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Letter from the Editor-in-Chief

Myanmar and Korea have many similarities and are complementary relationship. Therefore, we believe that research exchange will expand mutual understanding between Myanmar and Korea, and will be the cornerstone for mutual development.

KOMYRA and YUE have co-published The Myanmar Journal since August 2014. So far, many scholars have published numerous papers through the journal, and We are sure that this journal has helped many people understand Myanmar and Korea more clearly and closely.

The Myanmar Journal covers various issues in Myanmar and Korea. It covers various topics that can promote bilateral development and mutual understanding, not limited to specific topics such as economy, industry, society, education, welfare, culture, energy, engineering, healthcare, and agriculture.

We hope that this journal will continue to promote understanding of the current status and potential capabilities of Myanmar and South Korea and promote in-depth international exchange and cooperation.

We would like to express our deepest gratitude to the editorial board and YUE and KOMYRA for their valuable support in The Myanmar Journal publication.

February 28, 2020

Youngjun Choi *yj choi*

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INFORMATION ABOUT The Myanmar Journal

The Myanmar Journal (ISSN 2383-6563) is the official international journal co-published by Yangon University of Economics (YUE) and Korea Myanmar Research Institute (KOMYRA).

This journal aims to promote the mutual cooperation and development of Myanmar and Korea through intensive researches in the entire field of society, economy, culture, and industry.

It will cover all general academic and industrial issues, and share ideas, problems and solution for development of Myanmar.

Articles for publication will be on-line released twice a year at the end of February and August every year on the Myanmar Journal webpage.

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Customer Satisfaction on Service Selection Criteria of Hotel Marbal

Khin Thet Htwe

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ABSTRACT : This study aims to analyze the service criteria provided by Hotel Marbal. The objectives of this study are to identify the services criteria of Hotel Marbal in Mahar Aung Myay Township and to analyze customer satisfaction on service criteria of Hotel Marbal. The descriptive statistics is applied in this study. Both primary and secondary data were used. Primary data was collected from 120 customers from Hotel Marbal with structured questionnaires. Secondary data was obtained from reports and records of the Hotel Marbal, magazines, websites, other relevant text book and previous research papers. Data collection period was July, 2019. Descriptive statistics, Pearson Correlation and Multiple Regression were used to analyze the customer satisfaction on service criteria provided by Hotel Marbal. From this study, it is found that Hotel Marbal provide services used by services criteria that are availability, convenience, speed, personalization, price, quality, reputation and safety. According to the correlation coefficient result of the study, there are strong relationship between all service criteria and customer satisfaction. The results of multiple regression analysis indicated that service criteria- availability, convenience, speed, personalization, quality and reputation have significant effects on customer satisfaction

Key words : service selection criteria, customer satisfaction,

I. Introduction

A successful hotel delivers excellent quality service to customers, and service quality is considered the life of hotel. To be successful, organizations must look into the needs and wants of their customers. Customer satisfaction is important because many

researchers have shown that it has a positive effect on organization's profitability. Economic history tells us that all developing nations have invariably experienced a shift from agriculture to industry and then to the service sector as the main stay of the economy. The shift has also brought about a change in the definition of goods and services themselves. Rather, services now increasingly represent an integral part of the product and this interconnectedness of goods and services is represented on a goods-services continuum.

The external influence to consumer behavior is one of the global issues in which most economies studies in finding out how to satisfy the customers' needs. It is not only the before purchase, they have influence after purchase too. Company or the marketers usually not have direct contact with the customer after sales, the most influencing factors for them is the social factors around them. That is the reason why the organization needs to have research and development that what are the changing trends and which product stages needs to be evolved to maintain existing customers. And the existing customer will help to attract the new customers by providing or sharing the information about the products and services of the companies. Satisfaction means to feel content after what the person desired or wanted.

The American Marketing Association denominates services as – activities, benefits and satisfactions which are offered for sale or are provided in connection with the sale of goods. The other was advocated that services represent either intangible yielding satisfactions directly (transportation, housing etc.), or intangibles yielding satisfactions jointly when purchased either with commodities or other services (credit, delivery, etc.). For the first time services were considered as pure intangibles, capable of providing satisfaction to the customer and can be marketed like tangible products. For the consumer, services are activities offered for sale that provide valuable benefits or satisfactions; activities that he cannot perform for himself or that he chooses not to perform for himself. Another definition given by Blois says that, a service is an activity offered for sale which yields benefits and satisfactions without leading to a physical change in the form of a good.

Customer satisfaction is dynamic and relative. Only the idea "customer-centric" can help companies improve satisfaction and keep customer truly, conversely, If competitors improve customer satisfaction, then it may loss corporate customers. While improving customer satisfaction, customer expectations should be noticed. Service quality, product quality and value for money have a direct positive impact on customer satisfaction. Employee satisfaction is equally important before achieving the customer satisfaction. Depending on the competition and personal needs, customers select a service provider using criteria. These criteria are not intended to be complete, because the very addition of a new dimension by a firm represents an attempt to engage in a strategy of differentiation. Measuring the quality of the service by the criteria can receive reliable

benefit. Every service business efforts to get the customer satisfaction with best service conducting the service criteria method. Customer service is important in every industry. Gaining high level of customer satisfaction is very important too business because satisfied customers are most likely to be loyal and to make repeat orders and to utilize a wide range of services offered by business. Ensuring customer satisfaction and maintaining long-term relationships with customers have become essential for survival among competitive service industries.

The study revealed that the changes in consumer's lifestyle have a great impact on the satisfying. Some of the characteristics and activities of a successful hotel business are proper presentation and constant improvement of qualitative services, which exceeds the expectations of customers in every way including from pre-booking to post-stay. Happy customers are loyal customers. Not only is it important for you to provide stellar service, but awesome products as well. Make it a point to be on the fast track for keeping up with trends. This paper highlight the determinants of consumer satisfactions towards guests in Mandalay with Hotel Marbal.

1. Objectives of the Study

The objectives of the study are as follows:

- (1) To identify the service criteria of Hotel Marbal
- (2) To analyze the customer satisfaction on service criteria of Hotel Marbal

2. Scope and Methods of the Study

This study mainly focuses on customer satisfaction on services criteria of Hotel Marbal. This research was used descriptive research method. Data was gathered through both primary and secondary data source. Primary data was collected with structured questionnaire which includes general questions about customer profile, service criteria and customer satisfaction. In this questionnaire, Five-point Likert scale was applied. The data collection period was July, 2019. The survey was based on 120 respondents who have been visiting in Hotel Marbal. Respondents were selected by convenience sampling method. Secondary data was gathered from relevant textbooks, previous research papers, internet websites and other sources. Descriptive analysis was used to describe the profile of the respondents. Multiple regression analysis was used to identify the effects of service criteria on customer satisfaction.

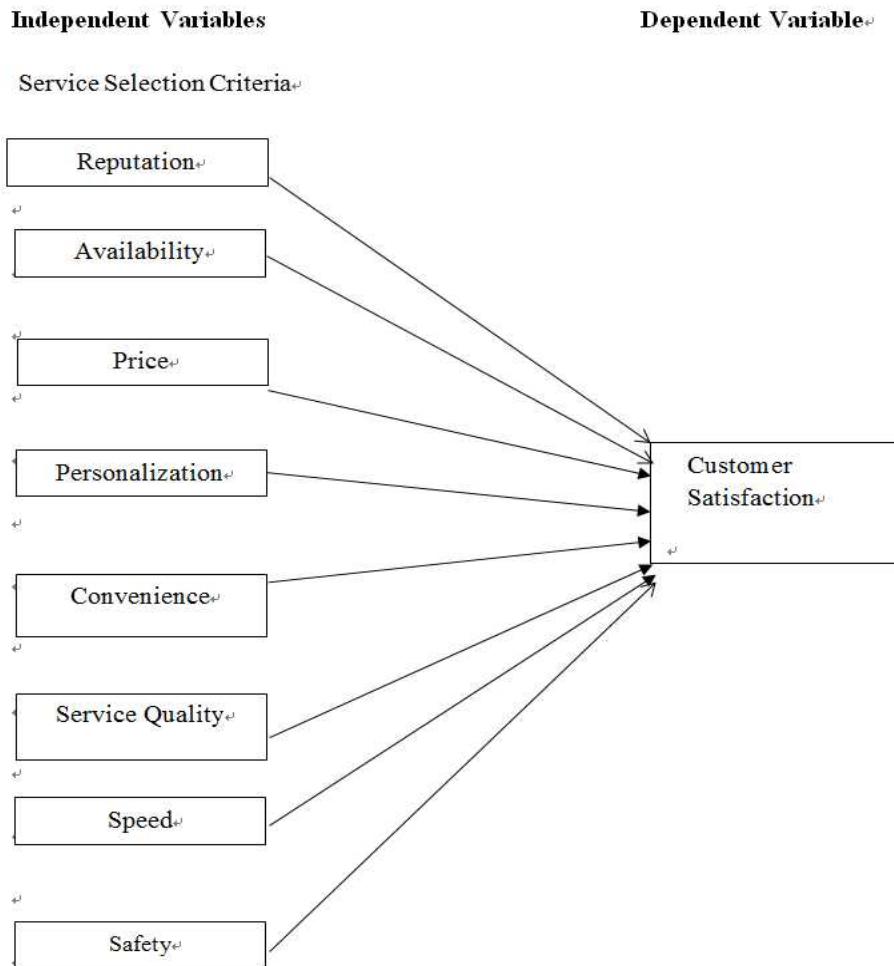


Figure 1. Conceptual Framework of the Study

Source : Own Complication

II. Analysis on Customer Satisfaction on Service Selection Criteria of Hotel Marbal

1. Research Design

The study follows descriptive research. There are two main categories for the methods of collecting data, such as quantitative and qualitative. Primary data were collected from customers of hotel Marbal. Customers were chosen by convenience

sampling method.

