warehousing. Finance and tax department is the unit of a business responsible for obtaining and handling any monies on behalf of the organization. The department controls the income and expenditure in addition to ensuring effective business running with minimum disruptions. Local trade department is buying the rice and selling the palm oil in local market. Global trade department is responsible for the selling rice to international market. Operations department is dealing with the stakeholders such as buyer, custom agents and logistics sectors to export rice and import the palm oil.

3.2   Workforce Diversity of Ayeyar Hinthar Trading Co., Ltd.

Workforce diversity means that employees are similar in terms of age, cultural background, physical abilities, and disabilities, race, religion, gender, and sexual orientation. No two humans are alike. People are different in not only gender, culture, race, social and psychological characteristics but also in their perspectives and prejudices. Society had discriminated on these aspects for centuries. The diversity of the work force makes it difficult to find a skill or experience that is common to all employees. In a current scenario, employing a diverse workforce is a necessary evil for every organization, but managing such a workforce is also a big challenge.

Ayeyar Hinthar Trading Co., Ltd. is doing well in terms of work diversity. The Human Resource department together with the management is doing all it can to employ human resources from different regions so as to enhance its performance and promote team work. The organization employed the different Bachelor degree holders such as Bachelor of Arts, Bachelor of Sciences, Bachelor of Engineering, Bachelor of Agriculture and Bachelor of Logistics and Supply Chain Management and others. Moreover, the organization opens the opportunities for all employees without gender discrimination. The organization allowed to join various ethnic group for instance, includes Shan, Kachin, Chin, Rakhine, Karen and Mon. Moreover, the organization opens the opportunities for all employees without gender discrimination.

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3.3   Research Design

This study mainly focuses on the employees at Ayeyar Hinthar Trading Co., Ltd. in Myanmar. Simple random sampling method is applied in this study. Simple random sampling is a type of probability sampling in which the researcher randomly selects a subset of participants from a population. Each member of the population has an equal chance of being selected. Mean was used as part of simple random sampling research design technics.

Primary data are collected by using structured questionnaires. Data collection was conducted using questionnaires. There are 116 employees of both management and non-management staff at Ayeyar Hinthar Trading Co., Ltd. Sample size is 87. The sample size is calculated by using Raosoft formula. Secondary data are collected from the documents of Ayeyar Hinthar Trading Co., Ltd.'s data, previous research paper, text book, websites and other related information resources. Multiple Linear Regression Method is used to analyze the data. The survey questions used for this study consist of four main parts including demographic factors of respondents, the workforce diversity, employee performance and job satisfaction at Ayeyar Hinthar Trading Co., Ltd.

The questions were divided into two parts, the first part was designed on the light of demographic factors which includes gender, age, marital status, education level, monthly income and number of service years, the second part were related to the workforce diversity, employee performance and job satisfaction. A total amount of 38 questions were formulated based on theoretical concepts. The Section (A) of questionnaire are closed type multiple choice questions, so respondents are required to answer every questions. The questions in Section (B) are measured with a five point Likert Scale method (1 = Strongly Disagree to 5 = Strongly Agree). According to the classification of Best (1977), the responses are interpreted as follows: The mean value 1.00-1.80 is classified as strongly disagree, 1.81-2.60 is categorized as disagree, and 2.61-3.40 is regarded as neither agree nor disagree, 3.41-4.20 are categorized as agree, 4.21-5.00 is categorized as strongly agree of perception.

3.4   Reliability Test

A reliability instrument of data collection is that which is consistency even after repeated test. The pilot results were analyzed using Cronbach alpha. According to Nunnally & Bernstein (1994) the cut off point for internal consistency should be a Cronbach alpha

coefficient more than 0.6. Internal consistency reliability of the instrument was found to be more than the threshold which is indicated in the Table 3.1 below.

Table (3.1) Reliability Test: Results of the Questionnaire

No.	Particular	No. of Items	Cronbach's Alpha
1	Education Diversity	5	.880
2	Gender Diversity	5	.720
3	Ethnic Diversity	5	.805
4	Task Performance	7	.911
5	Contextual Performance	10	.943
6	Job Satisfaction	5	.869

Source: Survey Data, 2022

The reliability test indicated that education diversity, gender diversity, ethnic diversity, task performance, contextual performance and job satisfaction were all reliable since it was above cut- off point of 0.6.

