

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

**THE EFFECT OF EMPLOYEE MOTIVATION
ON JOB PERFORMANCE
IN SHWE THAN LWIN HIGHWAY Co., Ltd**

**THET MAR SOE
EMBA II - 35
EMBA 18th BATCH (NAYPYITAW)**

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ACADEMIC YEAR (2019-2022)

Supervised By:

Dr. Than Thu Zar
Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

Thet Mar Soe
EMBA II -35
EMBA18thBatch(NPT)
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THE EFFECT OF EMPLOYEE MOTIVATION
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“A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).”

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Thet Mar Soe
EMBA II -35
EMBA18thBatch(NPT)
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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Employee Motivation on Job Performance in Shwe Than Lwin Highway 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

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

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ABSTRACT

The purpose of this study is to analyze the effect of employee motivation on job performance through employee satisfaction and employee engagement. The sample consists of 179 employees out of 324 employees from Shwe Than Lwin Highway Co., Ltd by using simple random sampling method. Structured questionnaire with five point Likert scale is used to collect primary data. Extrinsic motivation factors such as job security, promotion and growth, wages and salary and recognition are used. On the other hand, intrinsic factors such as interesting work, participation, self-realization and responsibility are used to conduct the study. Descriptive and regression analysis are used to analyze the collected data. The results shows that employees are more motivated with self-realization, wages and salary, participation and interesting work. According to regression analysis, motivation factors as promotion and growth, wages and salary, recognition and self-realization have positive effect on employee satisfaction. Promotion and growth, participation, self-realization and responsibility have positive effect on employee engagement. Moreover, employee satisfaction has also positive effect on employee engagement. It is observed that the more employees get engagement and satisfaction, the better they do the job. Thus, Shwe Than Lwin Highway Co., Ltd should handle employees' needs and desires by employing motivational factors to achieve employees' high performance.

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CHAPTER 1

INTRODUCTION

Nowadays, organizations are facing many challenges because of globalization, and technological advancement. Thus, every organization must plan different strategies to compete with the competitors and to increase the performance of the organizations in order to achieve success. In today business world, employees of the organization play the important role to be market competitive, successful and to get regular progress. Since humans are considered to be the most important resource of an organization, employee motivation, satisfaction and engagement are compulsory for getting efficiency and improving performance. These factors are important to boost up employees to perform well in the long run and help an organization to grow for excellence.

Motivation is a process in which people are influenced to move onwards for performing something especially to fulfill their needs and get satisfaction (Zafar et al., 2014). Motivated employees help organization to survive. Motivating employees is more fruitful for an organization. Managers have to understand which thing will help much to motivate employees. Employee motivation is influenced by a variety of intrinsic and extrinsic factors, including interesting work, job appreciation, satisfaction, stress, job security, promotion and growth, rewards, work environment, punishment and recognition, etc. Intrinsic motivation refer to perform a behavior for one own sake for pleasure and satisfaction, whereas, extrinsic motivation refers to perform a behavior for instrumental values such as monetary rewards, that are apart from the behavior. Intrinsic motivation is related to internal desire and extrinsic motivation is related to the external environment. The main purpose of those motivating factors is to make associate degree atmosphere wherever individuals are willing to figure with zeal, initiative, interest and enthusiasm, with a high personal and cluster satisfaction, with the sense of responsibility, loyalty and confidence to attain their personal similarly as organizational goals.

Engagement is a person's feeling of direction and concentrated energy that is visible to others through their use of initiative, adaptability, effort, and persistence in support of organizational goals (Macey et al., 2009). Shmailan (2015) stated employee engagement as an “emergent working condition and a positive cognitive,

emotional and behavioral state directed toward organizational outcomes” and also described it as the readiness of workers and their skills to help their organization be successful by being flexible in different situations.

Employee engagement can also contribute to organizational success. Engaging employees is a key to satisfy organization’s customers and a fully engaged employee brings enthusiasm and zeal to their work, which is directly related to cohesive workplace culture and the extra efforts, better ideas, and innovations that make organizations succeed (Devi, 2017). Gallup (2014) presented that employees who are highly engaged in their organization produce high levels of customer care, retention, productivity and generate higher profits. On the other hand, unengaged employees demonstrate poor customer service, lack of commitment and poor performance. Their participation is lack luster; they do not excel and do not care about the success of the organization. Engaged employees produce better financial results, are proud of their organization and demonstrate enthusiasm.

Employees that are satisfied with their jobs take more time to comprehend it. Employees who are satisfied in their jobs can adjust to both good and unpleasant changes in their environment. As a result, it stands to reason that individuals who enjoy their professions will be highly motivated, and vice versa. It is employees perception that how much their expectations have fulfilled they have from their job. Job satisfaction is the state in which the output satisfies or exceeds our expectations, and it represents the most significant attitudes, including the nature of the work itself, salary, prospects for advancement, supervision, and coworkers (Luthans, 1998). Lack of organizational commitment and interest may result from a lack of job satisfaction (Moser, 1997). Employee dissatisfaction is a major factor in leaving a job, and dissatisfied employees miss more work than satisfied workers do.

Job Performance can be defined as individual behavior-something that people do and can be observed-that generates value for the organization (Campbell et al., 1993) and contributes to the organization’s goals (Campbell & Wiernik, 2015). Organizations may get a huge return on investment (ROI) through encouraging employee engagement in the workplace by focusing on high-impact learning, performance, and transformation. It’s an approach that helps business succeed by improving organizational and individual performance, productivity and well-being.

Shwe Than Lwin Highway Company, one of Shwe Than Lwin Group of Companies, was founded in 2008. It mainly a build - operate - transfer agreement with

Department of Highways, Ministry of Construction. Today, Shwe Than Lwin Highway Co., Ltd is conducting road and bridge maintenance operations, and roads upgrading operations, in Bago Region, Mon State and Kayin State compliance with the standards of the Ministry of Construction on roads portions in under the B.O.T and Tender systems. Company implements 337. 32 km over 4 roads and highways relation between Bago Region, Mon State and Kayin State according to the BOT agreement. It undertakes civil engineering work such as road pavement work and roadbed construction accompanying Department of Highways, Ministry of Construction. It also handles the transportation of sediment and gravel by large dump trucks. It committed to maximizing customers` satisfaction and its share holders` value through quality and diversified construction services delivery, technological leadership, and motivated employees.

1.1 Rationale of the Study

Many studies have been undertaken in the area of employee motivation, job satisfaction, employee engagement in different organizations around the world, due to its critical influence on the success of the organization (Gunawan & Sondakh, 2019). Therefore, the understanding of aspects involved in employee motivation factors, satisfaction and employee engagement is very important and relevant to the wellbeing of employees and job performance. A person who has a sense of personal wellbeing in relation to work, who is more committed and engaged in his/her job, will generally be more satisfied and would be expected to work harder and be more productive. Therefore, the extent of employees' well-being is frequently recognized as a factor that influences an individual's decision to resign from the job.

Construction Industry in Myanmar is growing rapidly and incorporates many workforces to broaden the market share and competitive advantage. Construction company are now competing not only to maximize their market share but also they are striving to retain the most valuable assets: employees. Research shows that several corporations have disengaged workers with low motivation; only 13% of employees are engaged at work (Gallup 2014). Many researches revealed that retaining valuable employees requires understanding what factors do in fact affect employees' job performance. Employee motivation has its importance in any organization settings, that is why every organization goes for different kind of motivation strategies to satisfy and engage their employees for better outcomes.

Intrinsic and extrinsic motivation are considered the most influential factors used by organizations for motivation of the employees. The STL Highway Co., Ltd also needs to explore how employees are intrinsically and extrinsically motivated and remain satisfied and engaged with their jobs. Therefore, this study will focus on the effect of employee motivation on job performance by improving employee engagement and employee satisfaction in Shwe Than Lwin Highway Co., Ltd.

1.2 Objectives of the Study

The purpose of the study is to analyze the effect of motivational factors on employees' performance in Shwe Than Lwin Highway Co., Ltd. The followings are the specific objectives of this study. They are;

1. To examine the effect of motivation factors on employee satisfaction in Shwe Than Lwin Highway Co., Ltd
2. To examine the effect of motivation factors on employee engagement in Shwe Than Lwin Highway Co., Ltd
3. To analyze effect of employee satisfaction on employee engagement in Shwe Than Lwin Highway Co., Ltd
4. To analyze the effect of employee satisfaction and employee engagement on job performance in Shwe Than Lwin Highway Co., Ltd

1.3 Scope and Method of Study

This study mainly focuses on the effect of employee motivation on job performance in Shwe Than Lwin Highway Co., Ltd. In this study, both primary and secondary are used. Primary data are collected through structured questionnaire while secondary data are taken from the various sources such as the text books, published reports, journals and related research papers from various field and internet.

The sampling unit is the employee who is currently working in Shwe Than Lwin Co., Ltd. There are 324 employees in Shwe Than Lwin Highway Co., Ltd and sample size is 179 employees by using Yamane (1976) formula (95% confident level). Simple random sampling method is used to select the respondent. Descriptive analysis and regression analysis method are used for data analysis.

1.4 Organization of the Study

This study is organized into five chapters. Chapter I is the introduction, which includes rationale of the study, objectives of the study, scope and methods of the study, scope and organization of the study. Chapter II presents theoretical background concerning with motivation factors, employee satisfaction and employee engagement, employee performance and previous research studies. Business profile and motivation factors of Shwe Than Lwin Highway Co., Ltd and demographic analysis of the respondents are discussed in Chapter III. Analysis of motivation factors affecting employee satisfaction and employee engagement; the analysis of the effect of employee satisfaction on employee engagement; and the analysis of the effect of employee satisfaction and employee engagement on job performance are described in chapter IV. Chapter V is conclusion chapter which includes findings and discussions, suggestions and recommendation and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents a review of literature on employee motivation, employee satisfaction, employee engagement and job performance. It begins with the concepts of employee motivation followed by employee satisfaction, employee engagement employee performance. Furthermore, previous empirical findings relating to each construct are explored. Finally, the conceptual framework of the study is presented and the definitions of key terms are delivered as the last part of this chapter.

2.1 Concept of Motivation

Motivation is a force that originates individuals to take actions to accomplish personal and organizational goals. According to Robbin (2005), motivation is that the temperament to exert high levels of effort towards goals, conditioned by the efforts' ability to satisfy some individual need. Previous researchers proposed motivation theories in two aspects: content theories and process theories. Content theories based on factors associated with motivation such as what motivate people, that is arouses and energized the behaviors. Process theories based on causal relationship related to human behaviors such as why people are motivated or it reached the specific of the motivation process. Some of the content theories include Maslow's Need Hierarchy, Herzberg's two factor theory and McClelland's three factor theory. Process theories include Vroom's Expentancy theory, Adam's Equity theory, Four Driver theory and Skinner's Reinforcement theory.

To enhance and improve the understanding of employee motivation, management need to be acquainted with employee motivational factors and changes in preferences of these motivational factors over time. Some employees are motivated by intrinsic rewards whereas others prefer extrinsic rewards. In other words, employees are not motivated always of monetary factors but there are many other factors that are connected with actions and performance. Thus, management should know what motivates their workers and apply motivational tools based on employees' desires and then recognize, educate and retain creative and productive employees. Generally, there are two types of motivation that manipulate an employee motivational process at job: extrinsic motivation and intrinsic motivation. Extrinsic

motivators are those that originate from outside of the individual and include things like pay, bonuses, and other tangible rewards. Intrinsic motivators come from a person's internal desire to do something, motivated by such things as interest, challenge, and personal satisfaction.

2.1.1 Extrinsic motivation

Extrinsic motivation is a construct that pertains whenever an activity is done to attain some separable outcome (Khan & Iqbal, 2013). It drives individuals to perform an activity either to receive an external reward or to avoid an external punishment. In this study, job security, promotion & growth, wages and salary, and recognition are studied as the extrinsic motivation factors.

1. Job Security

Job insecurity is not only interrelated with the potential loss of employment but also creates job uncertainty, a lack of promotional opportunities, and the same level of job responsibilities for the employees' careers (Greenhalgh et al., 1984). Job insecurity affects the attitude, behavior, and health of employees and is also important for organizational performance and its employees. If employees feel the insecurity of their job within the organization, their trust and commitment will become low and their mental health for creative work will be decreased because of the risk of job loss. Job security exists when an organization provides permanent employment for employees (Herzberg et al., 2017).