The quantitative method is used to analyze customer satisfaction on service selection criteria of Hotel Marbal. The questionnaire was developed from previous literature. The study includes eight service selection criteria as independent variables and customer satisfaction as a dependent variable.

The questionnaire consists of three sections which contain 56 questions. Section A is demographic information, Section B is composed of questions to measure independent variables. Section C consists of questions to measure customer satisfaction.

In this study five point Likert scale is used to collect primary data. After conducting the survey, the collected data are processed and analyzed by using SPSS version 23. Correlation analysis is used to analyze the relationship between service selection criteria and customer satisfaction. Multiple regression analysis is used to analyze the effects of customer satisfaction on service selection criteria.

2. Respondents' Demographic Profile

Demographic characteristics of the respondents are analyzed by gender, age, marital status, purpose of trip, reasons of choosing the hotel, frequency of staying in hotel.

1) Respondents by Gender

Table 1 shows the gender of respondents.

Table 1. Respondents by Gender

Sr. No.	Gender	Frequency	Percentage
1.	Male	53	44.17
2.	Female	67	55.83
	Total	120	100.00

Source: Survey Data (July, 2019)

According to the Table 1, out of the 120 respondents who participated in the study, majority 67 of the respondents representing 55.83% were females, while the remaining 53 respondents representing 44.17% being males. Naturally, males and females have different attitudes and views toward Hotel Marbal.

2) Respondents by Age

Table 2 shows that the age distribution of respondents who participated in the study. The purpose was to find out the average age of the respondents who are

actively involved in Hotel Marbal.

Table 2. Respondents by Age

Sr. No.	Age	Frequency	Percent
1.	15 years and under	61	50.83
2.	16-34 years	38	31.67
3.	35-44 years	20	16.67
4.	45years and above	1	0.83
	Total	120	100.00

Source: Survey Data (July, 2019)

The Table shows that 61 respondents representing 50.83% fall within the age brackets between 15years and under, 38 representing 31.67% fall within the age brackets 16-34 years, 20 representing 16.67% fall within the age brackets between 35-44 years and remaining 1 respondents representing 0.83% fall within 45years and above. The data shows that majority of the respondents fall within 15-24 years.

3. Reliabilities Analysis of Variables

Whereas, reliability testing is a test that is destined for test how consistent and stable a measuring instrument or tool (Sekaran and Bougie, 2013). The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument (Sekaran and Bougie, 2013). In the reliability testing, the researcher will use Cronbach's Alpha that proves to be the most accurate method. Reliability values of the variables are described in Table 3.

Table 3. Reliabilities of the Variables

Sr. No.	Variables	Items	Alpha
1.	Availability	8	0.791
2.	Convenience	7	0.825
3.	Speed	6	0.892
4.	Personalization	6	0.865
5.	Price	5	0.866

6.	Quality	7	0.941
7.	Reputation	6	0.933
8.	Safety	6	0.911
9.	Customer Satisfaction	11	0.868

Source: Survey Data (July, 2019)

According to Table 3 all service criteria; availability, convenience, speed, personalization, price, quality, reputation and safety have the alpha value over 0.70. It can be said that the measured items are unique, dimensional and reliable. The Alpha values of all variables are acceptable level.

4. Customer Perception on Service Selection Criteria

There are eight service selection criteria: Availability, Convenience, speed, personalization, price, quality, reputation and safety.

1) Customer Perception on Availability

Hotel Marbal provides services to access easily for their customers. Respondents were questioned about their satisfaction of availability and their responses are described with the mean value in Table 4.

Table 4. Availability Criteria of Hotel Marbal

Sr. No.	Description	Mean	SD
1.	It provides professional staffs and assistants for all services by Hotel Marbal.	4.01	0.834
2.	It provides sufficient and skillful staffs like general workers, receptionists and security.	4.03	0.621
3.	It provides various types of services; Eg: private services for private party.	3.91	0.935
4.	It provides juice and energy drink as welcome juice for all guests when coming first checking-in.	3.86	0.830
5.	It provides medical supplement and drugs for the customers.	3.22	0.891
6.	It provides the large scale car parking with full security.	3.81	0.942
7.	It provides the updated and high quality equipment.	3.99	0.780

8.	It provides the large, air-conditioner facilitated rooms for all guests and staffs.	4.07	0.805
	Overall mean	3.86	

Source: Survey Data (July, 2019)

Overall mean value of availability is 3.86 and it can be said that the service criteria of availability are above average level. It can be concluded that the customers agree the availability on variety of services in well facilitated rooms with skillful employees and staffs.

According to the Table 4 the service of large, air-conditioner facilitated waiting rooms for all guests is the maximum mean value and the respondents also agree on the services that providing professional employees and assistants for all services as well as sufficient and skillful staffs , receptionists and security. The mean values are 4.07, 4.03 and 4.01 respectively. The respondents expect to have large space with air-conditioner facilitated rooms and various classes with skillful trainers and staffs in Hotel Marbal and it is the most prominent service criteria in choosing hotel over availability. The minimum mean value is that it provides medical supplement and drugs for all customers and its mean value is 3.22. It can be said that the customers are not fully concerned with this factor.

2) Customer Perception on Convenience

Hotel Marbal provides excellent services in order to propose convenience for their customers. Regarding customers' perception towards convenience, the respondents are required to rate the following factors described in Table 5.

Table 5. Convenience Criteria of Hotel Marbal

Sr. No.	Description	Mean	SD
1.	It is located in downtown area.	3.72	0.929
2.	The waiting area is convenient for all the guests.	3.70	0.878
3.	The location is easily accessible for the transportation.	4.08	0.818
4.	Hotel provides 24 hours services.	4.19	0.663
5.	The car parking is convenient for all guests.	4.07	0.754
6.	Gender specific facilities such as separated male and female changing rooms are convenient for all guests who want to swim or exercise at gym.	4.08	0.788

7.	Gender specific staffs are convenient for all guests	3.78	0.847
	Overall mean	3.95	

Source: Survey Data (July, 2019)

According to Table 5, it is found that the mean value of customers' perception provided by the hotel: located in downtown area, waiting area is convenient, easily accessible for the transportation, opening hours, car parking, gender specific facilities and gender specific staffs for the customers, are above 3. Since mean scores of customers' perception on convenience are higher than 3, it can be concluded that customers agree on service criteria of convenience. Among these criteria, they are most satisfied with two services that are the hotel location of near downtown area and gender specific facilities, with the mean value of 4.08. Gender specific facilities like separated male and female changing rooms and bath rooms is important because the customers need to change the gym suit or swimming suit before playing and swimming and need to take a bath after playing gym.

The customers are less satisfied on the service of waiting area for gym members with the mean value of 3.70. It is true that Hotel Marbal facilitates the large workout room but it doesn't have the convenient waiting area for the customers. It needs to improve that service and the waiting area for the customers is also important for the guests.

The scores of each of the criteria included in this section show above 3 and the overall mean values of customers' satisfaction on convenience is 3.95 so that some extent of satisfaction on convenience is achieved.

3) Customer Perception on Speed

Hotel Marbal creates qualified services in order to raise customers' satisfaction on hotel service's speed. Regarding customer perception towards speed; running with experienced and skillful employee and staff, providing systematic and effective classes, having well discipline and effective training methods, providing updated, well-functioning and high quality equipment and accessories, having reliable services and special services, are important to measure. The respondents are required to rate the following facts described in Table 6.

Table 6 Speed Criteria of Hotel Marbal

Sr. No.	Description	Mean	SD
1.	It has qualified and skillful staffs who can solve easily and quickly.	3.94	0.815
2.	Getting information about the hotel is easily	3.81	0.771

	accessible.		
3.	The information published on the pages(website, trip advisor and page) of hotel is accurate and complete.	3.94	0.803
4.	Information about for the booking, reservation and packages can get easily.	3.92	0.856
5.	The Hotel's equipment and accessories are updated, well-functioning and high quality.	3.85	0.843
6.	Employees of the hotel always ensure that the check-in and check-out service is conducted quickly and without delay.	3.67	0.885
	Overall mean	3.86	

Source: Survey Data (July, 2019)

According to Table 6. the mean value for having qualified skillful staffs and providing systematic services is 3.94 which is maximum value. It can be said that the customers expect to have well experienced and skillful service as well as systematic and effective services to get speed. It can also assume that the customers satisfy on this service relative to other factors. Hotel Marbal hires qualified and skillful employees who are professional in hospitality.