3.5   Profile of Respondents

Total of 87 employees from Ayeyar Hinthar Trading Co., Ltd. are included in this survey. All of the departments were informed about the objectives of the study and proposed to participate in this survey. All participants were informed that all the surveyed data are kept confidential and used only for academic paper. Questionnaires are distributed to male and female employees. This section describes the demographic characteristics of the respondents such as gender, age, marital status, educational level, monthly income and service year. Table (3.2) presents the demographic data of the respondents as shown in frequency and percentage.

Table (3.2) Demographic Profile of Respondents

Particular		No. of Respondent	Percentage (%)
Total		87	100
Gender	Male	45	52
	Female	42	48
Age	Under 20 Years	1	1
	20-30 Years	48	55
	30-40 Years	26	30
	40-50 Years	6	7
	50-60 Years	5	6
	> 60 Years	1	1
Marital Status	Single	52	60
	Married	33	38
	Others (Divorce)	2	2
Education Level	High School	21	24
	Diploma	4	5
	Bachelor's Degree	55	63
	Master's Degree	7	8
Monthly Income (MMK)	150,000-250,000	23	26
	250,001-500,000	38	44
	500,0001-750,000	9	10
	750,001-1,000,00	7	8
	> 1,000,000	10	11
No. of years you are employed within the organization	< 1 Year	13	15
	1-5 Years	33	38
	5-10 Years	30	34
	10-15 Years	5	6
	> 15 Years	6	7

Source: Survey data (2022)

According to the demographic characteristics of respondents, the male employees are 45 (at 52%) and female employees are 42 (at 48%). There was no much significant different between employees in terms of male or female. It is found that the age, 1% of the

respondent is found having under 20 years, 55% are found having 20 to 30 years, 30% are found having 30 to 40 years, 7% are found having 40 to 50 years, 5% are found having 50 to 60 years, and the rest 1% of the respondents are > 60 years. It can be observed that the organization values age diversity due to presence of employees of all age groups. The highest proportion come from 20 to 30 years' age bracket followed by the one of age 30 to 40 years. The organization prefer younger vibrant workforce. Therefore, the employees in Ayeyar Hinthar Trading Co., Ltd. are various diverse age group and working together effectively.

Regarding the Marital Status, 60% of the respondents are single while 38% are married and 2% are divorce. All types of groups experience increased creativity, innovation, and collaborative thinking when their members are a mix of married and unmarried people. In terms of educational level, 24% respondents are High School, 5% respondents are Diploma, 63% respondents are Bachelor's Degree and 8% are Master's Degree. Generally, the more diverse education level, the more employees perceive about the company support.

Monthly income of the respondents is 44% of MMK 250,001 - 500,000, describing the highest since the company has appointed many executives. As for the service year, 15% of the respondents are under 1 year, 38% of the respondents are found having above 5-10 years, 34% are found having 5-10 years services, 6% are 10-15 years while the rest 7 % of the respondents are found having above 15 years services. It means most of employees in Ayeyar Hinthar Trading Co., Ltd. are long working life in their organization although there is various diverse tenure. As for the purpose of this survey is to find out workforce diversity and employee performance of Ayeyar Hinthar Trading.

CHAPTER 4

ANALYSIS ON WORKFORCE DIVERSITY, EMPLOYEE PERFORMANCE AND JOB SATISFACTION OF AYEYAR HINTHAR TRADING CO., LTD.

This chapter presents the data analysis and finding from questionnaires completed by 87 employees of Ayeyar Hinthar Trading Co., Ltd. It also presents the analysis on the effect of workforce diversity on employee performance and the effect of employee performance on job satisfaction.

4.1 Employee Perception on Workforce Diversity of Ayeyar Hinthar Trading Co., Ltd.

There are three workforce diversity such as education diversity, gender diversity, and ethnic diversity. The perception of respondents on each of the workforce diversity is described in the mean tables.

4.1.1 Education Diversity

The research sought to find out the effect of education diversity in work place on the performance of the organization as shown in Table (4.1). Education diversity was investigated mean and standard deviation was produced for analysis.