2. Promotion and Growth

One of the most important benefits of any organization is the opportunity for internally promotion and growth of workers. Promotion and growth factor make a positive contribution to the development of any organization. Employee motivation is affected by company's promotion system. Promotion is often related to the feelings of growth, recognition, achievement, and responsibility (Zewdu., 2018). Mostly, promotion is based on age, experience and seniority and often, is based on a job created and given along with an unexpected salary increase (Riyanto & Herlissha, 2020). For example, employee is paid all sorts of compliments in telling why are promoted. The function are promotion vary by organization according to the relative importance placed on the efficient utilization of skills (Herzberg et al., 2017).

3. Wages and Salary

Good wages are one of the significant factors for employee motivation. Organizations need to offer their workers a wage rate that should be more than market rate. This would increase workers efficiency, responsibility, trustworthiness and decrease shirking. Wage rate that is below than market rate leads to workers dissatisfaction. Organization should maximize the employee effort and reduce the production cost of their business by increasing the salary rate more than market rate (Khan & Iqbal, 2013).

Wages and salary are the factors producing favorable job attitudes because money seems to be so central to the peoples' thinking in relation to the job. Their main motivation for working is financial. Mostly, wages and salary depend on such factors as education, skill, job performance, age, seniority, sex, organizational level, time-span (Riyanto & Herlissha, 2020). Sometimes, pay motivators depends to some extent on comparison with what others are getting an over assessment of what others below you are getting is likely to lead to dissatisfaction. These factors are associated with company policy and administration whereas most frequently associated with advancement and work itself (Herzberg et al., 2017).

4. Recognition

Recognition is a positive importance given to workers for a positive behavior. It can be greeting, approval, appreciation, financial reward etc. The organizational rewards are given to employees due to desire attitude. It is normally given to worker when they accomplish a specific goal and complete the specific task. The recognition can be formal (years of award), informal (sincere thanks, pass around trophy), financial incentives etc (Khan & Iqbal, 2013). The aim of recognition is to satisfy workforce. Profitable organization knows achieving their mission requires creativity, good business plan and action and these operation can come from their workforce.

Some motivation related to the nature of the work and rewarded find themselves with or without specific achievement or recognition (Herzberg et al., 2017). Some of recognition are creative or challenging work, varied work, and an opportunity to do a job completely from beginning to end. Recognition received in many ways: tangible ways such as through promotion and salary increases and by verbal comments, praise from one's supervisor for good work done. Recognition is a major source of satisfaction and engagement (Gunawan & Sondakh, 2019).

1.2 Intrinsic Motivation

Intrinsic motivation drives an individual to perform an activity for intrinsically satisfying reasons as opposed to being motivated by external factors. It is an important element to getting maximum productivity from employees. Intrinsic motivation factors include interesting work, participation, self-realization and responsibility.

1. Interesting Work

Employees are motivated by challenging jobs that enable them to grow and learn and are demoralized by those that are repetitive or have no future. When talented employees feel imprisoned, they frequently leave their companies in search of new challenges. According to these researchers, the area is best addressed by designing jobs that have distinct and important roles in the organization and are meaningful and foster a sense of contribution to the organization (Saks., 2006).

Interesting work plays a role in job performance in Construction Industry. It is an organizational initiative that inspires individuals to perform well on their job. When employee get interesting working environment that would lead to job engagement and employee satisfaction means to display their selves in working role they are performing (Ketena, 2017). Similarly, when employees are disengaging because of non-interesting work would lead to disconnection from their job role. Engagement of job through interesting work is a connection between employees, their job and with others.

2. Participation

Participation is of two-kinds: participation in immediate aspects of the job and participation in distant aspects in wider company policies (Cotton et al., 1988). Participation in making decisions that immediately effect the individual increase job satisfaction because it allows more freedom to act in the way one thinks suitable for one's own abilities and thus increase potential for applying skills to a particular job. Effective participation in the working process also contributes to their working competence, achievement, socialization and life satisfaction (Zewdu., 2018). Then, participating in decision-making increases employees engagement, enriches workplace experiences, and increases employees' ability to take responsibility for own work (Khalid & Nawab, 2018).

3. Self-Realization

Self-realization has been important to the thought of many personality theorists. It is to fulfill himself as a creative, unique individual according to his own innate potentialities and within the limits of reality (Killian, 2012). People tend to actualize himself in every area of his life. It is only from the performance of a task that the individual can get the rewards that will reinforce his aspirations. If the jobs are atomized, cut and divided, monotonous, it makes little opportunity for self-realization (Pourkinai et al., 2016).

4. Responsibility

Responsibility include being allowed to work without supervision, being responsible for one's own efforts, being given responsibility for work of others and being given a new kind of job, with new responsibilities but with no formal advancement (Ketena, 2017). It is certainly a motivational factor for as long as it is within the capacity of the individual. People are motivated when their responsibilities are meaningful and engage their abilities and values. However, it sometimes make as a stress factor if it becomes excessive (Zewdu, 2018). Thus, management should care responsibility as a motivation factor not to be excess the capacity of the individual.

2.2 Employee Satisfaction

Employee satisfaction is an essential component for improving organizational performance. The nature of job satisfaction is comprehensively to make contributions to the organization's work process and share confidence for organizational processes. Riyanto and Herlissha, (2020) presented that job satisfaction is an emotional state of the employee regarding the feelings and attitudes of the work itself, which is the result of the assessment or work experience of the employee. Satisfaction occurs when employees' needs are met and associated with the level of likes and dislikes associated with employees, is a common attitude held by employees closely related to the rewards they believe they will receive after making sacrifices. Moreover, job satisfaction is obvious when they have acquired aspects of their work according to their wishes such as developing skills and skills, developing careers, having the opportunity to follow education, work in comfortable conditions supported by good working facilities, and leaders who always give encouragement, fulfillment of necessities of life, and have a job according to the conscience.

Gunawan and Sondakh (2019) explored job satisfaction in their research as feelings or affective responses to the components of the work situation in general. Employees who are satisfied with work have better performance because having employees who are happy or satisfied with their work help the organization to achieve its goals (Gunawan & Sondakh, 2019).

Job satisfaction represents a sense that seems as a results of the perception that the task allows the material and psychological needs (Aziri, 2011). They listed three important features of job satisfaction. First, organizations are guided by human values. Such organizations are headed towards treating employees fairly and with respect. In such cases the assessment of job satisfaction is an honest indicator of worker effectiveness. High level of job satisfaction is sign of an honest emotional and condition of staff. Second, the behavior of workers depending on their level of job satisfaction affects the functioning and activities of the organization's business. From this it are often complete that job satisfaction lead to positive behavior and vice versa, dissatisfaction from the work result in negative behavior of employees. Third, job satisfaction serves as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that boost performance should be made.

There are two theoretical frameworks regarding to job satisfaction: content theories of job satisfaction and process theories. Content theories identify factors leading to job satisfaction or dissatisfaction and suggest that job satisfaction come true when employees' desire for growth and self-actualization are found by their job. Most common of the content theories are Maslow's Need Hierarchy Theory, Aldefer-ERG, Herzberg's Two Factor Theory, McClelland's Need Theory. Maslow developed the Hierarchy of Need theory to explain human needs in a pyramid with five hierarchies: physiology, safety, love, esteem, and self-actualization. As individuals climb the pyramid, they shape their behaviors by logically satisfying the lower needs before attending to the higher needs. For example, to meet their physiological needs, individuals might only need a paying job; then, afterward, individuals may aim to satisfy higher needs .

Alderfer's ERG theory stated that needs are classified into three categories, rather than five and these are; existence needs, psychological and safety needs; and relatedness needs. Existence needs are comparable to Maslow's categories for

physiological and safety needs. Relatedness needs involve interpersonal relationships, which are similar to Maslow's belongingness and esteem needs. Growth needs are related with the attainment of one's potential, which are associated with Maslow's esteem and self-actualization needs.

According to Herzberg's two-factor theory of motivation, the factors are divided into two dimensions, "motivators" and "hygiene". The motivators are based on individual perceptions and internal feelings; including achievement, experience, the work itself, responsibility, changing status through promotion and opportunity for growth and advancement. On the other hand, "hygiene" factors, which lead to external satisfaction and cause dissatisfaction, include; supervision, inter-personal relationships, recognition, management, company policy and administration, promotion, salaries and benefits, status, job security and physical working conditions (Herzberg et al., 2017).

McClelland's theory of needs included the need for affiliation, for power, and for achievement. Firstly, the need for affiliation reflects a desire to establish social relationships with others. Secondly, the need for power is a desire to control one's environment and influence others. Thirdly, the necessity for achievement may be a need to require responsibility, set difficult goals, and acquire performance feedback (Arnolds & Boshoff, 2008).

The process theories are involved with determinative how individual behavior is energized, directed, and self-directed human cognitive processes. Most common process theories are Vroom's Expectancy Theory, Adams' Equity Theory etc. Vroom's expectancy theory contains various significant implications in motivating employees. Expectancy, instrumentality and valence are the key concepts of the theory: Expectancy: refers to conviction that a particular effort will lead to a distinct performance level. Instrumentality can also be linked to expectancy, since performance of an individual is based on his or her strengths and the opinion of a specific level of performance definitely leading to a particular outcome. Valence is the likelihood of satisfaction or dissatisfaction regarding an outcome that an individual has deemed to be positive and so fulfills his/her needs.

2.3 Employee Engagement

Employee engagement, according to Kahn (1990), is "the harnessing of organization members' selves to their work roles; in engagement, employees use

and specific themselves physically, cognitively, and showing emotion throughout role performances." The cognitive component of employee engagement relates to employees' perceptions of the company, its leaders, and working conditions. The emotional component focuses on the attitudes that employees have toward the organization and its leaders as well as how they feel about each of those three components. The physical aspect of employee engagement relates to the physical efforts made by individuals to fulfill their roles.

Employees feel obligated to invest more of themselves in their role performances, according to Kahn's (1990) definition of engagement, as recompense for the resources received from their organization. When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. Thus, the amount of cognitive, emotional, and physical resources that an individual is willing to invest in performing out their job duties may depend on the financial and socio-emotional resources that they receive from their employer.

Saks (2006) argues that a method for people to repay organization is through their level of engagement and defines employee engagement as a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance. In other words, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organization. A bringing oneself more fully into one's professional roles and dedicating higher quantities of cognitive, emotional, and physical resources is a highly powerful method for individuals to respond to an organization's actions, as earlier demonstrated by the work of Kahn(1990). Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organization.

Macey et al.(2009) defines engagement as a person's feeling of direction and focused energy that is visible to others in their use of initiative, adaptability, effort, and persistence in support of organizational goals. They explored that engagement follows when employees have the capacity to engage; a reason or the motivation to engage; the freedom to engage; and know how to engage. Moreover, they presented two kinds of energy associated with engagement: psychic energy – or what people personally experience – and behavioral energy – what is visible to others.

Schaufeli et al. (2002) defines engagement as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Then,

they presented that employee engagement is a sense of emotional attachment to work and organization, motivated and able to provide the best ability of employees to help succeed from a series of tangible benefits for organizations and individuals. An engaged workforce is simply a more productive one. Improving engagement is the single most powerful lever that corporations have to improve productivity. If employees are more engaged their organizations should demonstrate superior financial performance.

2.4 Job Performance

Performance has been defined differently in various contexts and each of the experts and specialists of the field has dealt with a specific aspect of performance. According to Chei et al.(2014), employee performance is the activities related to the job and how well those activities were executed by employees. Employee performance was described as the value of employees' behaviors, directly and indirectly, involved in achieving organizational goals.

Viswesvaran et al.(2000) reviewed the contemporary model of job performance. In their research, a multidimensional model developed by Campbell (1990) describes the general latent structure of job performance in terms of eight distinct dimensions. The eight factors are job-specific task proficiency, non-job specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision, and management or administration (Viswesvaran et al., 2000).

Borman et al.(1997) describe the construct of job performance as comprising task and contextual performance. In a brief, task performance concentrates on performing out the prescribed role-based actions, whereas contextual performance takes into account all other helpful and productive behaviors. Task performance includes of job specific behaviors which has elementary job responsibilities allotted as a district of job description. Task knowledge (the necessary technical technical knowledge or principles to ensure job performance and having the ability to handle multiple assignments), task skill (the application of technical knowledge to accomplish tasks successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) are the main factors that facilitate task performance .