Hotel Marbal have recruited all best employees from the East, West, North and South. For taking long journey together with our new (fresh) service team, our first step is to open the curtain to begin the show, in order to offer the effective services to customers. Therefore, the customers agree on this service speed is high. However, the mean value for the fact that Employees of the hotel always ensure that the check-in and check-out service is conducted quickly and without delay is 3.67 which is the minimum value. This mean that customers are not totally agreed on this service. To increase the speed of the Hotel Marbal, it needs to control the appropriate service, special services and schedule for the customers.

The score of each of the criteria included in this section shows above 3 and the overall mean value of customers' perception on speed is 3.86. It represents that customers are agreed on this service criteria.

4) Customer Perception on Personalization

Hotel Marbal provides unique services for the specific customers who want to visit according to their enjoyness. Concerning with criteria on quality, the respondents had to answer 6 statements for this criteria and the mean values are analyzed as shown in Table 7.

Table 7. Personalization Criteria of Victory Fitness Centre

Sr. No.	Description	Mean	SD
1.	The discount plans and discount schedule are updated within each season.	3.59	0.822
2.	Employees gives individual attention and caring to the customers.	3.40	0.974
3.	Special services are provided for the specific customers' needs.	3.85	0.814
4.	Employees of the hotel are quickly response to each and every customers' requests.	3.55	0.889
5.	Outdoor group activities are arranged according to customers' need.	3.40	0.953
6.	Information about the room charges, discount programs and other additional pays are described clearly and accurately for individual rooms.	3.72	0.819
	Overall mean	4.73	

Source: Survey Data (July, 2019)

According to Table 7, the special services are provided for the specific customers' needs., is the maximum mean value of 3.85 and respondents agree on this unique service. Special service is responsible for the requested customers in order to meet their goal. On the other hand, outdoor group activities are arranged according to customers' need, are the minimum agreements with the mean value of 3.40. It can be concluded that the customers are not satisfy with this services. However, overall mean value of personalization is 4.73 and it can be said that the criteria are above average level. It can be suggested that the customers agree on the personalization services of Hotel Marbal.

5) Customer Perception on Price

Regarding the customer's perception towards price, the respondents are required to rate the following factors described in Table 8.

Table 8. Price Criteria of Hotel Marbal

Sr. No.	Description	Mean	SD
1.	Customer value the hotel as it meets their specific needs at a reasonable price.	3.94	0.817
2.	Hotel exactly the specify charges for additional charges.	3.95	0.757
3.	The prices of additional activities offered at the hotel (prices of foods, drinks, souvenirs and handicraft products) are favorable.	3.89	0.843
4.	Discounted prices are available according to their payment. Example; (5% or 10%)	3.83	0.939
5.	Special price and gifts are arranged for the loyal members.	3.87	0.888
	Overall mean	3.90	

Source: Survey Data (July, 2019)

Overall mean value of price is 3.90 and it can be concluded that the criteria regarding price is agreed by the customers. It can be said that the customers accept qualified services rather than the price. According to the Table 8, the fact that Hotel exactly the specify charges for additional charges is the maximum mean value of 3.95 and it can be said that customers in Hotel Marbal satisfy with the services they received. The price is reasonable for them in regarding with the services. The minimum mean value is discounted prices according to payment and it mean value is 3.83. The customers are sensitive to payment system and the discounted prices are not always the same as Hotel Marbal is changing its discounted price according to their marketing plan and profits. Hotel Marbal needs to fix this issue to get the good customers' perception on price.

6) Customer Perception on Quality

Concerning with criteria on quality, the respondents had to check 7 statements for this criteria and the mean values are analyzed as shown in Table 9.

Table 9. Quality Criteria of Hotel Marbal

Sr. No.	Description	Mean	SD
1.	The facility services methods of the Hotel Marbal are reliable.	3.80	0.795
2.	The results of the prices are reliable.	3.84	0.836

3.	The expertise of the staffs is reliable.	3.92	0.831
4.	The quality of the equipment and services are good and reliable.	3.79	0.860
5.	Customers meet their expectation and needs after the visiting.	3.87	0.829
6.	Customers meet their expectation and needs after getting many services.	3.84	0.849
7.	It has high quality service management and security system.	3.73	0.911
	Overall mean	3.83	

Source: Survey Data (July, 2019)

Overall mean value of quality is above 3 and the result is 3.83. It can be concluded that the customers satisfy with the overall service quality of Hotel Marbal. According to Table 9, the reliability of expertise of the staffs is the maximized criterion with the mean value of 3.92. It can be suggested that the customers agree with the expertise of the staffs and they satisfy with their services. But the service management and security system show minimized result with the mean value of 3.73 and it can be said that the customers do not meet their expectation in service management and security system.

7) Customer Perception on Reputation

Concerning with criteria on reputation, the respondents had to check 6 statements for this criteria and the mean values are analyzed as shown in Table 10.

Table 10. Customer Perception on Reputation

Sr. No.	Description	Mean	SD
1.	It has a good reputation for quality of the result.	3.78	0.859
2.	The facts and charges on the account of the customer are clearly explained.	3.86	0.840
3.	It has a good reputation for skillful staffs.	3.87	0.909
4.	It has a good reputation for specific classes which hold within Hotel compound such as weighting, yoga, cardio and boxing.	3.76	0.911
5.	It has a good reputation for its reasonable price.	3.94	0.901
6.	It is one of the well-known Hotel.	3.74	0.932
	Overall mean	3.83	

Source: Survey Data (July, 2019)

Overall mean value of reputation factors is 3.83, it can be said that the services regarding reputation is agreed by customers. It can be concluded that the customers accept the reputation of the Hotel Marbal.

According to Table 10, the maximum mean value is 3.94 and the customers agree on good reputation for its reasonable price. It seems to be agreed on the reasonable price over the Hotel Marbal and the customers' perception on price has a good reputation. Hotel Marbal has a reasonable price because it focuses on the middle class customers with fair income. The minimum mean value is 3.74 and customers do not agree that Hotel Marbal is one of the well-known Hotel. It seems to be concluded that the customers do not think that the Hotel they visited, is a well-known one.

8) Customer Perception on Safety

Regarding the customer perception towards safety, the respondents are required to rate the following factors described in Table 11.

Table 11. Safety Criteria of Hotel Marbal

Sr. No.	Description	Mean	SD
1.	It designs safety and suitable environment for sport within Hotel Marbal. (Large space with good ventilation)	3.96	0.943
2.	Its rooms can get enough lighting and fresh air system, garbage system and fire safety system.	4.01	0.853
3.	First aid kits are provided for accidental injury or emergency.	3.54	0.971
4.	Safety instructions for using equipment are provided by posters around playground area.	3.88	0.937
5.	CCTV cameras are equipped at car parking and the whole angle within hotel compound.	3.87	0.867
6.	Staffs are always waiting the calls and request from guests in order to pay the full services.	4.06	0.749
	Overall mean	3.89	

Source: Survey Data (July, 2019)

Overall mean value of safety is 3.89 and it can be concluded that the criterion regarding safety is agreed by respondents. It can be assumed that the customers believe the services of Hotel Marbal are safe for them.

According to Table 11, the service of Hotel Marbal that staffs are always watching

the guests from gym and swimming pool in order to correct from the unsafe activities, is the maximum with the mean value of 4.06. It can be said that the customers are agreed with this safety service criteria. Hotel Marbal operates with the skillful and qualified trainers in order to grantee the safety for customers. Safety is the first priority for the customers. On the other hand, providing first aid kits for accidental injury or emergency is the minimum mean value of 3.54. Hotel Marbal fails to provide that kind of safety service and some customers do not agree on this service.

9) Overall Service Criteria of Hotel Marbal

The overall service criteria of Hotel Marbal is presented concisely in Table 12.

Table 12. Summary of Customer Perception on Service Criteria of Hotel Marbal

Sr. No.	Descriptions	Mean
1.	Availability	3.86
2.	Convenience	3.95
3.	Dependability	3.86
4.	Personalization	4.73
5.	Price	3.90
6.	Quality	3.83
7.	Reputation	3.83
8.	Safety	3.89

Source: Survey Data (July, 2019)

According to the Table 12, the most influencing service criteria on choosing Hotel Marbal are personalization, convenience, price and safety. It can be said that customers choose Hotel because of personalization of the Hotel with personal services and making special schedules, convenience for the customers, fair price of the Hotel Marbal and safety for the customers provided by the hotel. Among them, personalization is main service criteria because customers want to provide private service and private party according to their need.