Table (4.1) Education Diversity

No.	Descriptions	Mean	Standard Deviation
1	Encouraged in education level diversity	3.99	.619
2	Allowing the highest level of education	3.72	.726
3	Employed different degrees' graduates	3.86	.668
4	Attending in diversity of educational institution	3.85	.674
5	Giving equal treatment when it comes to the diversity of education background	3.85	.708
	Overall Mean	**3.86**	

Source: Survey data (2022)   28

As shown in Table (4.1), the overall mean of education diversity is 3.86 which indicates that education diversity is a factor which employees have not concerned over towards education because the organization allows the diverse education. The highest mean score is 3.99 which means that employees perceives that Ayeyar Hinthar Trading Co., Ltd. willingly accepts diversify education level such as High School, Diploma, Bachelor's Degree and Master's Degree which encouraging by organization. The lowest mean value 3.72 means that diversity in highest level of education is allowed in organization compared to others. This means that the organization would like to employ up to Doctorate if it is possible. At present the organization employed many Master's Degree holders.

It can be concluded that employees of Ayeyar Hinthar Trading Co., Ltd. come to an agreement to the statement that their educational level effects their ability to perform core task responsibility; differences in educational background does not encourage conflict among employees; working with colleagues with different educational background effects their creativity in problem solving and meeting timely goals, and their jobs are perfectly done when in a team of workmates with different educational level. The employees also agreed that Ayeyar Hinthar Trading Co., Ltd. allows the differences in educational background and it brings productivity and enhances their competency in employee performance.

4.1.2 Gender Diversity

The research sought to find out the effect of gender diversity in work place on the employee performance as shown in Table (4.2). Gender diversity was investigated mean and standard deviation was produced for analysis.

Table (4.2) Gender Diversity

No.	Descriptions	Mean	Standard Deviation
1	Considering gender diversity	3.45	.846
2	Focusing on gender diversity	3.37	.904
3	Valuing mutual respect between genders	3.95	.791
4	Specified the roles of gender	3.69	.736
5	Existing opportunities for growth and advancement	3.92	.838
Overall Mean		**3.68**	

Source: Survey data (2022)

The overall mean of gender diversity is 3.68 which indicates that gender diversity is a factor which employees have not concerned over towards gender role. The organization allows the gender diversity. The highest mean score is 3.95 which means that the employees notices that organization values mutual respect between genders. It also means that mutual respect makes employees to more satisfy at their workplace. The lowest mean value 3.37 means that the organization focus on gender diversity. It is agreeable level.

With regard to the result, the employees of Ayeyar Hinthar Trading Co., Ltd. accept that the organization is not discriminated during hiring and recruitment process on the gender basis. The organization employed the gender equally. Ayeyar Hinthar Trading Co., Ltd. has proper gender diversity which make employees to increase employee performance and job satisfaction in the organization.

4.1.3   Ethnic Diversity

The research sought to find out the effect of ethnic diversity in work place on the employee performance as shown in Table (4.3). Ethnic diversity was investigated mean and standard deviation was produced for analysis.

Table (4.3) Ethnic Diversity

No.	Descriptions	Mean	Standard Deviation
1	Ensuring ethnical balance in job employment	3.93	.804
2	Applying many languages	3.67	.872
3	Accepting different cultures	3.83	810
4	Developing several norms and believes	3.52	.713
5	Having fair representation of the ethnic groups	3.92	.824
	Overall Mean	**3.77**	

Source: Survey data (2022)

The overall mean is 3.77 which is between 3 and 4 according to the survey results. Thus, it shows positive perception of employees on ethnic diversity. The employees believe that the organization encourages the ethnic diversity. The highest mean score is 3.93 which means that the organization ensures the ethnical balance in job employment. It also means that mutual respect makes employees to more satisfy at their workplace. The lowest mean value 3.52 means that the organization develops several norms and believes for ethnic diversity. It is also agreeable level. Therefore, Ayeyar Hinthar Trading Co., Ltd. has proper ethnic diversity which make employees to increase employee performance in the organization. This research examined the ethnic diversity which positively influence on employee performance.

4.2 Employee Performance and Job Satisfaction of Ayeyar Hinthar Trading Co., Ltd.

There are two employee performance such as task performance and contextual performance. The perception of respondents on each of the performance is described in the mean tables below.

4.2.1   Task Performance

Task performance also consists of seven statements which required for respondents to respond their perceptions regarding the employee performance. The means and standard deviations of the seven statements and the overall mean are shown in the following Table (4.4).