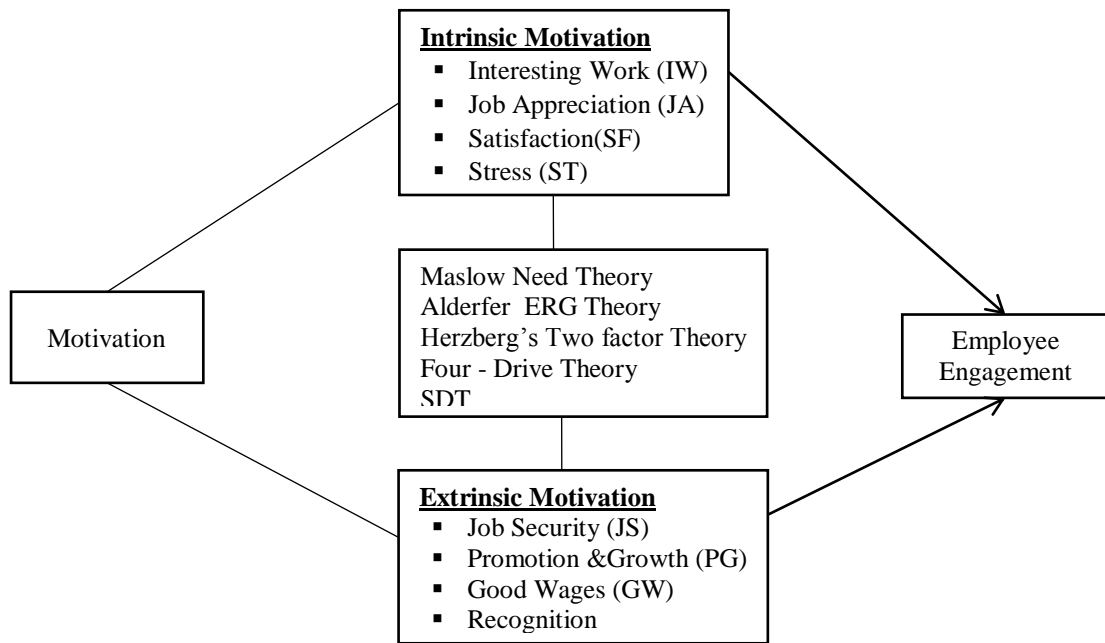
An engaged employee is believed to work with a sense of passion, which leads into not only high performance but also extra-role activity (Kahn, 1990). It is also a mindset that supports organizational decisions that lead to better change by volunteering for extra work, assisting others with challenging tasks, maintaining enthusiasm at work, collaborating with others when necessary, sharing vital resources and information for organizational development. Borman et al.(1997) defined that contextual performance is a kind of prosocial behavior demonstrated by individuals in a work set-up. Such behaviors are expected of an employee but they are not overtly mentioned in one's job description.

Nowadays, changing circumstances such as technological transformations, changes in one's core job assignment, restructuring of organization, the employees are also expected to adjust their interpersonal behavior in such changed conditions to work successfully with a wide range of peers and subordinates. Once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behavior to the varied requirements of their job roles. According to Huan et al.(2014), adaptive performance is an individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation.

2.5 Previous Studies of Employee Motivation, Employee Satisfaction, Employee Engagement and Job Performance

Khan and Iqbal (2013) explored the relationship between work motivation (intrinsic and extrinsic) and employee engagement and also examined the impact of intrinsic and extrinsic motivation on employee engagement. The sample was 187 bank employees in Allied Bank of Pakistan. The findings in this study were that there is positive relationship between intrinsic motivation and employee engagement, and extrinsic motivation and employee engagement. They **concluded** that **the relationship** and impact of **alien** motivation is stronger on **worker** engagement as compared to intrinsic motivation.

Figure (2.1) Conceptual Framework of Khan and Iqbal



Source: Khan & Iqbal, (2013)

Masvaure et al. (2014) investigated the links between three job characteristic constructs: work engagement, intrinsic motivation, and job satisfaction in an exceedingly work better-known for tension and conflict between workers and employers. The study's findings show a positive relationship between workers' intrinsic motivation, work engagement, and job satisfaction . It was discovered that age and marital status were significant predictor of workers' job satisfaction, intrinsic motivation, and engagement. The current study adds to the body of research that suggests job satisfaction as a potentially important underlying factor in workers' internal motivation and engagement at work.

Raza et al. (2015) examined the influence of intrinsic motivation on on employees' job satisfaction. This study is primarily empirical and a scale was developed to measure the impact of four factors: job security, achievement, job responsibilities, and the work itself (intrinsic motivation).The survey was completed by 182 employees, working in different organizations of Pakistan. On the basis of a simple random sampling, the questionnaire was handed out to the respondents. The study's findings indicate a significant positive relationship between four variables and job satisfaction among employees. Job security and job satisfaction, achievement and job satisfaction, job responsibility and job satisfaction, and work itself are significantly and positively related.

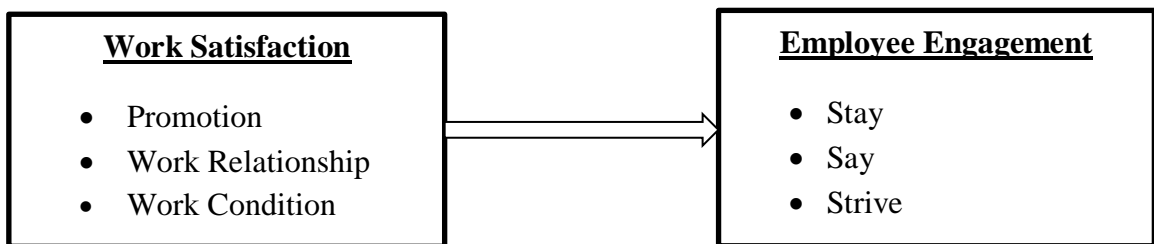
Figure (2.2) Conceptual Framework of Raza et al.



Source: Raza et al.(2015)

Djoemadi et al.,(2019) examined the impact of job satisfaction on worker engagement. The population consists of the employees of telecommunication network providers in the industry. The sample of the study of 100 respondents were chosen using multi-stage random sampling . The result of the study founded that in telecommunication network providers , work satisfaction could increase employee engagement and concluded that employee engagement was mainly driven by employee satisfaction.

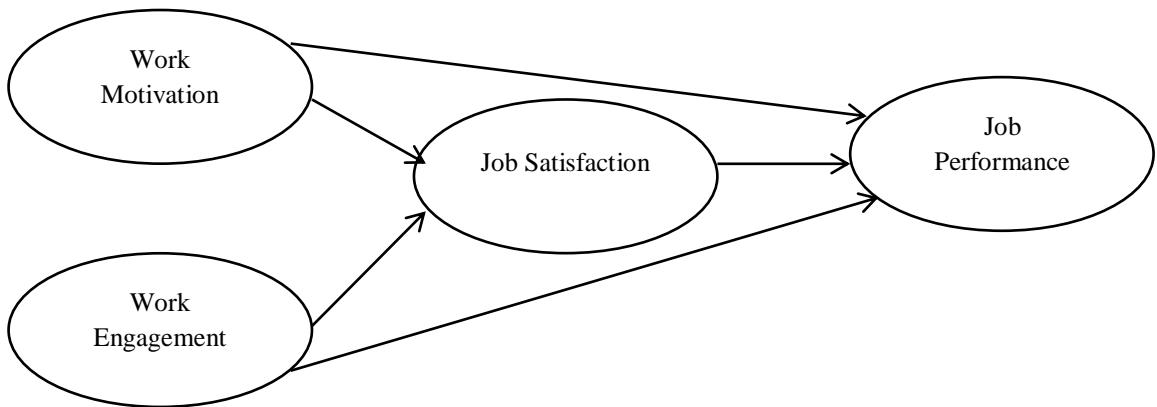
Figure (2.3) Conceptual Framework of Djoemadi et al.



Source: Djoemadi et al.(2019)

Gunawan and Sondakh (2019) investigated that work motivation affect work satisfaction and work engagement. The sample of the study is the employee of PT.XYZ in Surabaya, Indonesia. The study found that job motivation and work engagement has positive important impact to job satisfaction and job satisfaction has positive significant effect to job performance. Additionally job motivation and work engagement has positive significant effect to job performance.

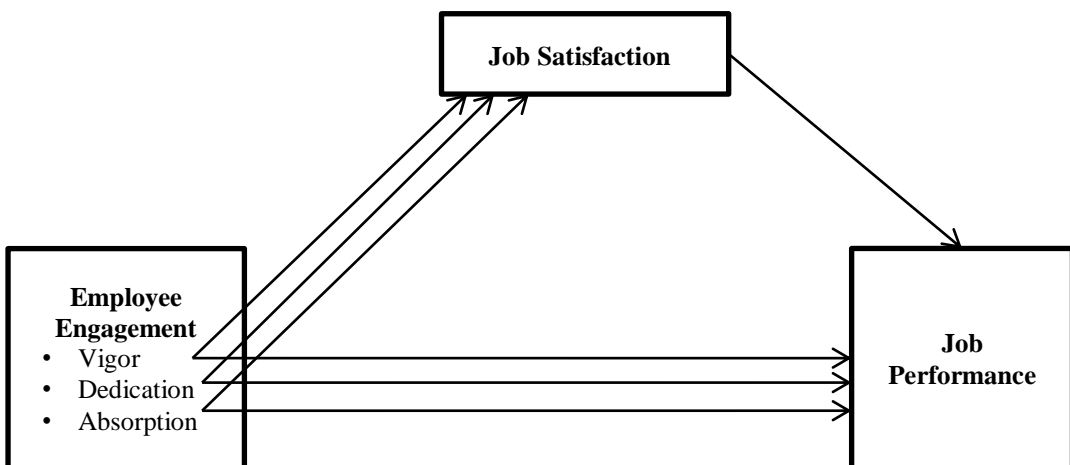
Figure (2.4) Conceptual Framework of Gunawan and Sondakh



Source: Gunawan & Sondakh (2019)

Sewagegn(2020) analyzed the effect of employee engagement on job performance and the mediating role of job satisfaction in Ethio Telecom (Addis Ababa). The sample was 383 professional and managerial employees in Ethio Telecom (Addis Ababa). The findings indicated that the overall employee engagement dimensions have positive and significant relationship with job performance with vigor, absorption and dedication. The results suggested that job satisfaction had also positively and significantly affected employee’s job performance.

Figure (2.5) Conceptual Framework of Sewagegn

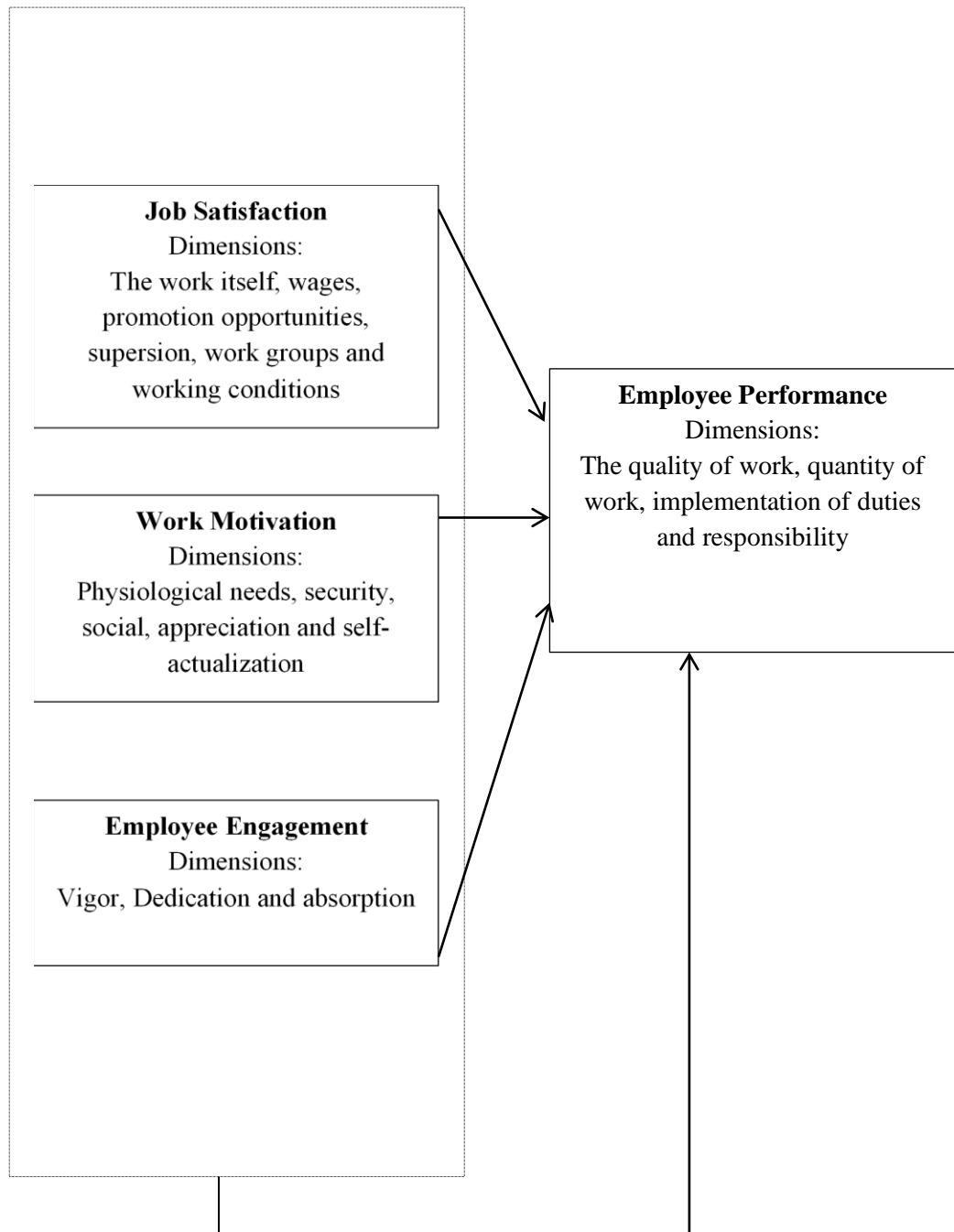


Source: Sewagegn (2020)

Riyanto and Herlissha (2020) identify and examine the effects of work satisfaction, work motivation, and employee engagement on employee performance.