On the other hand, the remaining service criteria are availability, speed, quality and reputation. The availability and dependability are not strongly influence on choosing the Hotel Marbal for the customers. In overall mean values, the least influencing services are quality and reputation and it can be said that customers do not consider much about quality and reputation of the Hotel Marbal. Rather than quality and reputation, other criteria such as convenience, personalization, price and safety are more essential for the Hotel Marbal.

10) Customer Satisfaction of Hotel Marbal

To facilitate interpretation of the data, responses to items on the Likert scale, mostly involving "strongly dissatisfy", "dissatisfy", "neutral", "satisfy" and "strongly satisfy" were scored 1,2,3,4 and 5 respectively. The presentation of findings is preceded by background information on the respondents. Regarding to customer satisfaction, the respondents have to answer eleven statements for this factor and the mean values are analyzed as shown in Table 13.

Table 13. Customer Satisfaction of Hotel Marbal

Sr. No.	Description	Mean	SD
1.	Hotel Marbal provide the services at reasonable cost so I am satisfied.	3.95	0.920
2.	I satisfy with overall cleanliness, presentation and appearance of Hotel Marbal.	4.02	0.627
3.	Hotel Marbal's employees are reliable when the service is performed right the first time and error-free so I am satisfied.	3.83	0.804
4.	I satisfy with the staffs and securities service of Hotel Marbal.	3.80	0.853
5.	I satisfy with the price and payment system of Hotel Marbal.	3.19	0.891
6.	I satisfy with unique services like personal services, empathic treatments, outdoor activity services and customized services of Hotel Marbal.	3.82	0.931
7.	I satisfy with the location, opening hours, car parking and gender specific facilities of Hotel Marbal.	3.90	0.883
8.	The facility methods, results, expertise of the staffs and quality of the equipment given by Hotel Marbal meet my expectation.	3.97	0.884
9.	The safety environment provided by Hotel Marbal meet my expectation.	3.74	0.939
10.	The dependability of officers, staffs, facilities and services of Hotel Marbal meet my expectation.	3.70	0.883
11.	I satisfy with the reputation of Hotel Marbal.	4.03	0.897
	Overall mean	3.81	

Source: Survey Data (July, 2019)

According to Table 13, overall mean value of customer satisfaction is 3.81. This

means the customers satisfy the Hotel Marbal.

Customers satisfy the reputation of the Hotel Marbal with the maximum mean value of 4.03. It can be said that customers satisfy on the reputation of quality of result, servicing methods, individual request's planning and price of Hotel Marbal. It always keeps the name of good reputation by quality control management and training program.

Customer satisfaction on price and payment system is the least mean value of 3.19. Hotel Marbal always changes the monthly price and its discounted scheme is always changing. Because of this reason, customers fail to satisfy on price and payment system of Hotel Marbal.

11) Correlation between Service Criteria and Customer Satisfaction of Hotel Marbal

The results of the correlations of the variables are shown in Table 14.

Table 14. Correlation between Service Criteria and Customer Satisfaction of Hotel Marbal

Sr. No.	Description	Pearson Correlation Coefficient	P- Value
1.	Availability	0.963**	0.00
2.	Convenience	0.836**	0.00
3.	Dependability	0.784**	0.00
4.	Personalization	0.719**	0.00
5.	Price	0.817**	0.00
6.	Quality	0.832**	0.00
7.	Reputation	0.745**	0.00
8.	Safety	0.803**	0.00

Source: Survey Data, (July, 2019)

**Correlation is significant at the 0.01 level (2-tailed).

Dependent variable: Customer Satisfaction

According to Table 14, the service criteria (availability, convenience, speed, personalization, price, quality, reputation and safety) are significantly correlated with customer satisfaction at 0.01 levels respectively. The values of correlation coefficient show that service criteria and customer satisfaction are strongly correlated. The correlation results highlight that the service criteria is essential to achieve customer satisfaction. Therefore, the more Hotel Marbal focuses on service criteria, the more customer satisfaction can achieve.

12) Multiple Regression Analysis of Service Criteria and Customer Satisfaction

Multiple regression analysis is conducted to test the proposed objectives of the impact of service criteria (availability, convenience, speed, personalization, price, quality, reputation and safety) on the customer satisfaction. The results of multiple regression analysis are shown in Table 15.

Table 15. Multiple Regression Analysis of Service Criteria and Customer Satisfaction

Model	Unstandardized coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.142	0.061			
Availability	0.722	0.024	0.724	9.785	0.000
Convenience	0.264	0.027	0.284	9.831	0.000
Speed	0.082	0.027	0.110	3.081	0.003
Personalization	0.040	0.019	0.047	2.072	0.041
Price	0.045	0.025	0.057	1.824	0.071
Quality	0.050	0.025	0.070	2.015	0.046
Reputation	0.038	0.018	0.056	2.064	0.041
Safety	0.031	0.022	0.041	1.437	0.154
R ²	0.979				
Adjusted R ²	0.977				

Source: Survey Data, (July, 2019)

Dependent Variable: Customer Satisfaction

The results of multiple regression analysis provided that availability, convenience, speed, personalization, quality and reputation are significant and positive relationship with customer satisfaction but the result does not support the significant relationship between price and safety as shown in Table 15.

According to the regression result, if Hotel Marbal do not provide the service criteria, the value of customer satisfaction is 0.142. The coefficient of availability is 0.722. When one additional unit of availability is added, the customer satisfaction will be increased by 0.722. Availability has positive relationship and significant with customer satisfaction. The coefficient for convenience is 0.286. The customer satisfaction will be

increased by 0.264 when one additional unit of convenience is added. There is positive relationship between convenience and customer satisfaction, and significant at 1% level. The coefficient for speed is 0.082. When one additional unit of speed is added, customer satisfaction will be increased by 0.082. This implies that there is positive relationship between speed and customer satisfaction and significant at 1% level.

The coefficient of personalization is 0.040. When additional unit of personalization is added, customer satisfaction will be increased by 0.040. The coefficient of quality is 0.050. The customer satisfaction is increased by 0.050 when one additional unit of quality is added. This implies that there is positive relationship between quality and customer satisfaction and significant at 5% level. The coefficient of reputation is 0.038. When one additional unit of reputation is added, the customer satisfaction will be increased by 0.038 and it can be said that reputation has positive relationship and significant with customer satisfaction at 5% level.

III. Findings and Discussions

Hotel Marbal is one of well-known Hotel in Mahar Aung Myay Township and it provides variety and trusted services to customers. This study focuses on service criteria of Hotel Marbal on customer satisfaction. The service criteria include availability, convenience, speed, personalization, price, quality, reputation and safety. There are two main parts to meet the objectives of the study.

Hotel Marbal provides various services for different different customers' request like individual requested services, private party, anniversary party and small party for individual customer request. Hotel Marbal chooses the area in downtown with efficient car parking for the sake of customers' convenience. Staffs in Hotel Marbal are well experienced and professional. All gym machines and equipment are new and latest design, and always upgrade and maintain monthly for quality control. Price is also reasonable and everyone can afford the price to visit in any seasons. For safety, Hotel Marbal provides CCTV camera at every corner of rooms as well as at car parking. Hotel Marbal also hires security guards at the car parking for the sake of customers' safety.

The service criteria provided by Hotel Marbal were tested on the response of 120 customers from Hotel Marbal by using structured questionnaires. According to the demographic profile of respondents, there are more female respondents in Hotel Marbal. The educational background of most respondents is university students. The mean value of service criteria provided by Hotel Marbal is all above 3 and personalization has the highest overall mean value which means that customers are strongly agree with the personalization service criteria provided by the Hotel Marbal.

The lowest mean value represents service criteria of quality and reputation but customers also agree with the quality and reputation services of Hotel Marbal. According to mean values of service criteria of Hotel Marbal, customers agree on the services mainly on the personalization, convenience, price and safety. Most of the customers prefer to have personal service rather than generic service in order to meet their expectations. Customized and individualized services are the best services for Hotel Marbal. It can be said that customer satisfaction on service criteria of Hotel Marbal is good through personalization. Convenience is the second favorable service criteria in Hotel Marbal in this study. The location, waiting area for customers, parking, gym and swimming pool opening hours and gender specific training of the fitness centre are fundamental convenient factor for customers. In addition, price and safety are also regarded as good service criteria of Hotel Marbal. Reasonable price, payment system, special price, gifts and reliable safety precautions for the customers are included in consideration of the service criteria. On the other hand, quality and reputation are the lowest mean values service criteria of Hotel Marbal. Quality of Hotel Marbal is almost the same with all other well-known hotel and it has no competitive advantages over other hotel. Similarly, reputation of all hotel in Mahar Aung Myay Township has positive perception upon customers and it is not the main consideration factor for service criteria.