Table (4.4) Task Performance

No.	Descriptions	Mean	Standard Deviation
1	Managing to plan may work so that it was done on time	4.00	.629
2	Optimal planning	3.72	.726
3	Keeping in mind the results that had to achieve in the work	3.80	.729
4	Being able to separate main issues from side issues at work	3.84	.680
5	Knowing how to set the right priorities	3.84	.713
6	Being able to perform my work well with minimal time and effort	3.77	.677
7	Collaboration with others way very productive	3.98	.664
	Overall Mean	**3.85**	

Source: Survey data (2022)

The findings indicated in Table (4.4) is that the overall mean of task performance is 3.85 and it reflects that the influence of the task performance towards the job satisfaction. The highest mean score is 4.00. Thus, it can be found that employees satisfy their task performance. The lowest mean value 3.72 means that the perception on the task performance planning which was optimal is fair in the task performance. It can be concluded that employees of Ayeyar Hinthar Trading Co., Ltd. come to an agreement to the statements that their performance effects abilities to perform their job. This also implies that the majority of the employees in Ayeyar Hinthar Trading Co., Ltd. are willing to invest their efforts into job.

4.2.2 Contextual Performance

Table (4.5) shows the mean value of the contextual performance on job satisfaction by ten different statements. The mean values of each statement are shown in Table (4.5).

Table (4.5) Contextual Performance

No.	Descriptions	Mean	Standard Deviation
1	Taking on extra responsibilities	3.86	.632
2	Starting new tasks, when the old ones were finished	3.77	.659
3	Taking on challenging work tasks, when available	3.79	.649
4	Working at keeping job knowledge up-to-date	3.93	.587
5	Working at keeping job skills up-to-date	3.84	.626
6	Coming up with creative solutions to new problems	3.67	.710
7	Keeping looking for new challenges in job	3.66	.712
8	Doing more than was expected of	3.82	.674
9	Participated in work meetings actively	3.79	.684
10	Looking for ways to improve employee performance at work actively	3.93	.643
	Overall Mean	**3.81**	

Source: Survey data (2022)

The findings indicated in Table (4.5) that the overall mean of contextual performance is 3.81 and it reflects that the effect of the contextual performance towards the job satisfaction. The highest mean score is 3.93. It represents that the organization is aware of the fact that up to date job knowledge and improving performance at work are important. The lowest mean value 3.66 means that keeping looking for new challenges in job. It can conclude that employees of Ayeyar Hinthar Trading Co., Ltd. always add value

to their performance. Finally, employees intentionally expend a great deal of effort in their performing job.

4.2.3 Job Satisfaction

This section discovers the job satisfaction of the employees in Ayeyar Hinthar Trading Co., Ltd. To analyze the job satisfaction of the employees in the organization, four structure questions are constructed to collect data from eighty-seven respondents.

Table (4.6) Job Satisfaction

No.	Descriptions	Mean	Standard Deviation
1	Feeling good about working at this organization	3.91	.730
2	Using all talents and skills at work	3.95	.649
3	Feeling good about the job	3.86	.738
4	Believing management is concerned about me	3.76	.735
5	Feeling secure about the job	3.95	.631
	Overall Mean	**3.89**	

Source: Survey data (2022)

The overall mean value for job satisfaction is 3.89 which is agree level. This means that employees can cooperate with their colleagues and managements which make them to effectively working at their workplace. There are two the highest mean value 3.95. "Using all talents and skills at work" which means employees in the organization are using all talents and skills at work and "Feeling secure about the job" which means employees feel safe about the job. The lowest mean value 3.76 means that perception on believing that management is concerned about them in this organization is fair in the job satisfaction. Therefore, employees feel pleasure by working in the organization and which make their job satisfaction higher.

4.3   Analysis on the Effect of Workforce Diversity on Employee Performance of Ayeyar Hinthar Trading Co., Ltd.

In this section, multiple linear regression is used to analyze the effect of workforce diversity on employee performance of Ayeyar Hinthar Trading Co., Ltd.

4.3.1   The Effect of Workforce Diversity on Task Performance

In this section, the effect of workforce diversity on task performance is identified by using multiple linear regression analysis. In this study, there are two main variables: workforce diversity and task performance. In regression model, education diversity, gender diversity and ethnic diversity are used as independent variables and task performance is used as dependent variable. This research has found high positive significant on education diversity, gender diversity and ethnic diversity and task performance. The results of multiple linear regression analysis are presented in Table (4.7).

Table (4.7) The Effect of Workforce Diversity on Task Performance

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.467	.641		.729	.468	
Education Diversity	.222**	.090	.223	2.460	.016	1.021
Gender Diversity	.215*	.109	.219	1.972	.052	1.529
Ethnic Diversity	.342***	.102	.372	3.353	.001	1.525
R Square	.339					
Adjusted R Square	.307					
F-Value	10.526***					
Durbin-Watson	1.644					

Source: Survey Data (2022)

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

The analysis on the effect of workforce diversity on task performance is shown in Table (4.7). The Multiple Linear Regression Model was applied to analyze the effect of workforce diversity on task performance of Ayeyar Hinthar Trading Co., Ltd.