The findings indicate that the work satisfaction variables had a significant and partial positive impact on worker performance. This work motivation variable features a positive and important impact on employee performance. Employee engagement variables have a positive and substantial influence on employee performance.

Figure (2.6) Conceptual Framework of Riyanto and Herlissha

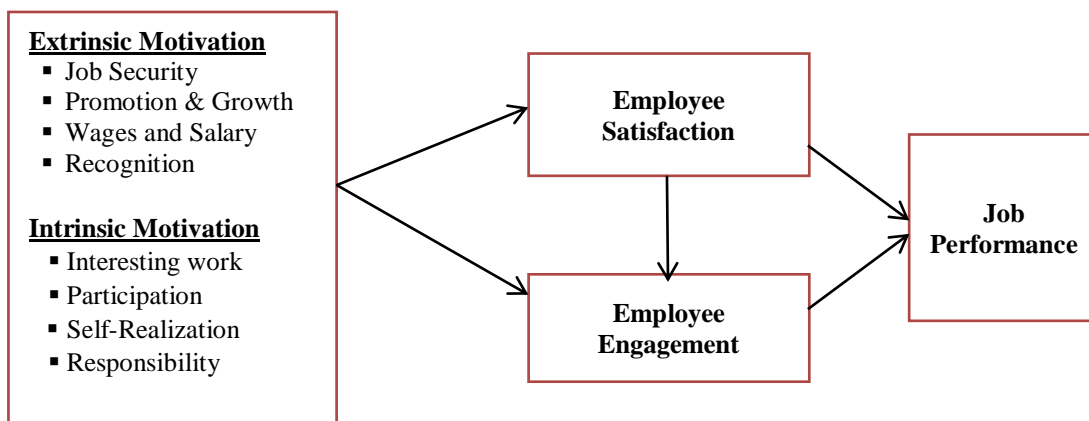


Source: Riyanto and Herlissha (2020)

2.6 Conceptual Framework of the Study

The conceptual model frames to examine the effect of motivation factors on employee satisfaction and also employee engagement, to analyze the relationship between employee satisfaction and employee engagement and finally, to investigate the relationship between employee satisfaction, employee engagement and job performance.

Figure (2.7) Conceptual Framework of the Study



Source: Own Compilztion (2022)

This conceptual model is adopted from the research of (Zewdu, 2018), (Sewagegn, 2020) (Gunawan & Sondakh, 2019). This model contains employee motivation (intrinsic and extrinsic), job satisfaction, and employee engagement and employee performance.

CHAPTER 3

PROFILE AND MOTIVATION PRATICES OF SHWE THAN LWIN HIGHWAY CO., LTD

This chapter includes the profile and organization structure of Shwe Than Lwin Highway Co., Ltd, motivation factors practiced by STL, research design, reliability test and demographic profiles of the respondents of STL Highway Co., Ltd.

3.1 Profile of Shwe Than Lwin Highway Co., Ltd

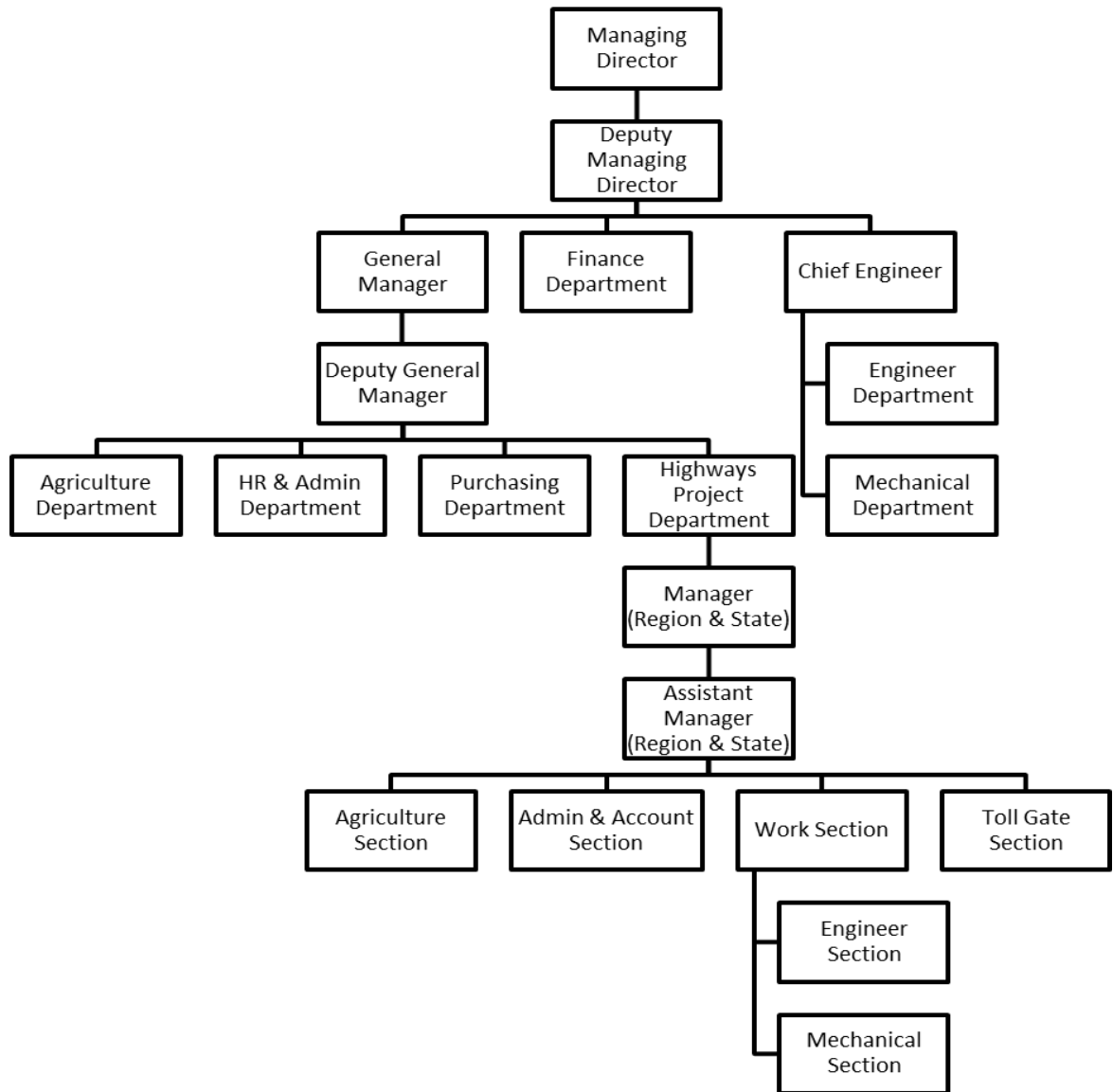
Shwe Than Lwin Highway Co., Ltd is a subsidiary of Shwe Than Lwin Group of Companies and started operations in 2008 in Myanmar. Its vision is to build, maintain and operate customary quality roads that are important to the nation's development. Shwe Than Lwin Highway utilizes resources in the most efficient, effective and professional way to develop safe and convenient transport routes.

Road construction by STL Highway Co., Ltd includes road level raising; to widen them and increase the length of the roads to connect more places. By establishing a more comprehensive and efficient road network, connecting rural areas with urban areas and small towns with cities, the Shwe Than Lwin Highway helps open the country to trade and development, and enables the exchange of knowledge and ideas. also collects tolls under the B.O.T system T of the Ministry of Construction.

Notable networks managed by Shwe Than Lwin highway are Bago-NyaunglayPin, Phayargyi-KyeikHto, Kyeikhto-Thahton-Mawlamyaing and Thahton-Myaingkalay that connects the mid-west delta, one among the foremost promising regions within the country. And with its presence, Shwe Than Lwin highway is in a position to support job creation for native residents, furthering its contribution to the nation's socio-economic development. it's designing a cashless payment system for larger driving convenience and a power tool flow of traffic.

The organization structure of Shwe Than Lwin Highway Co., Ltd is shown in Figure (3.1). The organization is administered and headed by Managing Director. Under Managing Director, followed by Deputy Managing Director and there are seven departments in the organization.

Figure (3.1) Organizational Chart of Shwe Than Lwin Co., Ltd



Source: Shwe Than Lwin Co., Ltd (2022)

According to the organizational structure shown Figure (3.1), it is a centralized organization structure. Managing Director of STL Highway Co., Ltd is responsible for the management of the whole organization. The General Manager or Head of the section is responsible for managing the respective section.

Table (3.1) Staff List of STL Highway Co., Ltd

Sr. No.	Job Title	Employee Status	Number
1	Managing Director	Management	1
2	Deputy Managing Director	Management	2
3	General Manager/Department Head	Management	7
4	Chief Engineer	Management	1
5	Chief Accountant	Management	2
6	Deputy General Manager	Management	5
7	Manager (Region/State)	Management	4
8	Assistant Manager	Supporting	3
9	Supervisor	Supporting	39
10	Accountant	Supporting	63
11	Engineer	Supporting	56
12	Purchasing	Supporting	5
13	Driver	Field	21
14	Plant Operators	Supporting	92
15	Mechanical Staff	Supporting	15
16	Agriculture	Supporting	8
Total			324

Sources: STL Co., Ltd (2022)

The classification of staffs of STL Highway Co., Ltd is described details in the Table (3.1). Shwe Than Lwin Highway department under STL Group of Companies has its respective structure. It is managed by Manager, followed by Assistant Manager. There are four sections under Highway project department: Agriculture section, Admin and Account Section, Work Section (Engineer section and Mechanical Section) and Toll Gate section. These all sections are under the management of General Manager at Highways Project Department. Agricultural setion is responsible for gardening and planting according to the instruction of Ministry of Construction if necessary. Admin and Account section is responsible for either administarion of staffs or responsibility on accounting duties under Highway department. Work section is responsible for engineering and mechanical issues and Toll Gate section is the responsible for collection toll fees in constructed highways .

3.2 Employee Motivation Practiced at Shwe Than Lwin Highway Co., Ltd

In construction industry, employee motivation is associated with the organization success and workforce motivation determines the quality of project delivered. STL Highway Co., Ltd practices motivation factors to get employee motivation that may increase their performance. Motivation factors practiced by STL Highway Co., Ltd are presented as follows.

3.2.1 Extrinsic Motivation

Extrinsic motivation factors practiced by STL Highway Co., Ltd include job security, promotion and growth, wages and salary and recognition.

1. Job Security

STL Highway Co., Ltd provides their employees in a more relaxed atmosphere in the workplace with a sense of security and increased confidence that result in better productivity. Moreover, It makes the employees feel confidence that their continued employment is guaranteed and offer opportunities to good workers to progress with the company. Job security is very necessary in STL Highway Co., Ltd because insecure jobs effect employees mental and physical health and then ,in turn, effect organization performance. Thus, STL prevents a negative perception through share by employees by using clear informative policy of employment and diminishes negative effects on negative and un-satisfactory reactions.