According to the multiple regression analysis, there is significant effect on service criteria and customer satisfaction. Among them, availability and convenience have the maximized effect on customer satisfaction and these service criteria are important for customer satisfaction. Price and safety are not significant according to multiple regression analysis because these service criteria are not much different with other hotel. Prices are similar on average for every hotel and people believe that hotels are safe and convenience. If Hotel Marbal can differentiate these services with others, Hotel Marbal can make more customer satisfaction rather than other hotel

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IV. Suggestions and Recommendations

In this high competitive environment, to get competitive advantage, Hotel Marbal should consider on the personalization for the customers, convenience for the customers, price and safety of the customers. According to the result, personalization is the most dependent service criteria for customers and Hotel Marbal should focus on the customized or individualized services like providing personal trainers, personal classes and schedules. Hotel Marbal should maintain this personalized service because this is the most admirable service criteria rated by customers. Moreover, personalization has positive and significant relationship with customer satisfaction. By providing excellent personalization services, Hotel Marbal can get more customer satisfaction as well as customer loyalty and customer retention.

Convenience for the customers is also important for the service providers and the location of the hotel, waiting area, parking and gender specific facility and staffs of the hotel persuade the customer to satisfy the providing service. Hotel Marbal should run this service carefully in order to maintain positive response of the customers on convenience. Convenience has positive and significant relationship over customer satisfaction and Hotel Marbal should provide additional convenience services for customers in order to increase customer satisfaction.

Price and safety of Hotel Marbal also have the positive relationship according to the correlation results. The reasonable price, payment system, discounted price and safety for the customers should maintain in order to achieve the positive feedback for Hotel Marbal. But price and safety do not have significant effect on customer satisfaction. If Hotel Marbal want more customer satisfaction over price and safety service criteria, Hotel Marbal has to differentiate on price and safety services over other hotel like providing locker rooms for customers' staff, providing CCTV camera in workout room and car parking, and providing safety precaution about equipment and machines.

Speed, availability, quality and reputation are also important for the customers but in this study, these four criteria are the least consideration for the service criteria of Hotel Marbal. Speed refers the reliability of the staffs, services and individual special packages. In order to improve speed of the hotel; it should hire the skillful and well-experienced trainers and staffs and should provide reliable services and training methods. Speed has positive and significant relationship on customer satisfaction. Hotel Marbal has to consider about upgrading speed service in order to improve customer satisfaction. Availability is the various forms of classes, training and services. In order to improve the perception on availability, Hotel Marbal should provide the additional services to gain the competitive advantages over other hotel. If Hotel Marbal can upgrade the availability services, customer satisfaction will also increase because availability is significant over customer satisfaction.

For service quality of Hotel Marbal, it needs to upgrade quality control management to get the qualified results for the customers and should have high skill staffs and better equipment, well-trained and skillful staffs. Hotel Marbal should emphasize on the service quality in order to satisfy for the customers as quality has significant effect on customer satisfaction. According to multiple regression analysis, reputation is not significant over customer satisfaction but has relationship with customer satisfaction and customers also consider about reputation of Hotel Marbal in services. This study can suggest that Hotel Marbal should improve and upgrade the service criteria of availability, convenience, personalization, speed, quality and safety in order to get more customer satisfaction on Hotel Marbal.

V. Needs for Further Study

The limitations of this study should be considered to support further research. As one of the limitations of this study, this study focused on service criteria of Hotel Marbal in Mahar Aung Myay Township only and if possible, the other hotel should be focused in order to know the different quality, reputation, price, personalization, convenience and the other factors of the fitness services. This will support the different perception of the respondents.

In this study, sample size is randomly selected from the customers of Hotel Marbal in Mahar Aung Myay Township, Mandalay. The questionnaires were completed by the respondents themselves rather than by interviewers during face-to-face interviews. This theory can also be used in other firms such as private hospitals, hotels and other service enterprises. As a further study, customer loyalty and customer retention are suggested to conduct in hotel industry. The future research can assess the level of services and compliance of international hotel related to updated services of hotel.

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The Effect of Marketing Mix on the Buying Behavior of People in Monywa City

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ABSTRACT : This article aims to discover how the marketing mix influence on consumer purchasing behavior of soap in Monywa City, Upper Myanmar. Sample consisted of 200 respondents in Monywa. Samples are drawn from sample random sampling. Data were gathered by questionnaires. The independent variables are marketing mix and dependent variable is consumer behavior. Analysis was done using the multiple regression method at the significant level of 0.05. The results indicated that there were statistical effect of product, place, and promotion on consumer behavior and there was no statistical effect of price on consumer buying behavior. Thus, product, place and promotion are only having a statistical relationship on consumer buying behaviors of people in Monywa City.

Key words : Soap, Consumer Buying Behavior, Marketing Mix,

I. Introduction

Soap is the personal care product that has maintained a strong commitment to the growth of value and private label brands since 1983. Soap is the product which a consumer uses for his personal purpose. So, the company already found out the consumers perception of marketing mix that affects on consumer buying behavior. The demand of soap products are also increasing day per day and future of these products are also very bright and profitable. There was a time when consumers not spend too much amount on the soap products. But in those days, they are not only eager for spending more money on the soap products, but at the same time they are looking for a good and prestigious brand for the particular product. Modern media and

advertisement plays an important role in the increasing of demand of soaps. People of metro cities are too much brand conscious but if we look at the people of semi urban and rural areas, they are also looking for a good brand for the particular product. Also, soap with a well planned marketing communication with a superior awareness level along with a quality product can attract more customers towards the brand. Markets are ever changing. Therefore the soap markets are developing rapidly now a day.

II. Literature Review

Consumer behavior is the study of individuals, groups, or organizations and the processes they use to select, secure, and dispose of products, services, experiences, or ideas to satisfy needs and wants and the impacts that these processes have on the consumer and society. It blends elements from psychology, sociology, social anthropology, marketing and economics. It attempts to understand the decision-making processes of buyers, both individually and in groups such as how emotions affect buying behavior. It studies characteristics of individual consumers such as demographics and behavioral variables in an attempt to understand consumer wants. It also tries to understand the influences on the consumer from groups such as family, friends, reference groups, and society in general. Consumer behavior is influenced by internal conditions such as demographics, psychographics (lifestyle), personality, motivation, knowledge, attitudes, beliefs, and feelings. Psychological factors include an individual motivation, perception, attitude and belief, while personal factors include income level, personality, age, occupation and lifestyle. Customer behavior study is based on consumer buying behavior, with the customer playing the three distinct roles of user, payer and buyer. Many research have shown that consumer behavior is difficult to predict, even for experts in the field. Relationship marketing is an influential asset for customer behavior analysis as it has a keen interest in the re-discovery of the true meaning of marketing through the re-affirmation of the importance of the customer or buyer. A greater importance is also focused on consumer retention, customer relationship management, personalization, customization and one-to-one marketing. Social functions can be categorized into social choice and welfare functions. The term consumer behavior is defined as the behavior that consumer display in searching for purchasing using, evaluating and disposing of products and services that they expect will satisfy their needs. In an experimental research, five advertisements (each designed to target one of the five major trait domains of human personality) were constructed for a single product. The results demonstrated that advertisements were evaluated more positively the more they cohered with participants' dispositional motives. Tailoring

persuasive messages to the personality traits of the targeted audience can be an effective way of enhancing the messages' impact. Behavior can also be affected by external influences, such as culture, sub-culture, locality, royalty, ethnicity, family, social class, past experience reference groups, lifestyle, and marketing mix factors.

III. Analysis

1. The Influence of Marketing Mix on Consumer Buying Behavior

Product strategies include concentrating on a narrow product line, developing a highly specialized product or service, or providing a product-service package containing unusually high-quality service. Also innovation strategies emphasize on coming up with a range plan to create product variety as well as branding of products to differentiate them from competition (Atkinson & Wilson, 1996). The quality of the product you produce, that will lead to a successful outcome in the long run for every in the world.