According to the Table (4.7), R square is 0.339 and adjusted R square is 0.307. This model can explain 30.7% of the data were used to show the variation between workforce diversity and performance of employee while 69.3% was due to other factors. F value (the overall significance of the model) is highly significant at 1% level. Durbin-Watson value (1.644) is near to 2, indicating that there is no auto correlation in the sample. Variance Inflation Factor (VIF) was used to provide the information relating to the potential problem of multicollinearity in the model. All the VIF values shown in Table (4.7) are lower than 10, meaning that the independent variables are not correlated within each other. Thus, no multicollinearity problem is encountered in the model. The analysis shows the result that ethnic diversity is significant at 1% level, education diversity is significant at 5% level and gender diversity is significant at 10% level.

The standardize coefficient (Beta) of ethnic diversity has the largest value among the explanatory variables indicating that ethnic diversity factor has the greatest contribution to the effect on task performance, education factor as second contribution to the effect on task performance and gender diversity factor is third contribution to the effect on task performance. The study confirms that diversity is an important factor that cannot be ignored in the organization.

This is because Ayeyar Hinthar Trading Co., Ltd. comprises of the different ethnic groups. Although it can conflict the thoughts, believes and behavior because the employees come from the different regions and possess the various tradition and culture, the different ethnic groups create opportunities for greater innovation and more creative solutions to problems. Ethnic diversity through language, cultural diversity, norms and believe affected the accountability of the task performance. The organization gets more network because the employees come from the different regions. That increases the task performance.

The organization allows the employees who comes from the different level of education, courses and institutions. The education advancement enables employees to specialize and hence improve skills, capability and knowledge in work place. The employee's different education background had a lesser impact on performance when the worker performed in a more co-operative environment. According to the gender diversity, the gender

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differences assume that by nature women are relationship-oriented, affiliative and nurturing, while men are task-oriented, independent and value self-sufficiency. Task performance needs the task-oriented and relationship-oriented. That creates the good relationship to the employees. Increase in gender diversity as created attention both in task performance and contextual performance. The balanced gender diversity brings more balance to teams, thus creating less volatility and fewer conflicts.

4.3.2 The Effect of Workforce Diversity on Contextual Performance

In this section, the effect of workforce diversity on contextual performance is identified by using multiple linear regression analysis. In this study, there are two main variables: workforce diversity and contextual performance. In regression model, education diversity, gender diversity and ethnic diversity are used as independent variables and contextual performance is used as the dependent variable. This research has found high positive significant between all three factors (education, gender and ethnic diversity) and contextual performance. The results of multiple linear regression analysis are presented in Table (4.8).

Table (4.8) The Effect of Workforce Diversity on Contextual Performance

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.556	.593		.938	.351	
Education Diversity	.198*	.083	.207	2.373	.020	1.021
Gender Diversity	.241**	.101	.256	2.395	.019	1.529
Ethnic Diversity	.353***	.094	.398	3.736	.000	1.525
R Square	.389					
Adjusted R Square	.359					
F-Value	13.063***					
Durbin-Watson	2.010					

Source: Survey Data (2022)

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

The analysis on the effect of workforce diversity on contextual performance is shown in Table (4.8). The Multiple Linear Regression Model was applied to analyze the effect of workforce diversity on contextual performance of Ayeyar Hinthar Trading Co., Ltd.

According to the Table (4.8), R square is 0.389 and adjusted R square is 0.359. This model can explain 35.9% of the variation of contextual performance is explained by the measure of education diversity, gender diversity and ethnic diversity.

F value (the overall significance of the model) is highly significant at 1% level. Durbin-Watson value (2.010) is near to 2, indicating that there is no auto correlation in the sample. Variance Inflation Factor (VIF) was used to provide the information relating to the potential problem of multicollinearity in the model. All the VIF values shown in Table (4.9) are lower than 10, meaning that the independent variables are not correlated within each other. Thus, no multicollinearity problem is encountered in the model.

The analysis shows the result that ethnic diversity is significant at 1% level, gender diversity is significant at 5% level and education diversity is significant at 10% level. The standardize coefficient (Beta) of ethnic diversity has the largest value among the explanatory variables indicating that ethnic diversity factor has the greatest contribution to the effect on contextual performance, gender factor as second contribution to the effect on contextual performance and education diversity factor is third contribution to the effect on contextual performance.