Job security in STL Highway Co., Ltd comes with feel of protection agaist things like layoffs because employment in STL Co., Ltd is based on equal employment opportunity characterized by equal acess to educational , open and fair competition , and applying the same standard to everyone in the assessment or selection process.

2. Promotion and Growth

STL Highway Co., Ltd develops plans and policies that help employees promotion and growth. Promotion procedure practiced by STL includes determining if someone is eligible for a promotion, identifying who is responsible for giving promotions, knowing when to promote an employee, determining what type of promotion to give and announcing the promotion sample letter to employees. Mostly,

STL practices two types of employee promotion: horizontal promotion (eg: raising from a manager to a senior manager with no clear increase in responsibilities) and vertical promotions (eg: moving from a manager to director with an increase in direct reports and decision-making responsibilities). It's promotion system is based on the seniority and the abilities of the employees.

For employee growth , STL Highway Co., Ltd provides on the job training (apprenticeship training) for engineering and plant operators . It also supports carrer development courses through giving the chance to potential and skillful employees to attend the management professional courses or the management trainee courses. Although company provide these training and carrer courses , employees are rare to get the chances to promote position according to the work nature.

3. Wages and Salary

STL Highway Co., Ltd maintains good wages for employees because construction sector is the backbone of any society and highway construction operations rely on their employees. STL offers their employees a wage rate that is not only more than market rate but also an effective link towards job related operation. That makes employees capable to handle comfortably job demands.

The pay scale of Shwe Than Lwin Highway Co., Ltd management position ranges from Kyats 900,000 to kyats 1,500,000 , pay scale of Engineer is from Kyats 250,000 to Kyats 400,000, for the position of Accountant ,Store Accountant and AC Plant Operator are from Kyats 200,000 to Kyats 350,000, for Mechanical Maintenance Staff is from Kyats 250,000 to Kyats 300,000, for Drivers is from Kyats 180,000 to Kyats 350,000 and Head cook is from Kyats150,000 to Kyats 200,000.

4. Recognition

STL Highway Co., Ltd reflect that employee recognition is a great way to inspire and motivate people while rewarding them for a job well done. Eventually, management at STL Highway Co., Ltd recognizes employees who did a good job by announcing at company meetings or other company-wide correspondence. Moreover, STL often sponsors hardworking employees in a continuing education class or gives them a physical award such as attractive customized trophies.

3.2.2 Intrinsic Motivation

Intrinsic motivation factors practiced by STL Highway Co., Ltd include interesting work, participation, self-realization and responsibility.

1. Interesting Work

STL Highway Co., Ltd creates a work environment where all employees feel motivated and energized and encourages the employees to be curious and challenge the status quo. It provides their employees a way to contribute to important project that makes them with a sense of ownership both in their own work and overall work environment. Then, the employees are provided to find ways to be more effective by giving the freedom to apply that learning to the work is one of the best parts of working. Moreover, STL create a culture which acts as a catalyst to innovate, try new things, not to be afraid of failures.

2. Participation

STL Highway Co., Ltd gives their employees the chance to participate in management decision-making in the workplace, either in relation to wider company issues (workplace social dialogue) or in their immediate job (task discretion). STL encourages high level of employee participation to generate ideas and make decisions through suggestion box, staff surveys, brainstorming, open-door policies and board-meeting participation.

3. Self-Realization

STL Highway Co., Ltd practices the way to full realization of human potential to their employees because realizations are extremely important moments in the human life and help them to make better choices in the future. STL performs a personality test for their employees to give them insights into who they really are and help them to better understand why they behave the way they do. Moreover, through the personality test, STL provides their employees the guidance for changes that make better themselves at work.

4. Responsibility

STL Highway Co., Ltd values employees who exhibit responsibility because they are professionals with a consistent work ethic who take actions daily toward their

professional goals. STL states work responsibility for employees within the job description and outlines the necessities set for them to keep up a positive and productive work environment.

3.3 Research Design

This research investigates the insight on how motivation factors affect employee performance. To obtain the data on the motivation factors practiced by STL Highway Co., Ltd, the effect of motivation factors on employee satisfaction and employee engagement and the effect of employee satisfaction and employee engagement on job performance, the primary and secondary data are used. This study uses the questionnaire design, sampling procedures, sample size determination, and data collection.

The questionnaires employed in this study include five parts: Part I, Part II Part III, Part IV and Part V. Part I is demographic profile of the respondents, part II include motivation factors practiced by STL Highway Co., Ltd, Part III is Employee engagement, Part IV is job satisfaction and Part V is related to job performance of employees in STL Highway Co., Ltd. All variables are measured with 5-point Likert scale which is defined as 1=strongly disagree to 5=strongly agree.

Simple random sampling method is used to select the respondent. The sampling unit is the employee who is currently working in Shwe Than Lwin Highway Co., Ltd. The population for this study is 324 employees . Sample size is 179 employees by using Yamane (1976) formula (95% confident level).

$$n = \frac{N}{1 + N(e)^2} = 179$$

N = population size = 324

e = level of precision (95% level of confidence level or 5% level of precision)

A structured questionnaire is employed to collect the data from selected sample of STL Highway Co., Ltd. The secondary data sources used in this study are academic research journals, empirical research journals, online articles, websites, STL annual reports and textbooks.

3.4 Reliability Test

In this section, the results of the reliability analysis of the independent and dependent variables selected for the study are described. According to Cronbach

(1951), reliability is the overall consistency of a measure. If a measurement consistently produces results that are similar, it is considered to have high dependability. One of the most common measure of internal consistency (reliability) is Cronbach's Alpha. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively related to another. It is most commonly used when multiple Likert questions in a survey/ questionnaire that from a scale and need to determine if the scale is reliable. A rule for interpreting alpha for dichotomous or Likert scale question is:

- $\alpha \geq 0.9$ (Excellent)
- $0.8 \leq \alpha < 0.9$ (Good)
- $0.7 \leq \alpha < 0.8$ (Acceptable)
- $0.6 \leq \alpha < 0.7$ (Questionable)
- $0.5 \leq \alpha < 0.6$ (Poor)
- $\alpha < 0.5$ (Unacceptable)

In general, if the value of alpha is more than 0.7, it is acceptable. Reliability analysis of the variables is shown in Table (3.2).

Table (3.2) Reliability Analysis of the Variables

Sr. No.	Variables	Variables	Number of items	Cronbach's Alpha
1	Extrinsic Motivation	Job Security	5	0.785
		Promotion and Growth	5	0.781
		Wages and Salary	5	0.812
		Recognition	5	0.720
2	Intrinsic Motivation	Interesting Work	5	0.715
		Participation	5	0.732
		Self-Realization	5	0.725
		Responsibility	5	0.752
3	Employee Satisfaction		5	0.750
4	Employee Engagement		5	0.736
5	Employee Performance		5	0.731

Source: Survey Data (2022)

According to the Table (3.2), the Cronbach's Alpha values of the selected variables: Extrinsic Motivation (Job Security, Promotion and Growth, Wages and Salary, Recognition), Intrinsic Motivation (Interesting Work, Participation, and Self-Realization and Responsibility), Employee Satisfaction, Employee Engagement and Job Performance are more than 0.7. The scale items of questionnaires are consistent and reliable because Cronbach's Alpha values are greater than 0.7. Thus, further analysis can be conducted.

3.5 Demographic Profile of the Respondents

This section is stated the demographic profile of the respondents. It also provides information on the analyses of the data and findings. The sections include gender, age, marital status, education, salary, working experience, position. The following Table (3.3) shows the demographic profile of the respondents.

Table (3.3) Demographic Profile of the Respondents

No.	Descriptions	Frequency	Percentage
Gender			
1	Male	153	85.5
2	Female	26	14.5
Age (Years)			
1	18-25	11	6.1
2	26-35	72	40.2
3	36-45	62	34.6
4	46-55	30	16.8
5	Above 55	4	2.2
Marital Status			
1	Married	142	79.3
2	Single	37	20.7
Education			
1	High School	47	26.3
2	Under Graduated	56	31.3
3	Graduated	76	42.5
4	Post Graduated	0	0
Salary			
1	below 300,000ks	94	52.5
2	300001ks – 600000ks	76	42.5
3	600001Ks-900000Ks	0	0
4	above 900000 ks	9	5.0
Working experience at present work			
1	< 2 Years	4	2.2
2	3 – 5	38	21.2
3	6 – 7	13	7.3
4	above 7 years	124	69.3
Position			
1	Managerial	64	35.8
2	Non Managerial	115	64.2
	Total	179	100.0

Source: Survey Data (2022)

Most of the respondents are 153 male which contributes 85.5 percent of the total respondents and the least respondents are 26 female which contributes 14.5 percent of the respondents in Shwe Than Lwin Highway Co., Ltd in Myanmar. It is found that the majority of respondents are male because of the nature of work in Construction Company.

In the study, the age groups of the respondents are divided into five groups: 18-25 years, 26-35 years, 36-45 years, 46-55 years and above 55 years. The result shows that most of the respondents are between 26 and 35 years which contribute 40.2 percent of the total respondents and the least respondents are above and 55 years which is only 2.2 percent of the respondents in Shwe Than Lwin Highway Co., Ltd in Myanmar. It is found that most of the STL's workforce is young and active employees.

In the study, respondents are asked about their marital status into two types, such as married and single. The result shows that most of the respondents are married which contribute 79.3 percent of the total respondents and the least respondents are single which is only 20.7 percent of the respondents in Shwe Than Lwin Highway Co., Ltd. It is found that most of the STL workforce is married persons.

In the study, the education level of the respondents is divided into four groups: under graduated, graduated, post graduated and high school level. The number of the respondents by their education level is shown in Table (3.3). Most of the respondents are graduated which contribute 42.5 percent of the total respondents and there is no one that has got post graduated. It is found that STL Highway Co., Ltd recruits and provides job opportunity to suitable persons for job post regardless of the education level and then it try to provide a chance to career development through providing training and continuous learning programs.

. In the study, the income level of respondents is divided into four groups: below 300,000kyats, 300,001kyats – 600,000kyats, 600,001Kyats-900,000Kyats and above 900,000 kyats. The income level of the respondents is shown in Table (3.3). According to the research, most of the respondents get the salaries level (below 300,000kyats) and least of the respondent get the highest salary level (above 900,000kyats). It is found that most of the respondents are non-managerial employees who get the lower salaries rank.

In the study, working experiences of the respondents is divided into four groups: (below 2 years, 3-5 years, 6-7 years and above 7 years). According to the

research, most of the respondents have above 7 years working experience and least of the respondent have below 2 years. It is found that STL Highway Co., Ltd has good employee maintaining strategy because most of the respondent is experienced employees and loyal employees.

In the study, types of positions by the respondents are divided by two groups: managerial and non-managerial. According to the research, most of the respondents are non-managerial level and managerial level employees are the least of the respondents.

CHAPTER 4

ANALYSIS OF EMPLOYEE MOTIVATION, EMPLOYEE SATISFACTION, EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE IN SHWE THAN LWIN HIGHWAY CO., LTD

This study explores motivation factors affecting job performance of Shwe Than Lwin Highway Co., Ltd in Myanmar. The requirement primary data is completed by in-depth interview with the Site manager and the well-structure questionnaires issues to the 179 employees of Shwe Than Lwin Highway Co., Ltd in Myanmar. This chapter includes motivation factors affecting job performance.

4.1 Analysis of Employee Motivation, Employee Satisfaction, Employee Engagement and Job Performance

In this part, descriptive statistics are used to analyze the respondents' perception on motivation factors (extrinsic and intrinsic) practiced by Shwe Than Lwin Co., Ltd, employee engagement, job satisfaction and job performance. Measure of central tendency (mean value) of dependent and independent variables are described.

This section describes the analysis of factors affecting job performance of Shwe Than Lwin Highway Co., Ltd in Myanmar. According to Best (1977), the mean values are interpreted as follows:

The score among 1.00-1.80 means strongly disagree.

The score among 1.81- 2.60 means disagree.

The score among 2.61- 3.40 means neither agree nor disagree.

The score among 3.41- 4.20 means agree.

The score among 4.21- 5.00 means strongly agree.

4.1.1 Employee Motivation

In this study, two motivation factors (extrinsic and intrinsic) that leads to satisfaction and engagement are examined. Extrinsic motivation factors are analyzed with four variables including job security; promotion and growth; wages and salary; and recognition. Then, interesting work; participation; self-realization; and responsibility are analyzed as intrinsic motivation factors. Five questions for each

variable are constructed to analyze the perception on these motivation factors. There are total 40 questions to collect data. The questions are asked with five likert scale (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree).