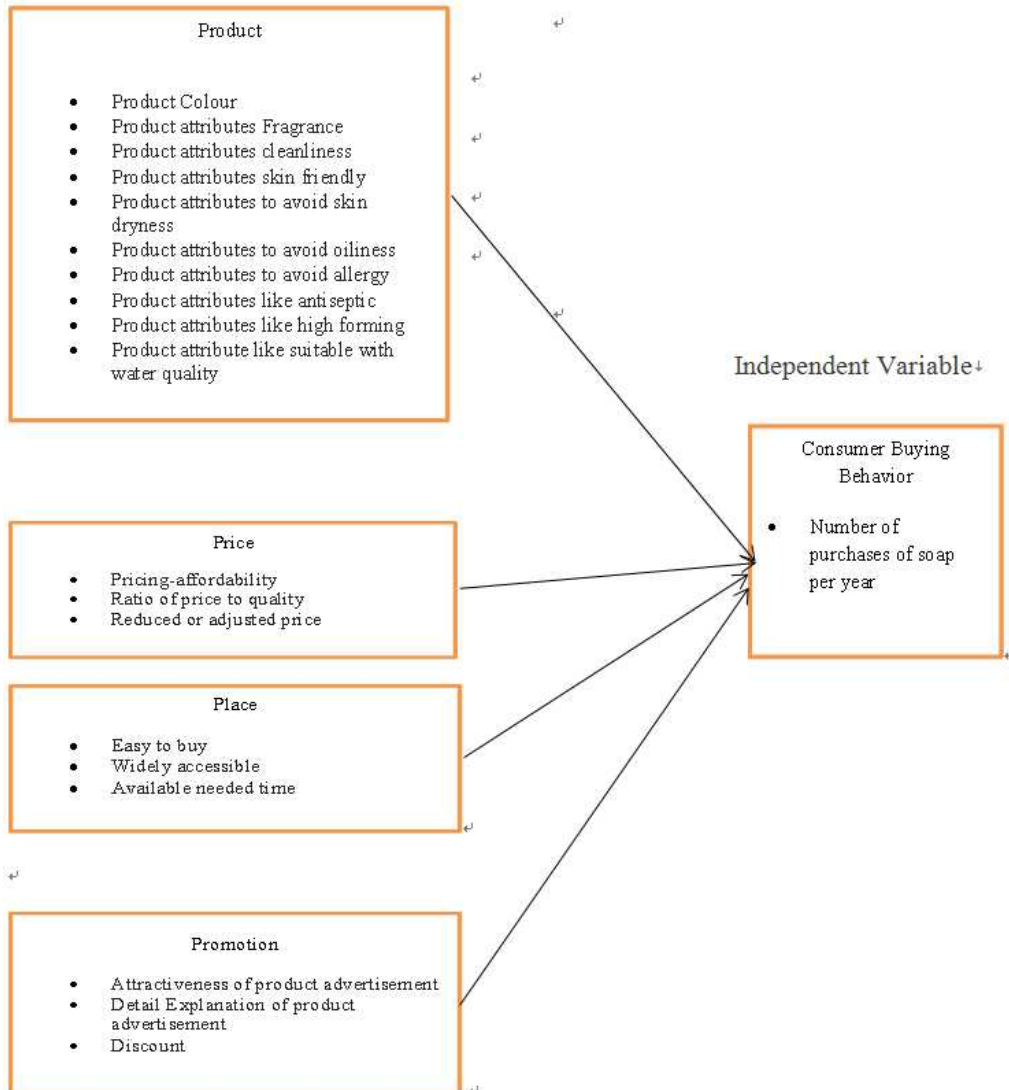
The right price strategy is important for maximizing total revenue. Generally, higher prices mean lower volume and vice-versa; however, small businesses can often get higher prices because of their personalized service. Some price strategies may aim at increasing a company's share growth or for market penetration purposes (Atkinson, 1996).

Distribution (also known as the place variable in the marketing mix, or the 4 Ps) involves getting the product from the manufacturer to the ultimate consumer. Distribution is often a much underestimated factor in marketing (Majumdar, 1996). Working through established distributors or manufacturers' agents generally is easiest way for small manufacturers. Small retailers need to consider cost and traffic flow in site selection, especially since advertising and rent can be reciprocal: A low-cost, low-traffic location means spending more on advertising to build traffic.

Promotion strategies play an essential role in the creation of mutually beneficial exchanges between producers and consumers of goods, services or ideas. To be effective, the promotional strategy must be guided by the marketing concept such as focusing on consumer needs and integrating all activities of the organization to satisfy those needs (Engel et al, 1991). Sales promotion is media or non media marketing pressure applied for a pre-determined, limited period at the level of consumer, retailer or wholesalers in order to stimulate trials, increase consumer demand or improve product availability (Kotler, 2003).

2. Conceptual Framework of the Study

Dependent Variable



Source: Own Compilation (2018)

3. Objectives of the Study

The objectives of the study are;

- To understand the significant attributes of marketing mix on the consumer buying

behavior.

- To analyze marketing mix on the consumer buying behavior of soap.

4. Research Methodology

The study was a descriptive research design. The study area included 5 townships of Monywa District. The sampling method was used was random sampling on 200 respondents spread across five. The primary data collection tool applied was Interview Schedule based soap market. The survey conducted in 2018 period.

5. Analysis of the Study

The demographic profile of the respondents is listed in Table 1 below which is self-explanatory on the demographic variables of households in Monywa.

Table 1. The Demographic Characteristics of Respondents

1	Age	10-20 years	8
		21-30years	17
		31-40years	26
		41-50years	28
		Over 51	21
2	Gender	Male	44
		Female	56
3	Family Type-size	1 to 2 members	9
		3 to 4 members	39
		5 to 6 members	38
		>6	14
4	Educational qualifications	Primary School Level	28
		Secondary School Level	17
		High School Level	19
		Graduation	7
		Post- Graduation	28
		Professional & higher	1
		Other	3
5	Professional category	Private firms employment	6
		Daily Workers	15
		self-employed/ Agency/Broker.	10
		Government employee	20
		Students	6
6	Disposable Income of Household per	Others	43
		≤ 100,000Kyats	42
		Ks100,001/-to 200,000/-	42

	month(Kyats)	Ks.200,001/- to 300,000/-	9
		Ks.300,001/- to 400,000/-	2
		Ks.400,001/- to 500,000/-	2
		≥500,000Kyats	3
7	Expenses for soap per year	≤24000Kyats	77
		24001-36000	12
		36001-48000	6
		48001-60000	3
		≥60000Kyats	2
8	Frequency of purchase per year	≤ 6	3
		7 to 12	27
		13 to 18	18
		19 to 24	97
		≥25	55

Source: Survey Data (July, 2018)

In Table (1), most of the respondents who were between 41 to 50 year old were 28%. Most of the respondents who were female were 56%. Most of them who had 3 to 5 family members were 39%. Most of them who were primary school level and post-graduated person were 28%. Most of them who were government employees were 20%. Most of the households earned less than 100,000 kyats and between 100,001 kyats to 200,000 kyats were 42%. 77% of the respondents incurred less than 24,000 Kyats for soap expenses. 77% of the respondents purchased once per a month. The levels of influence of various factors on consumers buying behavior were studied with respect to soap products in Table 2 below.

Table 2. The Respondents Perception on Marketing Mix in Monywa City

1	Product Color	3	36	16	36	10	2.53	1.05
2	Product attributes Fragrance	40	59	1	1	1	3.94	0.91
3	Product attributes cleanliness	61	38	1	1	0	3.94	0.20
4	Product attributes skin friendly	27	54	8	13	0	2.85	1.10
5	Product attributes to avoid skin dryness	29	50	12	10	0	3.6	0.89
6	Product attributes to avoid oiliness	30	49	9	13	1	3.94	0.96
7	Product attributes to avoid allergy	20	55	6	14	6	3.69	1.10
8	Product attributes like antiseptic	58	41	1	1	0	4.55	0.57
9	Product attributes like high forming	28	58	7	8	0	4.06	0.80
10	Product attribute	28	56	13	4	0	4.08	0.74

	like suitable with water quality							
11	Pricing-affordability	7	71	7	15	1	3.70	0.82
12	Ratio of price to quality	1	52	35	12	0	3.41	0.73
13	Reduced or adjusted price	8	64	13	14	1	3.65	0.98
14	Easy to buy	9	64	13	14	1	3.65	0.86
15	Widely accessible	9	62	4	24	1	3.53	0.98
16	Available needed time	8	33	37	22	0	3.26	0.90
17	Attractiveness of product advertisement	2	37	43	18	1	3.22	0.77
18	Detail Explanation of product advertisement	1	11	5	9	0	3.21	0.71
19	Discount	1	27	34	31	8	2.82	0.94

Source: Survey Data (July, 2018)

From the Table 2 above, it is obvious that "Product attributes like antiseptic" is the highest influencing factor with mean value 4.55, followed by "Product attribute like suitable with water quality" with mean value 4.08. Respondents believe that product attributes like high forming is important with the mean value 4.06. Most people believe that product attribute that fragrance, cleanliness and avoidance of oiliness are important with mean value 3.94. Pricing-affordability and product attributes to avoid allergy is important for respondents for Monywa and the mean value are 3.7 and 3.69, followed by "Reduced or adjusted price" and "Easy to buy" with the mean value of 3.69 each. "Product attributes to avoid skin dryness" is important for respondent in Monywa. The perception of people on "Widely accessible" of product is important with mean value of 3.53. "Available needed time" is important with mean value of 3.26. People in Monywa believe that "Attractiveness of product advertisement" is important with mean value 3.22 and "Detail Explanation of product advertisement" is also important for people in Monywa city with mean value of 3.21.

6. Reliability, Mean and Standard Deviation Value of Marketing Mix

The following table describes the reliabilities (Alpha Values) of the variables. Mean and Standard deviation are also presented. Market mix variable include Product, Price, Place and Promotion. In Product, product colour, product attributes fragrance, product attributes cleanliness, product attributes skin friendly, product attributes to avoid skin dryness, product attributes to avoid oiliness, product attributes to avoid allergy, product attributes like antiseptic, product attributes like high forming and product attribute like suitable with water quality are included. In Price, pricing-affordability, ratio

of price to quality and reduced or adjusted price are included. Easy to buy, widely accessible and available needed time are included. In Promotion, attractiveness of product advertisement, detail explanation of product advertisement, and discount are included in Place.