The differences in ethnic characteristics affect the contextual performance of the organization. It could be viewed that ethnical diversity can be used to solve the problems which increase optimization of contextual performance as result of team work. This enables the organization to gain competitive advantage over its competitors. The ethnic diversity consideration can lead to social foundation and be associated to different qualities of ethnicity can be utilized to enable the organization to expand their innovativeness, creativity and development.

There was exists of direct relationship between gender diversify and contextual performance. Competitive advantage can be achieved through gender diversification in both management and workforce. Difference in gender increases the knowledge and insight on the different needs between the two genders. This enable balancing in cognitive abilities, cohesion in teams, innovation and creative thing within the organization enabling it to

outperform other organization. The education diversity is an important aspect in developing an individual's skill set that would make them better at the workplace in terms of productivity.

4.4 Analysis on the Effect of Employee Performance on Job Satisfaction of Ayeyar Hinthar Trading Co., Ltd.

In this section, the effect of employee performance on job satisfaction is identified by using multiple linear regression analysis. In this study, there are two main variables: employee performance and job satisfaction. In regression model, task performance and contextual performance are used as independent variables and job satisfaction is used as the dependent variable. This research has found high positive significant between task performance on job satisfaction and contextual performance on job satisfaction. The results of multiple linear regression analysis are presented in Table (4.9).

Table (4.9) The Effect of Employee Performance on Job Satisfaction

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.718	.321		2.300	0.24	
Task performance	.433***	.108	.428	4.010	.000	2.147
Contextual Performance	.393***	.112	.373	3.496	.001	2.147
R Square	.555					
Adjusted R Square	.544					
F-Value	52.385***					
Durbin-Watson	1.906					

Source: Survey Data (2022)

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

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The analysis on the effect of employee performance on job satisfaction is shown in Table (4.9). The Multiple Linear Regression Model was applied to examine the effect of employee performance on job satisfacton of Ayeyar Hinthar Trading Co., Ltd.

According to the Table (4.9), R square is 0.555 and adjusted R square is 0.544. This model can explain 54.4% of the variation of employee performance is explained by the measure of task performance and contextual performance. F value (the overall significance of the model) is highly significant at 1% level. Durbin-Watson value (1.906) is near to 2, indicating that there is no auto correlation in the sample. Variance Inflation Factor (VIF) was used to provide the information relating to the potential problem of multicollinearity in the model. All the VIF values shown in Table (4.9) are lower than 10, meaning that the independent variables are not correlated within each other. Thus, no multicollinearity problem is encountered in the model.

The analysis shows the result that both task performance and contextual performance are significant at 1% level respectively. The standardize coefficient (Beta) of task performance has the largest value among the explanatory variables indicating that task performance factor has the greatest contribution to job satisfaction and contextual performance as second contribution to job satisfaction.

Task performance and contextual performance are the attractive factor to the employees to job satisfaction. The satisfied employees tend to have better task and contextual performance, it can be concluded that the highly skilled employees tend to have high level of satisfaction. The organization has a satisfactory level of task and contextual performance and the level of job satisfaction that are experienced within the organization. Both of these variables had high percentage scores. The results show that these factors had a large influence on job satisfaction. Both task performance and contextual performance contribute to creating value for the organization and increase the job satisfaction.

CHAPTER (5)
CONCLUSION

This chapter provides the research with summary of the findings which is used to come up with research conclusion as well as recommendations. It also consists of area for further research for other researchers to use.

5.1   Findings and Discussion

The first objective of the study is to analyze the effect of workforce diversity on employee performance and the second objective is to examine the effect of employee performance on job satisfaction of Ayeyar Hinthar Trading Co., Ltd. The important findings based on the data analysis are discussed in the following paragraphs.

For the first objective, the ethnic, education and gender diversity have positive relationship on the task performance as per sequencing and the ethnic, gender and education diversity have positively relationship on the contextual performance as per sequencing.

The results indicated ethnic diversity was present in the organization and could not be ignored in Ayeyar Hinthar Trading Co., Ltd. The study also indicates that ethnic diversity was the most significant in task and contextual performance in the organization. This was contributed by satisfactory level with ethnic diverse employees in the organization. The organization should embrace ethnic diversity as a crucial resource for achieving employee performance on job satisfaction. The value of ethnic diversity for employee performance and job satisfaction, as well as productivity should also not escape managements of the organization.