(i) Extrinsic Motivation

The employee perception on extrinsic motivation factors practiced by Shwe Than Lwin Highway Co., Ltd are analyzed with four variables including job security; promotion and growth; wages and salary; and recognition.

1. Job Security

To investigate employee perception on the job security practiced by STL , it is measured by five items. Employees perception of the mean value for each statement are described in the following Table (4.1).

Table (4.1) Employees Perception on Job Security

Sr. No	Descriptions	Mean
1	Providing for a secure future	3.14
2	Providing for steady employment	3.31
3	Providing safe working	3.14
4	Providing future career	3.04
5	Providing career enhancement through improving abilities and competencies	3.63
	Overall Mean	3.25

Source: Survey Data (2022)

According to Table (4.1), among job security items, providing career enhancement through improving abilities and competencies by STL has the maximum mean value. The maximum mean value is 3.63 that shows the agree level of employee perception. It represents that all employees can get career enhancement through improving abilities and competencies because most of employees in STL Highway Co., Ltd are skilled workers and professions in their jobs. Providing future career has the minimum mean value. The minimum mean value is 3.04 that shows not saying anything about job security in the company . The overall man value of the perception on job security is 3.25 that shows that the employees in STL Highway Co., Ltd are neither motivated nor demotivated by job security factors.

2. Promotion and Growth

To analyze the promotion and growth of employees at Shwe Than Lwin Highway Co., Ltd, it was measured by five items. Employees' perception of the mean value for each statement are described in the following Table (4.2).

Table (4.2) Employees Perception on Promotion and Growth

Sr. No	Descriptions	Mean
1	Getting promotion on fairly basis	3.42
2	Providing training that enables me to learn new things	3.49
3	Providing the opportunities for advancement on this job	3.46
4	Providing growth and developing as a person	3.12
5	Learning new skills for career advancement	3.48
	Overall Mean	3.40

Source: Survey Data (2022)

According to Table (4.2), among the promotion and growth items, providing training that can learn new things and learning new skills for career advancement have the maximum mean value 3.49 and 3.48 for all employees. It can be understood that employees in STL Highway Co., Ltd prefer learning new things and new skills to be career growth. Providing growth and developing as a person has the minimum mean value 3.12. The overall mean value is 3.40 that shows STL Highway Co., Ltd employees' feeling indifferent about promotion and growth.

3. Wages and Salary

To investigate that wages and salaries are provided by STL Highway Co., Ltd, it is measured by five items. Employee perception of the mean values and standard deviation are presented in Table (4.3)

Table (4.3) Employees Perception on Wages and Salary

Sr. No	Descriptions	Mean
1	Being consistent with the work	3.75
2	Earning the same as other people in a similar job	3.58
3	Being attractive of the amount of payment for job	3.61
4	Being equitable wage system	3.69
5	Encouraging working harder because of the salary	3.65
	Overall Mean	3.66

Source: Survey Data (2022)

According to Table (4.3), among of wages and salary items, being consistent with the work has the maximum mean value of 3.75 for all employees. It can be interpreted that employees are more likely to satisfy the salary according to their job descriptions. The second maximum mean value (3.69) shows that wage system of STL offer the attractive and equal pay for the employees . The minimum mean value is earning the same as other people in a similar job by 3.58 that shows agree level. The overall mean of employee's perception on wages and salary practiced by STL Highway Co., Ltd is 3.66. It can be concluded that employee's in STL Highway Co., Ltd are motivated and influenced by wages and salary system.

4. Recognition

To analyze the recognition of STL, it is measured by five items. Employees perception of the mean value for each statement are described in the following Table (4.4)

Table (4.4) Employees Perception on Recognition

Sr. No	Descriptions	Mean
1	Getting feedbacks for good work	3.16
2	Getting recognition for a good job	3.80
3	Getting full credit for the work	3.49
4	Giving expressions of thanks and appreciation	3.70
5	Getting appreciation from the boss for any extra work	3.63
	Overall Mean	3.56

Source: Survey Data (2022)

According to Table (4.4), among of the recognition items, recognition for a good job has the maximum mean value of 3.8 for all employees. It can be said that employees in STL Highway Co., Ltd want to get recognition for their jobs well done. Moreover, expressions of thanks and appreciation provide them motivated in their work as it has the second maximum mean value of 3.7. Getting feedback for good work has the lowest mean value of 3.16. It represent that giving feedback to employees for good work is not interesting to employees in STL Highway Co., Ltd. But, as the overall mean value for recognition practices in STL Highway Co., Ltd has 3.56, it can be concluded that employees in STL Highway Co., Ltd are active if they are given recognition for their good work.

(ii) Intrinsic Motivation

The employee perception on intrinsic motivation factors practiced by Shwe Than Lwin Highway Co., Ltd are analyzed with four variables including interesting work, participation, self-realization and responsibility.

1. Interesting Work

To explore the work nature practiced by STL Highway Co., Ltd, it is measured by five items. Employees perception of the mean value for each statement are described in the following Table (4.5).

Table (4.5) Employees Perception on Interesting Work

Sr. No	Descriptions	Mean
1	Being the variety in the work	4.18
2	Being the kind of work given the best in the organization	3.83
3	Being challenging and exciting job	3.49
4	Giving a sense of accomplishment from the job	3.40
5	Being the job that give a feeling of making a difference in the community	3.30
	Overall Mean	3.64

Source: Survey Data (2022)

According to Table (4.5), among work nature items, being the variety in the work has the maximum mean value of 4.18 for all employees. It can be said that employees in STL Highway Co., Ltd prefer performing the variety of work rather than being the work that provides challenging and exciting job; a sense of accomplishment; a feeling of making a difference because employees perform project based construction. Giving a sense of accomplishment from the job has the minimum value by 3.3 that shows employees' perception indifferent about it. The overall mean for work nature in STL Highway Co., Ltd has 3.64 that shows the agreed level. Thus, it can be said that employees in STL Highway Co., Ltd are being motivated by work itself.

2. Participation

To examine participation given in STL Highway Co., Ltd , it is measured by five items. Employee's perception of the mean value for each statement are described in the following Table (4.6).

Table (4.6) Employees Perception on Participation

Sr. No	Descriptions	Mean
1	Getting the participation in group tasks	3.77
2	Having the chance to make the participation in making decision for the work assigns	3.36
3	Being participation in making solutions for difficulties in the work	3.84
4	Getting participation in planning to do work in the site	3.44
5	Having the chance to try out some of my own ideas	3.82
	Overall Mean	3.65

Source: Survey Data (2022)

According to the Table (4.6), being participation in making solutions for difficulties in the work has the maximum mean value of 3.84 for all employees. Having the chance to make the participation in making decision for the work assigns has the minimum mean value 3.36. It can be understood that employees in STL Highway Co., Ltd want to participate in making ways to solve the difficulties and problems in their works rather than in planning works and group works. The overall mean value of 3.65 shows the agree level that employees in STL Highway Co., Ltd are able to motivated by being employees' participation in works.

3. Self-Realization

To analyze the self-realization practiced in STL Highway Co., Ltd, it is measured by five items. Employees' perception of mean value for each statement are described in the following Table (4.7).

Table (4.7) Employees Perception on Self-Realization

Sr. No	Descriptions	Mean
1	Being able to any apparel design as soon as getting skilled.	3.84
2	Being able to do as what others expected	3.59
3	Being able to find several solutions when confronted with a difficult problem.	3.87
4	Being able to express the feelings even if it has in undesirable consequences.	3.55
5	Finding myself wishing I had more respect for myself.	3.96
	Overall Mean	3.76

Source: Survey Data (2022)

According to Table (4.7), among self-realization items, finding themselves wishing the way they had more respect has the maximum mean value of 3.96 for all employees. Being able to express the feelings even if it has in undesirable consequences has the minimum mean value of 3.55. Moreover, the overall mean shows the agree level of the employees by 3.76. Thus, it can be concluded that employees in STL Highway Co., Ltd wish the ways that provide themselves the more respectful practices rather than others perceptions.

4. Responsibility

To examine the responsibility items practiced in STL Highway Co., Ltd, it is measured by five items. Employees perception of mean value for each statement are described in Table (4.8).

Table (4.8) Employees Perception on Responsibility

Sr. No	Descriptions	Mean
1	Being the chance to work by own.	3.39
2	Being the chance to be responsible for planning the work.	3.21
3	Willing to solve any challenge in the workplace.	3.54
4	Fulfilling the necessary tools and equipment to do the job well.	3.63
5	Being control over the work	3.62
	Overall Mean	3.48

Source: Survey Data (2022)

According to Table (4.8), among the responsibility items, being control over their work and fulfilling the necessary tools and equipment to do the job well has the maximum mean value of 3.62 and 3.63 for all employees. Being the chance to be responsible for planning the work has the minimum mean value of 3.21. Moreover, the overall mean is 3.48 that represents that employees in STL Highway Co., Ltd is willing to take control over their work and to fulfill the tools and equipment to their jobs well because the construction works is based on their skills and professions.

(iii) Overall Mean of Motivation

Employees' perception on the overall mean of Intrinsic Motivation Factors and Extrinsic Motivation factors are shown in the following Table (4.9).

Table (4.9) Descriptive Analysis of Motivation

No.	Items	Overall Mean
Extrinsic Motivation Factors		
1	Job Security	3.25
2	Promotion and Growth	3.40
3	Wages and Salary	3.66
4	Recognition	3.56
Intrinsic Motivation Factors		
1	Interesting Work	3.64
2	Participation	3.65
3	Self-Realization	3.76
4	Responsibility	3.48

Source: Survey Data (2022)

According to the results shown in table (4.9), among four extrinsic motivation factors practiced by STL Highway Co., Ltd, wages and salary is the most attractive extrinsic motivation factors for the employees in STL. It can be said that the higher they pay, the more they motivate. In intrinsic motivation factors practiced by STL Co., Ltd, self-realization is the more preferred intrinsic factor for employees rather than other intrinsic motivation factors. Thus, it can be said that employees that know and aware themselves feel motivated in work.

4.1.4 Employee Satisfaction

The perception on employee satisfaction is represented with five items. The mean value for each statement are described in the following Table (4.10).

Table (4.10) Perception on Employee Satisfaction

Sr. No.	Description	Mean
1	Satisfying the way my job provides for steady employment	3.48
2	Satisfying the chance for advancement in this job	3.53
3	Satisfying with the work currently being done	3.75
4	Satisfying the praise I get for doing a good job	3.91
5	Satisfying with the freedom to use my own judgment	3.93
	Overall Mean	3.72

Source: Survey Data (2022)

According to Table (4.10), among satisfaction items, the freedom to use their own judgement has the maximum mean value of 3.93 for all employees. It shows that employees in STL Highway Co., Ltd are satisfied with the freedom in making the jobs done. The second maximum mean value of 3.91 is the praise got for doing a good job. Satisfying the way my job provides for steady employment has the minimum mean value of 3.48 that shows agree level. The overall mean value of employees' perception on satisfaction items has 3.72. Thus, it can be said that employees are satisfied with getting free in doing the jobs and getting the praise for doing the jobs well.

4.1.5 Employee Engagement

The perception of employee engagement is represented with five items. The mean value for each statement are described in the following Table (4.11).

Table (4.11) Perception on Employee Engagement

Sr. No.	Description	Mean
1	Feeling strong and vigorous	3.71
2	Feeling like going to work.	3.89
3	Finding the work that do meaningful and purposeful.	3.39
4	Being proud of the work that I do.	3.89
5	Feeling time flies at work	3.31
	Overall Mean	3.64

Source: Survey (2022)

According to Table (4.11), among of employee engagement items, both feeling like going to work and being proud of the work that I do have the maximum mean value of 3.89 for all employees. Feeling time flies at work has the minimum mean value of 3.31 that is natural. The overall mean value has 3.64 that can be assumed that most of the respondents like their work and employees in STL Highway Co., Ltd are proud of the work they do.

4.1.6 Job Performance

The perception of Job performance is represented with five items. The mean value for each statement are described in the following Table (4.12).