Table 3. Cronbach's Alpha Scores for Reliability, Mean and Standard Deviation Value and Validity

No	Variable	Items	Alpha	Mean	SD
1	Product	10	0.975	3.29	0.80
2	Price	3	0.945	3.58	0.76
3	Place	3	0.951	3.48	0.87
4	Promotion	3	0.946	3.08	0.77

Source: Survey Data (July, 2018)

In Table 3 above, it is obvious that "Price" is the highest mean value 3.58, followed by "Place" with mean value 3.48. The mean value of "Product" is 3.29 and the mean value of "Promotion" is 3.08. Therefore, Price is the most important factor and followed by "Place" "Product" and "Promotion" for people in Monywa city.

7. Analysis of the Effect of Marketing Mix on Consumer Behavior Soap Expenses

As the main analysis, the study was applied multiple regression analysis to test the objectives of marketing mix (product, price, place, promotion) on consumer behavior of soap.

Table 4. The Effect of Marketing Mix on Consumer Behavior

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	-23.653	1.386		-17.067	.000
Product	11.909	1.653	.767	7.203	.000
Price	-2.537	1.435	-.157	-1.767	.079
Place	3.127	.964	.191	3.244	.001
Promotion	2.591	.914	.181	2.834	.005
R				.963	
R Square				.926	
Adjusted R square				.925	
F Value				614.228***	

***Significant at 1% and **5% level (Dependent variable=Consumer Buying Behavior)

Source: SPSS output

Customer Behavior= -23.653 +11.909 Product +3.127 Place+2.591 Promotion

According to the equation, if the seller is nothing to do the marketing mix practices (product, price, place and promotion), customer buying behavior will be decreased 23.653.

According to the above equation, product, price, place and promotion are significant at 1 percent level. Product (B=11.909, t (195) = 7.203, p <0.05), place (B= 3.127, t(195)=3.244, p<0.05) and promotion (B=2.591, t(195)= 2.834, p <0.05) contributed significantly to the model. Marketers in Monywa practiced marketing mix product, place and promotion to increase numbers of purchase of soaps. Retail Marketing Mix elements explained 92.6% of the variation in purchasing behaviors $R^2=0.963$, $F(4,195)=614.228$, $p<0.05$. Thus, all the elements in marketing mix except price has significantly positive effect on purchasing behavior. The standard regression coefficient reveal that Product (B=0.767) was the most influence variable for consumer behavior and followed by Place(B=.191) and Promotion(B=.181).

8. Findings of the Study

This study provides consumer perception on marketing mix elements and how the factors influence on their buying behavior. The Multiple regression analysis confirms a significant positive relationship between marketing mix variable product, place and promotion and consumer actual buying behaviors of soap in Monywa. Product is the most influence factor that affects on buying behaviors followed by Place and Promotion. Regarding the product attribute, people in Monywa city pay attention on antiseptic, suitable with water quality, high forming, fragrance, cleanliness and avoidance of oiliness, allergy and skin dryness. Moreover pricing-affordability and reduced or adjusted price is also important for respondents but not significant relationship on buying behavior. The reason is that soap expenses is the smallest portion of their living expenses. Easy to buy and widely accessible and available needed time of product are important factors respondents. And the perception of people on Promotion "Detail Explanation of product advertisement" is also important for buying behavior.

IV. Conclusion

Several leading brands of soaps are prevailing in the market at Monywa City. This study focused on gaining insight into the influence of various factors on the buying behavior

of consumers in Monywa city. Majority of the consumers purchase good quality products. Companies need to create sufficient awareness about sales promotion schemes through mass media in order to create awareness of consumers. It is essential that companies need to design attractive announcements. The findings suggested that premium (free gift) was most popular with companies. Companies need to create sufficient awareness about sales promotion schemes through mass media in order to create awareness of consumers in Monywa city. The study concluded that quality of the product, widely availability of the product and detail explanations of advertisement influence on consumer buying behaviors.

1. Limitations of the Study

The study faced the following limitations. The study faced time constraints since the time within which the study was to be conducted was limited. The study faced the respondents who live in only Monywa City. And the other respondents complained to provide data quickly so as to be through with the researcher within a short time.

2. Suggestions for Further Research

This study focus on the consumer in Monywa city. Thus, this study cannot be generalized for all consumers across the country. This study also recommend that in the further an evaluation be on the influence of marketing mix on the performance of firm. This study will be in investigating whether to adoption of marketing mix influence the performance of firm and how effective they on improving the performance of the firm.

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The Korean FDI in Vietnam: A Case Study of Samsung Electronics

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ABSTRACT : Korea is the first investment country in Vietnam, investing a total of \$66.5 billion in 705 investments since 1988. Vietnam has developed a close relationship with Korea. Korea's investment in Vietnam also greatly affects trade between the two countries. Vietnam is now the second largest trading partner. Export items were diversified as Korea's investment pattern changed from the labor-intensive clothing, textile, and shoe manufacturing industries to a high value-added industry. Samsung, the largest foreign investor in Viet Nam, is one such success story demonstrating the ability of the country to facilitate FDI companies. Samsung has proved itself a 'giant' in the Vietnamese market, with not only huge investment but also many positive spillover effects. Samsung contributes 25% of Vietnam's total exports and 28% of the economy with 160,000 employees. Samsung, however, needs an aggressive marketing approach in Vietnam, and 'Samsung corridor' to build value-added productions and logistics bases connected with Indochina countries such as Myanmar, Laos, and Cambodia.

Key words : Korea Trade, Korea FDI, Samsung, Vietnam,

I. Introduction

After the normalization of diplomatic relations between the two countries in 1992, export items were diversified as Korea's investment pattern changed from the labor-intensive clothing, textile, and shoe manufacturing industries to a high value-added industry. The opportunities for Korean companies to enter Vietnam

expanded due to the expansion of market opening in Vietnam, the Korea-Vietnam FTA which entered into force in 2015, and the Korean Wave. Vietnam has demonstrated a high economic growth rate of 7.08% in 2018 and 7.02% in 2019 due to the improvement of the foreign investment system.

Korea's investment in Vietnam also greatly affects trade between the two countries. Vietnam is the second largest trading partner (fourth in export and second in import). In 2018, bilateral trade amounted to US \$68.2 billion (\$48.8 billion in exports and \$19.6 billion in imports). In the first half of 2019, exports amounted to \$122.5 billion and imports of \$12.9 billion. By 2020, the bilateral trade scale will increase to \$100 billion, expecting Vietnam to grow as Korea's second-largest exporter.

Foreign investment in Vietnam has risen 7.2% from \$33.5 billion in 2018 to \$38 billion because of the recent inflow of foreign investment followed by the recent US-China trade dispute. According to Foreign Investment Agency(FIA), FDI led a positive effect on the economy. Specifically, it has contributed 12 to 25 percent of Vietnam's total development capital between 1991 and 2017. Also, FDI currently accounts for over 50 percent of the economy's total industrial production value and 70 percent of the total export turnover. FDI currently directly generates employment for over four million people and indirectly affects millions of others in Vietnam.

Korea is the first investment country in Vietnam, investing a total of \$66.5 billion since 1988. Vietnam has developed a close relationship with Korea, with Korean exports account for 35% of the country's exports. Based on the cumulative number of foreigners in Vietnam in 1988 to June of 2018, Korea was the first investor in Vietnam with US \$61.67 billion, which is higher than Japan's US \$55.45 billion, Singapore's US \$44.10 billion, and Taiwan's US \$30.93 billion. Korean companies' investment in Vietnam is significantly higher than the average of Japan and foreign investment. Japan 's investment in infrastructure development such as electricity, gas, and water production is considerably high.¹⁾

As the first investment country, Korean companies make a significant contribution to Vietnam's export and job creation. According to the statistics of the Vietnam Chamber of Commerce and Industry, Korean investment companies account for about 35% of Vietnam's exports, and more than 1 million Korean jobs are created in Vietnam. Samsung, the largest foreign investor in Vietnam, is one such success story demonstrating the ability of the country to facilitate FDI companies. Samsung has proved itself a 'giant' in the Vietnamese market, with not only huge investment but also many positive spillover effects.

The total sales of four Samsung subsidiaries in Vietnam in 2018 amounted to US \$66.5 billion, overpowering it being number one among local companies in the region.

1) FIA <<http://fia.mpi.gov.vn/Home/en>>

Samsung Electronics' two factories (Bac Ninh, Thai Nguyen) produce mobile phones, as well as Samsung Display, Samsung SDI, Samsung Electro-Mechanics, Samsung R&D center. Samsung contributes 25% of Vietnam's total exports and 28% of the economy with 160,000 employees. In particular, Samsung Electronics' global sales volume of Samsung mobile phones is about 300 million, of which 58% is produced in Vietnam. Vietnam has emerged as the world's second-largest mobile exporter.