The organization has employed diverse elites with different education level. The education diversity has enabled quality of task and contextual performance in the organization. The education diversity has ensured quality of work and hence employee performance. The regression analysis indicated that there is significant influence of education diversity as second on the task performance and third on the contextual performance respectively. The relationships were positive relationships between education diversity and task performance then contextual performance as well. This contributes to the general performance.

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The organization considered diversity in gender to some extent. The existing gender respect in the organization it enabled effective working condition for the employees. It also found that gender role helped in efficiency of employee. Hence gender diversity effected the efficiency in the organization. Gender diversity effected employee performance significantly as depicted by the regression analysis. Gender diversity was also significantly related with contextual performance as second and task performance as third.

Second objective of the study is to examine the effect of employee performance on job satisfaction of Ayeyar Hinthar Trading Co., Ltd. Based on the findings, firstly, there is a high and positive relationship between task performance and contextual performance on job satisfaction. Therefore, the study shows that task and contextual performance motivates employees to increase their job satisfaction.

5.2   Suggestions and Recommendation

From the results it is clear that this particular company has a satisfactory level of employee performance and the level of job satisfaction that are experienced within the company. According to the multiple regression results for the first objective of the study, the effect of workforce diversity has positive significant effect on employee performance. Ayeyar Hinthar Trading Co., Ltd. offers to its employees the equal opportunities. Moreover, the organization also allows its employees to handle their tasks without much supervision to enhance their performance. By doing that, employees' sense of pride in doing their job become higher which result their job satisfaction also higher. It can be described as if employees are satisfied with the workforce diversity, their performance is improved.

According to the multiple regression results for the second objective of the study, it is also found satisfaction employee performance has positive significant effect on job satisfaction. It describes that increase in task and contextual performance makes the job satisfaction better.

The research recommended that organizations should enable diverse academic sourcing of employees to enable growth in the performance of the organization. It assists the employee to learn from each other and utilize their diversity for a common goal. Different education back group may increase in group thinks and affect decision making process. Gender has significant influence on performance of the organization, too. Ethnic

diversity then ensured accountability with the organization. It also brings equality with the work place which assist the organization to performance.

5.3 Needs for Further Research

This study was mainly a perception-based study that focused on finding out the perceptions of employees on different aspects that influence employee performance and job satisfaction at the workplace. It would be advised that future studies be based on testing employee performance and job satisfaction in different sectors and compare those implementing workforce diversity and those that are not. The study was also be limited to the independent variables under study which included education diversity, gender diversity and ethnicity and how they tended to influence employee performance.

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APPENDIX I

Questionnaire for Ayeyar Hinthar Trading Co., Ltd.

Yangon University of Economics

Master of Business Administration Programme

EMBA

Dear Participant,

      I am a student of Yangon University of Economics, Department of Management Studies and conducting a research on Ayeyar Hinthar Trading Co., Ltd. This survey is only for the degree of Master of Business Administration (MBA) thesis paper and not related to other business purpose. Please kindly answer the following questions and it is very important for us to learn your opinion and suggestion. Your information will be confidential. It will take only 5 - 10 minutes to fill out. Thanks for your kind of cooperation and precious time.

Sincerely,

Khing Zar Myint

Phone: 09 40330 6298

E-mail: khingzarmyint8@gmail.com

Section (A): Demographic Information

Please put a tick (ì) mark on the circle of correct answer to following question.

1. Gender

◯ Male

◯ Femal

2. Age (Year)

◯ Under 20 or 20 years

◯ 21-30 Years

◯ 31-40 Years

◯ 41-50 Years

◯ 51-60 Years

◯ >60 Years

3. Marital Status

◯ Single

◯ Married

◯ Other (Please specify)

4. Education Level

◯ High School   ◯ Diploma

◯ Bachelor's Degree   ◯ Master's Degree

◯ Doctorate Degree

5. Monthly Income/ Salary (in MMK)

◯ 150,000-250,000   ◯ 250,0001-500,000

◯ 500,001-750,000   ◯ 750,0001-1,000,000

◯ >1,000,000

6. Number of years you are employed within the organization

◯ < year   ◯ 1-5 years

◯ 6-10 years   ◯ 11-15 years

◯ >15 years

Section (B): Workforce Diversity, Employee Performance and Job Satisfaction

Instruction: Please indicate the degree of your agreement or disagreement with each Statement by marking (✔) in the box provided below.