Table (4.12) Perception on Job Performance

Sr. No.	Description	Mean
1	Being able to deal effectively with people	3.91
2	Being above the norm in the attendance at work	3.26
3	Completing the tasks with the level of proficiency required	3.74
4	Being able to perform my work well with minimal time and effort	3.86
5	Being to do customers/ clients that are satisfied with the work	3.63
	Overall Mean	3.68

Source: Survey (July, 2022)

According to Table (4.12) , among of employee performance items, Dealing with effectively with people has the maximum mean value of 3.91 that shows most of the respondents have good social skills and technical skills because they can deal with effectively with their colleagues and can perform the work efficiently. But, being above the norm in the attendance at work has the minimum mean value of 3.26 that show being ineffective in attendance norm for all employee. The overall mean value is 3.68 that shows the agree level. Thus, it can be concluded that employees in STL Highway Co., Ltd are able to do effectively and efficiently the work.

4.2 Regression Analysis of Employee Motivation on Employee Satisfaction , Employee Engagement and Job Performance

Regression analysis is a set of statistical method for estimation the relationship among variables. once the stress is on the link between a variable and one or a lot of independent variables, it involves multiple techniques for modeling and analyzing multiple variables. A lot of specially, regression analysis helps one perceive however the standard price of the dependent variable changes when anyone of the independent variables is varied, whereas the opposite independent variables are control fixed.

4.2.1 Regression Analysis of Employee Motivation on Employee Satisfaction

In the model 1 of this study, independent variables are motivation factors including (job security, promotion and growth, wages and salary, recognition, interesting work, participation, self-realization and responsibility) and employee satisfaction is dependent variable.

Table (4.13) Effect of Employee Motivation on Employee Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.534	.395		1.353	.178	
Job Security	.060	.050	.090	1.183	.238	1.463
Promotion and Growth	.212***	.062	.238	3.399	.001	1.250
Wages and Salary	.155**	.063	.187	2.469	.015	1.452
Recognition	.112**	.050	.143	2.259	.025	1.019
Interesting Work	.056	.070	.058	.800	.425	1.338
Participation	.012	.069	.012	.173	.863	1.193
Self-Realization	.226***	.081	.200	2.777	.006	1.323
Responsibility	.061	.059	.082	1.027	.306	1.631
R ²	.331					
Adjusted R ²	.300					
F Value	10.519***					

Source: Survey (2022)

Dependent Variable: Employee Satisfaction

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

The results of multiple regression analysis provided that “promotion and growth”, “wages and salary”, “recognition” and “self-realization” were significant effects on employee satisfaction. However, job security, interesting work, participation and responsibility were no significant effect on employee satisfaction.

According to the regression results, although management in STL Highway Co., Ltd had not employ motivation factors, the level of employee satisfaction was 0.534 for all employees. The regression results showed that promotion and growth, and self-realization have significant effect on employee satisfaction at 1% level. Wages and salary and recognition have significant effect on employee satisfaction at 5% level. Employee can develop new talents via work to boost career advancement . Especially, employees STL Highway Co., Ltd are motivated by training to learn new skills, the chance to find the more respect for themselves, a fair pay structure; and appreciation practices This result means that employee satisfaction can be increased by such motivation factors as “Promotion and Growth”, “Wages and Salary”, “Recognition” and “Self-Realization”. On the other hand, job security, interesting

work, participation and responsibility are not significant effects on employee satisfaction.

Thus, it can be said that motivation factors such as promotion and growth, wages and salary, recognition and self-realization are crucial for all employees satisfaction in STL Highway Co., Ltd because their employees are satisfied with promoting and providing career growth, wages system, recognition and self-respect practices.

4.2.2 Regression Analysis of Employee Motivation on Employee Engagement

In the model 2 of this study, independent variables are motivation factors including (job security, promotion and growth, wages and salary, recognition, interesting work, participation, self-realization and responsibility) and employee engagement is dependent variable.

Table (4.14) Effect of Employee Motivation on Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.248	.461		.537	.592	
Job Security	.009	.059	.011	.145	.885	1.463
Promotion and Growth	.169**	.073	.165	2.321	.021	1.250
Wages and Salary	.102	.073	.106	1.384	.168	1.452
Recognition	.014	.058	.015	.235	.814	1.019
Interesting Work	.087	.081	.079	1.071	.286	1.338
Participation	.164**	.081	.140	2.028	.044	1.193
Self-Realization	.205**	.095	.157	2.157	.032	1.323
Responsibility	.195***	.069	.229	2.833	.005	1.631
R ²				.316		
Adjusted R ²				.284		
F Value				9.833***		

Source: Survey (2022)

Dependent Variable: Employee Engagement

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

The results of multiple regression analysis provided that “promotion and growth”, “participation”, “self-realization” and “responsibility” were significant effects on employee engagement. However, job security, wages and salary, recognition and

interesting work were no significant effect on employee engagement.

According to the regression results, if STL Highway Co., Ltd had not employ the motivation factors, the level of employee engagement is 0.248 for all employees. Then, the result showed that responsibility have positive and significant effect on employee engagement at 1 % level. Motivation factors such as promotion and growth, participation and self-realization have significant at 5% level effect on employee engagement. The result showed that employee are engaged when they are motivated with enhancing their career through learning and developing new skills; practising self-respect in work; participating in work-related decisions; and taking responsibility for their work. It represented that employee engagement can be increased by “promotion and growth, “participation”, “self -realization” and “responsibility”. On the other hand, job security, wages and salary, recognition and interesting work are no significant effects with employee engagement.

Thus, motivation factors such as promotion and growth, participation, self-realization and responsibility are crucial for all employees to be engagement in STL Highway Co., Ltd because employees in Shwe Than Lwin Highway Co,Ltd are more engaged through promoting and career growth, participation in work related issues, self-awareness practices and taking responsibility.

4.2.3 Regression Analysis of Employee Satisfaction on Employee Engagement

In this study, independent variables are employee satisfaction and employee engagement is dependent variable.

Table (4.15) Effect of Employee Satisfaction on Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.299	.274		4.741	.000	
Employee Satisfaction	.628***	.073	.544	8.623	.000	1.000
R ²	0.296					
Adjusted R ²	0.292					
F Value	74.357***					

Source: Survey (2022)

Dependent Variable: Employee Engagement

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

The results of multiple regression analysis provided that there is strongly significant relationship between employee satisfaction and employee engagement.

According to the regression results, if employees in STL Highway Co., Ltd are not satisfied, the level of employee engagement is 1.299 for all employees. The regression result revealed that employee satisfaction in STL Highway Co., Ltd has significant effect on employee engagement at 1% level. The result showed that employee who are satisfied with the ability to make own decisions for work and the compliments received from the good job; are more engaged in the job. It means that employee engagement can be increased by employee satisfaction. Thus, it can be said that the more employees are satisfied, the more they engaged.

4.2.4 Regression Analysis of the Effect of Employee Engagement and Employee Satisfaction on Job Performance

In this study, independent variables are employee engagement and employee satisfaction, job performance is dependent variable.

Table (4.16) Effect of Employee Satisfaction and Employee Engagement on Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.865	.212		4.069	.000	
Employee Engagement	.620***	.055	.668	11.297	.000	1.420
Employee Satisfaction	.150**	.063	.140	2.371	.019	1.420
R ²	0.567					
Adjusted R ²	0.562					
F Value	115.288***					

Source: Survey (2022)

Dependent Variable: Job Performance

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

The results of multiple regression analysis provided that there is strongly significant relationship between employee engagement and job performance and then

there is also moderately significant relationship between employee satisfaction and job performance.

According to the regression results, if STL Highway Co., Ltd does not have employee engagement and employee satisfaction, the level of employee performance is 0.865 for all employees. The results of multiple regression analysis provided that employee engagement is significant effect on job performance at 1% level. Employee satisfaction is significant relationship effect on job performance at 5% level. It is observed that employees who are satisfied with the praise received for the hard work; and who feel like going to work; do the job effectively and efficiently. It can be said that job performance in STL Highway Co., Ltd can be increased by employee satisfaction and employee engagement. Thus, it can be concluded that the more they are satisfied and engaged, the better they perform.

CHAPTER 5

CONCLUSION

This chapter presents the findings based on the analysis. This chapter includes findings and discussions, suggestions and recommendations and needs for further studies. In the findings and discussions, the results of data analysis are presented. Then, suggestions and recommendations for the STL Highway Co., Ltd are presented based on these findings. Finally, limitations of this study and needs for further studies are discussed.

5.1 Findings and Discussions

This study intended to analyze the motivation factors affecting job performance of STL Highway Co., Ltd. Independent variables are motivation factors (extrinsic and intrinsic), employee satisfaction, employee engagement and dependent variable is job performance. This study used descriptive and multiple regressions analysis data using statistical package for social science.

Concerning with the demographic factors of respondents, most of respondents are male and the age of group between 25 and 35 years for all employees. By marital status, most of respondents are married. The majority of the respondents are graduated. Their income level is below 300,000 Ks. With regard to working experience, most of the employees have above 7 years. Finally, majority of the respondents are non-managerial level in the company.

From the descriptive analysis, it is found that the minimum mean value is job security and it was followed by promotion and growth. It means that employees neither agree nor disagree job security and promotion and growth provided by STL Highway Co., Ltd. It was observed that the maximum mean value is self-realization and it was followed by wages and salary, participation, interesting work and recognition. It means that employees agree self-realization, wages and salary, participation, interesting work and recognition provided by STL Highway Co., Ltd. Then, the mean value of employee satisfaction, employee engagement and job performance showed that employees agree the level of satisfaction, engagement and their performance.

From the multiple regression result, findings reveals that such motivation factors as promotion and growth, wages and salary, recognition and self-realization effect on employee satisfaction in STL Highway Co., Ltd. It depicts that employees in STL Highway Co., Ltd get motivated and higher job satisfaction by the promotion and growth, wages and salary, recognition and self-realization. Among these factors, promotion and growth and self-realization have significant effect on employee satisfaction rather than other remaining factors. On the other hand, no significant relationship has been observed between such motivation factors as interesting work, job security, interesting work participation and responsibility. It means employees motivation is increased by external motivation factors mainly by promotion and growth and thus extrinsic motivation factors have strong relation with employee satisfaction. Thus, the more the company practices promotion and growth to their employees, the more they are satisfied.

The another finding reveals that such motivation factors as promotion and growth, participation, self-realization and responsibility effect on employee engagement in STL Highway Co., Ltd. It depicts that employees in STL Highway Co., Ltd get motivated and higher employee engagement by promotion and growth, participation, self-realization and responsibility. Among these factors, responsibility has significantly effect on employee engagement rather than other remaining factors. On the other hand, no significant relationship has been observed between such motivation factors as job security, wages and salaries, recognition and interesting work. It means employees motivation is increased by internal motivation factors mainly by responsibility and thus intrinsic motivation factors have strong relation with employee engagement. It can be said that the more the employee are responsible in their work, the more they engaged.

The next finding shows that there is strongly relationship between employee satisfaction and employee engagement. It means that employees who are satisfied in job has engagement in their jobs. Then, the another finding revealed that employee engagement has strongly significant relationship with job performance and employee satisfaction has average relationship with job performance. It was observed that the more they engaged and are satisfied, the better they perform.

Based on the results of the analysis, it can be seen that employees in STL Highway Co., Ltd are satisfied with the salary they received; the promotion carried out by the company; the feedback or recognition received for their good work and

self-respectful practices. Then, They feel bound through the promotion systems, participation in work-related decisions, self-respect practices and job responsibility given. Finally, when they are satisfied and feel bound or engaged, they can deal effectively with people, have above the norm in the attendance at work, complete the tasks effectively and efficiently and make satisfied to their clients.

5.2 Suggestions and Recommendations

Based on the finding of the study the following suggestions and recommendations are forwarded to intensification of employees' motivation and to nurture employee performance.

Construction industry in Myanmar is famous for offering high salaries along with other benefits that's why they are attracted towards construction company as compared to other sector. Thus, management in STL Highway Co., Ltd should maintain equitable and attractive wages and salary systems for all employees for better performance.

This research showed positive relationship between motivation factors and employee engagement and between motivation factors and employee satisfaction. Therefore, if motivation for the employees is increased, it will also increase their engagement and satisfaction level. Thus, this is also confirmed by the effect of motivation factors on employee engagement and employee satisfaction results. Lower employee motivation will also lower their engagement and satisfaction level, which in turn lower job performance. More specifically management has to consider motivation factors as the follows.

Regarding to job security, employees in STL Highway Co., Ltd are neither satisfied nor dissatisfied with their job security as well as they have perceived secure future and steady employment. As the results, employees should be provided career enhancement through improving abilities and competencies. Although STL Highway Co.,Ltd provide steady employment and safe working, employee's perception level on future career in the company is low. Thus, the company should advise and share to the employees about their future career opportunities in the company.