1 = Strongly Disagree   2 = Disagree   3 = Neutral

4 = Agree   5 = Strongly Agree

Workforce Diversity

No.	Education Diversity	1	2	3	4	5
1	Education level diversification is encouraged in organization					
2	Diversity in highest level of education is allowed in organization					
3	Organization have employed different degrees' graduates					
4	Employees are attended in diversity of educational institution					
5	The organization gives equal treatment when it comes to the diversity of education background					
No.	Gender Diversity					
1	Organization considers gender diversity					
2	Organization focus on gender diversity					
3	Organization values mutual respect between genders					
4	Organization fairly specified the roles of gender					
5	Opportunities for growth and advancement exist all employees in organization					
No.	Ethnic Diversity					
1	The organization ensures ethnical balance in Job employment					
2	Many languages are applied in this organization					
3	Different cultures are acceptable in this organization					
4	Several Norms and believes develop in this organization					
5	The organization has fair representation of the ethnic groups					

Employee Performance

No.	Task performance	1	2	3	4	5
1	I managed to plan may work so that it was done on time					
2	My planning was optimal					
3	I kept in mind the results that I had to achieve in my work					
4	I was able to separate main issues from side issues at work					
5	I knew how to set the right priorities					
6	I was able to perform my work well with minimal time and effort					
7	Collaboration with others way very productive					
No.	**Contextual performance**					
1	I took on extra responsibilities					
2	I start new tasks myself, when my old ones were finished					
3	I took on challenging work tasks, when available					
4	I worked at keeping my job knowledge up-to-date					
5	I worked at keeping my job skills up-to-date					
6	I came up with creative solutions to new problems					
7	I kept looking for new challenges in my job					
8	I did more than was expected of me					
9	I actively participated in work meetings					
10	I actively looked for ways to improve my performance at work					

Job Satisfaction

No.	Job Satisfaction	1	2	3	4	5
1	feel good about working at this organization.					
2	All my talents and skills are used at work.					
3	I feel good about my job.					
4	I believe management is concerned about me.					
5	I feel secure about my job.					

APPEDNDIX II

REGRESSON ANALYSIS

1. The Effect of Workforce Diversity on Task Performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.582[a]	.339	.307	.46304	1.644

a. Predictors: (Constant), Education Diversity Mean, Gender Diversity Mean and Ethnic Diversity Mean

b. Dependent Variable: Task Performance Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.027	4	2.257	10.526	.000[b]
	Residual	17.581	82	.214		
	Total	26.608	86			

a. Dependent Variable: Task Performance Mean

b. Predictors: (Constant), Education Diversity Mean, Gender Diversity Mean and Ethnic Diversity Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.467	.641		.729	.468		
Education Mean	.222	.090	.223	2.460	.016	.979	1.021
Gender Mean	.215	.109	.219	1.972	.052	.654	1.529
Ethnic Mean	.342	.102	.372	3.353	.001	.656	1.525

a. Dependent Variable: Task Performance Mean

2. The Effect of Workforce Diversity on Contextual Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.624^a	.389	.359	.42812	2.010

a. Predictors: (Constant), Education Diversity Mean, Gender Diversity Mean and Ethnic Diversity Mean

b. Dependent Variable: Contextual Performance Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.577	4	2.394	13.063	.000^b
Residual	15.030	82	.183		
Total	24.608	86			

a. Dependent Variable: Contextual Performance Mean

b. Predictors: (Constant), Education Diversity Mean, Gender Diversity Mean and Ethnic Diversity Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.556	.593		.938	.351		
Education Mean	.198	.083	.207	2.373	.020	.979	1.021
Gender Mean	.241	.101	.256	2.395	.019	.654	1.529
Ethnic Mean	.353	.094	.398	3.736	.000	.656	1.525

a. Dependent Variable: Contextual Performance Mean

3. The Effect of Employee Performance on Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.745[a]	.555	.544	.38036	1.906

a. Predictors: (Constant), Task Performance Mean and Contextual Performance Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.158	2	7.579	52.385	.000[b]
	Residual	12.153	84	.145		
	Total	27.311	86			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Task Performance Mean and Contextual Performance Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.718	.312		2.300	.024		
Task Performance Mean	.433	.108	.428	4.010	.000	.466	2.147
Contextual Performance Mean	.393	.112	.373	3.496	.001	.466	2.147

a. Dependent Variable: Job Satisfaction Mean