Regarding to promotion and growth, Shwe Than Lwin Highways Co., Ltd, to which company inspire employees to achieve their career goals by working hard and also encourage them to grow and develop with the company. As a result, employees should be supported to learn new things to work more effectively for the organization. Also, it should be better if there is appropriate promotion method in the company and

participate employees for growth. The current promotion method of STL Highway Co.,Ltd is based on the seniority so that young employees does not have the chance to promote if it is unavailable for the higher post although they have skillful for higher position. Thus, STL Highway Co.,Ltd should consider the appropriate promotion method such as creating new position or giving in charge of new jobs to keep young and qualified employees.

Regarding to wages and salary, as it plays a crucial part in luring and keeping employees at a job, the attractive and equal pay system for the employees should be encouraged by STL Highway Co., Ltd. The study suggests applying different money rewarding system to positively influence employee motivation.

Regarding to recognition, it is the organizational rewards given to employees in response to their desire and attitude so that STL Highway Co., Ltd absolutely should emphasize recognition practices (expressions to thanks and appreciation, feedback for good work and full credit for the work) that is one of the effective method for employee motivation.

Regarding to interesting work, as it plays the important role in describing the experience of employees who are passionate about and energized by their work, STL Highway Co., Ltd should make their jobs interesting through job variety and unique job contents to improve employee motivation.

Regarding to participation, employees in STL Highway Co., Ltd are willing to participate in issues directly related in current assigned works. Thus, the study suggest that it should be better if there is the chance to participate in making effectively their assigned works rather than giving the chance to participate in planning works.

Regarding to self-realization, employees in STL Highway Co., Ltd have high level in self-awareness. Thus, the study suggests that STL Highway Co., Ltd should give the respect to its employees to influence their attitude and lead to more initiation in the workplace.

Regarding to responsibility, as the responsibility is directly related with the level of employee motivation, management in STL Highway Co., Ltd should use the techniques of giving responsibility to their employees.

Finally, the study suggests that there are no unique motivating techniques but the case company should handle their employee's interest by mixing motivational factors for employees great performance achievement. To increase work motivation of employees, Shwe Than Lwin Highway Co., Ltd must consider adding additional

factors besides the motivation factors currently provided such as pension funds or family support programs so that employees will be more motivated with the secure to family future. To increase employee satisfaction and engagement, company can build and maintain good working relationships and to increase job performance, STL Highway Co., Ltd can get some facilities and support for employees so that the job can be completed faster.

To increase employee satisfaction and engagement, company can build and maintain good working relationships and to increase job performance, STL Highway Co., Ltd should provide some facilities such as quality machinery used in construction sites and support for employees so that the job can be completed faster.

5.3 Needs for Further Studies

This study emphasizes only on motivation factors affecting job performance of STL Highway Co., Ltd in Myanmar. Although the findings of the study can provide helpful documents for STL, it is necessary to consider needs for further studies. There are several limitations for this study. In the first limitation, there are many highway construction companies in Myanmar. This study only focuses on STL Highway Co., Ltd. In this study, second limitation is the 179 employees are chosen instead of all employees in STL Highway Co., Ltd. In the third limitation, there are many issues in Highway Construction. However, this study only focuses on motivation factors and employee performance. In the final limitation, there are many independent variables that effect on job performance. This study only focuses on eight variables (job security, promotion and growth, wages and salary, recognition, interesting work, participation, self-realization and responsibility).

Therefore, further studies need to consider other motivation factors such as personnel growth, other highway construction company in Myanmar, as well as different topics. Finally, future studies should be conducted amongst employees using a bigger sample size in order to obtain more fruitful and more information to determine which factors are affected on job performance.

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APPENDIX
QUESTIONNAIRES

Dear Respondents,

This questionnaire is designed to gather information only for Master thesis about **“THE EFFECT OF EMPLOYEE MOTIVATION ON JOB PERFORMANCE IN SHWE THAN LWIN HIGHWAY Co., Ltd”**. The study is being carried out for the management research project as a requirement in partial fulfillment of the degree of Master, at the Yangon University of Economics. The information in this questionnaire will be used strictly for academic purposes only and will be treated with the utmost confidentiality. Thank you for your time and cooperation contributed to answering the questionnaire.

Yours Faithfully,

.....

Ms. Thet Mar Soe

Roll No-35

EMBA-II (Naypyitaw)

Part II

These statements describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement.

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

Extrinsic Motivation

No	Statements	Score				
		1	2	3	4	5
Job Security						
1	My job provides for a secure future.					
2	My job provides for steady employment.					
3	I believe safe working at my workplace.					
4	There is my future career in the organization					
5	In my work, career enhancement is possible for everyone through improving abilities and competencies.					
Promotion & Growth						
1	I am getting promotion on fairly basis.					
2	My organization provides me training that enable me to learn new things.					
3	It has the opportunities for advancement on this job.					
4	My job allows me to grow and develop as a person.					
5	My job allows me to learn new skills for career advancement.					
Wages & Salary						
1	My salary is consistent with what I do.					
2	I earn the same as other people in a similar job.					
3	The amount of payment for the work I do is attractive.					
4	My organization applies equitable wage system.					
5	I am encouraged to work harder because of my salary.					

Recognition						
1	I often get feedbacks for good work.					
2	I am noticed when I do a good job.					
3	I get full credit for the work I do					
4	Expressions of thanks and appreciation are common in my organization.					
5	I get appreciation from my boss for any extra work which I do.					

Intrinsic Motivation

No	Statements	Score				
		1	2	3	4	5
Interesting Work						
1	In my organization, it has the variety in my work.					
2	The kind of work that I do best is given in my organization.					
3	My job is challenging and exciting.					
4	My job gives me a sense of accomplishment.					
5	My job gives me a feeling of making a difference in the community					
Participation						
1	I am participated in group tasks in my line.					
2	I have the chance to make the participation in making decision for my work assigns.					
3	I am participated in making solutions for difficulties in my work.					
4	I am participated in planning to do works in my site.					
5	In my organization, it has the chance to try out some of my own ideas.					
Self-Realization						
1	I can do any apparel design as soon as I get skilled.					
2	I feel I must do what others expect me to do.					
3	When confronted with a difficult problem, I can find several					

	solutions.						
4	I can express my feelings even when they may result in undesirable consequences.						
5	I find myself wishing I had more respect for myself.						
Responsibility							
1	It has the chance to work by myself.						
2	Everyone has the chance to be responsible for planning the work.						
3	I am willing to solve any challenge in my workplace.						
4	I always fulfill the necessary tools and equipment to do my job well.						
5	I have control over the work I do.						

Part III

These statements describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement.

1=Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agr

Employee Engagement

No	Statements	Score				
		1	2	3	4	5
1	At my job I feel strong and vigorous.					
2	When I get up in the morning, I feel like going to work.					
3	I find the work that I do meaningful and purposeful.					
4	I am proud of the work that I do.					
5	Time flies when I am at work					

These statements describe how you may think about yourself right now. Use the following scale to indicate your level of satisfaction or dissatisfaction with each statement.

1=Very Dissatisfied 2= Dissatisfied 3= Neutral 4= satisfied 5=Very Satisfied

Employee Satisfaction

No	Statements	Score				
		1	2	3	4	5
1	I am satisfied the way my job provides for steady employment.					
2	I am satisfied the chance for advancement in this job.					
3	I feel satisfied with the work currently being done.					
4	I feel satisfied the praise I get for doing a good job.					
5	I am satisfied with the freedom to use my own judgment.					

Part IV

These statements describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement.

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

Job Performance

No.	Statements	Score				
		1	2	3	4	5
1	I can deal effectively with people.					
2	My attendance at work is above the norm.					
3	I complete the tasks with the level of proficiency required.					
4	I am able to perform my work well with minimal time and effort.					
5	I think customers/ clients were satisfied with my work					

Thank you so much for your participation!

APPENDIX B
STASTICAL OUTPUT

Regression Analysis of the Effect of Motivation Factors on Employee Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.575 ^a	.331	.300	.45105	.331	10.519	8	170	.000

a. Predictors: (Constant), Responsibility, Recognition, Participation, Promotion and Growth , Interesting Work, Self-Realization, Wages and Salary, Job Security

b. Dependent Variable: Employee Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.120	8	2.140	10.519	.000 ^p
	Residual	34.585	170	.203		
	Total	51.705	178			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Responsibility, Recognition, Participation, Promotion and Growth , Interesting Work, Self-Realization, Wages and Salary, Job Security

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.534	.395		1.353	.178	-.245	1.314					
	Job Security	.060	.050	.090	1.183	.238	-.040	.159	.245	.090	.074	.684	1.463
	Promotion and Growth	.212	.062	.238	3.399	.001	.089	.335	.400	.252	.213	.800	1.250
	Wages and Salary	.155	.063	.187	2.469	.015	.031	.279	.398	.186	.155	.688	1.452
	Recognition	.112	.050	.143	2.259	.025	.014	.210	.147	.171	.142	.981	1.019
	Interesting Work	.056	.070	.058	.800	.425	-.082	.193	.274	.061	.050	.747	1.338
	Participation	.012	.069	.012	.173	.863	-.125	.148	.193	.013	.011	.838	1.193
	Self-Realization	.226	.081	.200	2.777	.006	.065	.387	.360	.208	.174	.756	1.323
	Responsibility	.061	.059	.082	1.027	.306	-.056	.177	.342	.079	.064	.613	1.631

a. Dependent Variable: Employee Satisfaction

Regression Analysis of the Effect of Motivation Factors on Employee Engagement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.562 ^a	.316	.284	.52685	.316	9.833	8	170	.000

a. Predictors: (Constant), Responsibility, Recognition, Participation, Promotion and Growth, Interesting Work, Self-Realization, Wages and Salary, Job Security

b. Dependent Variable: Employee Engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.835	8	2.729	9.833	.000 ^b
	Residual	47.187	170	.278		
	Total	69.022	178			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Responsibility, Recognition, Participation, Promotion and Growth , Interesting Work, Self-Realization, Wages and Salary, Job Security

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero - order	Partial	Part	Tolerance	VIF
1	(Constant)	.248	.461		.537	.592	-.663	1.158					
	Job Security	.009	.059	.011	.145	.885	-.108	.125	.216	.011	.009	.684	1.463
	Promotion and Growth	.169	.073	.165	2.321	.021	.025	.313	.355	.175	.147	.800	1.250
	Wages and Salary	.102	.073	.106	1.384	.168	-.043	.247	.335	.106	.088	.688	1.452
	Recognition	.014	.058	.015	.235	.814	-.101	.128	.010	.018	.015	.981	1.019
	Interesting Work	.087	.081	.079	1.071	.286	-.073	.248	.303	.082	.068	.747	1.338
	Participation	.164	.081	.140	2.028	.044	.004	.323	.301	.154	.129	.838	1.193
	Self-Realization	.205	.095	.157	2.157	.032	.017	.393	.363	.163	.137	.756	1.323
	Responsibility	.195	.069	.229	2.833	.005	.059	.331	.422	.212	.180	.613	1.631

a. Dependent Variable: Employee Engagement

Regression Analysis of the Effect of Employee Satisfaction on Employee Engagement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.544 ^a	.296	.292	.52402	.296	74.357	1	177	.000

a. Predictors: (Constant), Employee Satisfaction

b. Dependent Variable: Employee Engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.418	1	20.418	74.357	.000 ^b
	Residual	48.604	177	.275		
	Total	69.022	178			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Employee Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
		1	(Constant)	1.299			.274		4.741	.000	.758	1.840	
	Employee Satisfaction	.628	.073	.544	8.623	.000	.485	.772	.544	.544	.544	1.000	1.000

a. Dependent Variable: Employee Engagement

Regression Analysis of the Effect of Employee Engagement, Employee Satisfaction on Job performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.753 ^a	.567	.562	.38275	.567	115.288	2	176	.000

a. Predictors: (Constant), Employee Satisfaction, Employee Engagement

b. Dependent Variable: Job Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.778	2	16.889	115.288	.000 ^b
	Residual	25.783	176	.146		
	Total	59.562	178			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Employee Satisfaction, Employee Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error				Beta	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.865	.212		4.069	.000	.445	1.284						
	Employee Engagement	.620	.055	.668	11.297	.000	.512	.729	.744	.648	.560	.704	1.420	
	Employee Satisfaction	.150	.063	.140	2.371	.019	.025	.276	.503	.176	.118	.704	1.420	

a. Dependent Variable: Job Performance