Although there are some dissertations on Korean companies' investment in Vietnam²⁾, studies related to Samsung Electronics' Vietnam case studies barely exist. This paper analyzes Korean companies' Vietnam trade and investment in chapter 2, and analyzes Samsung Electronics' Vietnam investment status, reasons, and local contributions in chapter 3. Then, chapter 4 draws implications and conclusions, respectively.

II. Korea-Vietnam Trade/ Investment

1. Korea Trade with Vietnam

Table 1. Korea's Trade with Vietnam(2010-2018) (unit: US\$ million, growth rate, %)

	2010	2015	2016	2017	2018
Exports	9,652(35.0)	27,771(24.2)	32,704(17.8)	46,005(40.7)	48,367(5.1)
Imports	3,331(40.5)	9,805(22.7)	12,534(27.8)	15,840(26.4)	19,909(25.7)
BOP	6,321	17,966	20,170	30,165	28,458

Source: Korea International Trade Association <www.kita.net>

The Korea-Vietnam FTA concluded in 2015 has led to a rapid increase in trade between Korea and Vietnam. In the first half of 2019, exports recorded \$122.5 billion and imports recorded \$120.9 billion. In 2020, Vietnam is expected to grow as Korea's second largest exporter.

South Korea has decided to expand ASEAN trade by \$200 billion by 2020 and Vietnam by \$100 billion. The population of Vietnam is about 95 million and various Korean consumer goods have recently entered the domestic market because of the factors such as income growth due to high economic growth and increased preference for Korean products due to the Korean Wave. Korean electronic products such as Samsung, LG Electronics, medical devices, cosmetics, and health foods are very popular in Vietnam. Construction heavy equipment and parts, such as Korean trucks, are actively

2) Byun(2019), Clifford(2018), Cleine(2017), Cooper and Bach(2015), Do(2017), Eckardt *et al*(2018), Nguyen(2017)

exported, especially various construction projects are underway to improve infrastructure in Vietnam.³⁾

Table 2. Top 10 Exports/Imports from Korea to Vietnam (2018) (unit: US\$ million, growth rate, %)

Export Items	2018	Import Items	2018
semiconductor	10,939(18.5)	wireless communication apparatus	4,835(21.4)
flat display and sensor	8,909(20.9)	garments/clothes	3,570(24.2)
wireless communication apparatus	2,632(-19.9)	flat display and sensor	1,137(88.3)
electromechanical components	2,332(-10.8)	articles	980(23.1)
articles of petroleum	1,980(-0.4)	woods	793(55.1)
synthetic resin	1,659(15.1)	computer	534(-4.6)
articles of plastic	1,205(4.6)	electromechanical components	416(31.1)
knitted fabrics	1,106(-1.0)	semiconductor	396(5.8)
iron Steel	1,049(6.5)	video apparatus	329(25.6)
optical apparatus	944(18.9)	others	6,197
others	15,874		
total	48,629	total	19,632(21.4)

Source: KITA <www.kita.net> (MTI 3 digit)

Korea's main exports to Vietnam account for over 90% of the exports of raw materials and capital goods related to the production of local investment companies, which is absolutely higher than consumer goods. In particular, the proportion the largest investment industry such as electronics, textiles, and sewing related items is high. Recently, exports of electric parts and industrial electric goods are increasing rapidly.

Korea's main export items to Vietnam accounted for over 51% of total exports in 2018, including capital and technology-intensive products such as semiconductor, flat display and sensors, wireless communication apparatus, and electromechanical components. These products are used in cell phones and electronics produced in Vietnam. For example, due to Samsung Electronics Vietnam (SEV)'s local production activities, main components related to mobile phones, including semiconductor, flat display, and sensor, are in high demand. Therefore, with the exports of these high-demand components increasing consistently, they are ranked first or second in terms of Korea's exports to Vietnam. In addition, articles of petroleum, synthetic resin,

3) KOTRA(2019)

articles of plastic, knitted fabrics, and others account for 49%. These products, textiles and clothing, are also related to Korea's investment in Vietnam.

Meanwhile, Korea's main import items to Vietnam accounted for over 38% of total imports in 2018, including capital and technology-intensive products such as wireless communication apparatus, flat display and sensor, computer, electromechanical components, video apparatus, semiconductor. In particular, the top five imported items, such as wireless communication apparatus, flat display and sensor, garments/clothes, and woods account for more than 50% of the total imports. Increasing imports of Vietnamese manufactured goods through investment in Korea are increasing mutual trade. Especially as the overseas production bases of Korean electronics companies move and expand from China to Vietnam, the volume of processing and assembling Korean intermediate parts in Vietnam and exporting finished products back to the Korean market (reimportation) is increasing significantly.

2. Korean FDI in Vietnam by Year and Industry

Table 3. Korean FDI in Vietnam by Year (2010-2018) (unit: US\$ million, number of new company)

	2010	2015	2016	2017	2018
investment amount	882	1,612	2,374	1,973	3,162
new corporation number	235	545	670	697	822

source: Korea Export Import Bank(www.koreaexim.go.kr) Overseas Investment Abroad

South Korea's investment in Vietnam has been on the rise since 2010. Vietnam's investment in China is accelerating due to THAAD in China and the recent US-China trade dispute. By industry, the manufacturing sector has accounted for 74% of total investment since 1988. Recently, investment in semiconductor, flat display and sensor, wireless communication apparatus, electromechanical components, etc. are rapidly increasing, and investments in clothing, garment accessories, and fur products, metal manufacturing, and leather bags and shoes are decreasing as the year progresses.⁴⁾ This is also seem in the trade between Korea and Vietnam, where Korea's investment and trade are interconnected, and as time passes, investment and trade between the two countries are becoming more advanced and more dependent.

4) Korea Export Import Bank <www.koreaexim.go.kr> Overseas Investment Abroad

Table 4. Korea FDI in Vietnam by Top 8 Industry(1988-2018.5) (cumulative basis, cases, US\$ million)

	industry	total investment cases	total investment amount
1	manufacturing	3,828	42,946
2	real estate	125	8,175
3	construction	810	3,006
4	logistics	144	1,041
5	wholesale & maintenance	638	806
6	hotel & food services	244	732
7	power, gas, water manufacturing supply	32	720
8	technical science	461	643

Source: FIA <<http://fia.mpi.gov.vn/Home/en>>. KOTRA(2018a)

3 The Features of Korea FDI in Vietnam

First, by sector, with Korean companies' recent investment in Vietnam has advanced from low-wage labor intensive industries, such as sewing and textiles, to high value-added industries, more than 70% of them are focused on the investments in manufacturing industry. Since 2010, the investment sector has diversified from simple textile processing investments to primary metals, electrical equipment manufacturing, electronic components, automotive parts, and pharmaceuticals. Investments in the distribution and service industries, which are newly opened areas, are also on the rise. For example, CJ and Lotte Group's entry into the entertainment industry and the consumer goods industry, represented by fast moving consumer goods. They are also expanding to the real estate and financial industries.

Korean companies' focus on manufacturing investment is because Vietnam's abundant labor force, low wages, and the Vietnamese government's aggressive investment attraction policy make it a favorable investment destination for Korean companies. This contributes to large-scale job creation in Vietnam. It has spread to key manufacturing industries such as display and automobile CKD production. The electrical and electronics assembly industry and automobile CKD production became the opportunity for hundreds of parts suppliers to join together, which is limited, but it has also contributed to fostering the parts industry in Vietnam.⁵⁾

Second, it is estimated that more than 8,000 Korean companies are entering Vietnam by region, and investments are distributed at four to six ratio in the southern

5) Korea Trade News(2018.09.27)

region of Ho Chi Minh and the northern region of Hanoi. Korea is investing in almost every state and city in Vietnam. In recent years, investment in the northern part of Hanoi has been on the rise due to the Vietnamese government's metropolitan development policy and Samsung Electronics' and its partners' entrance into Hanoi.⁶⁾

Third, in terms of investment methods, enlargement and linked-type joint ventures have been accelerated in individual and small-scale investments in the past. As large Korean companies such as Samsung Electronics, LG Electronics, Doosan Heavy Industries and Construction, and POSCO have expanded their investments to more than US \$100 million, they are developing into large, medium, and a small joint investment forms and the number of first and second partners is increasing. Vietnam is also inducing investment in the parts and materials industry for the high-value added of domestic industries and import substitution. In response to this, Korea's investment patterns have recently shifted to large companies and technology industries.⁷⁾

Table 5. Korea FDI Trends in Vietnam (1988-2018.5) (unit: cases, US\$ million)

type of Investment	number of investment project (cumulative cases)	total investment amount
100% sole investment	6,213	52,864
joint venture	634	5,886
management cooperation agreement	34	365
BOT, BT, BTO	2	341
total	6,883	59,456

Source: FIA <<http://fia.mpi.gov.vn/Home/en>> Ministry of Planning and Investment

Korean companies tend to prefer 100% sole investment. In terms of total investment (as of May 2018), 100% sole investment (90.2%) is preferred over joint venture (9.2%). Compared to joint ventures, 100% sole investment is an advantage in terms of decision-making, and some service sectors (finances, etc.) may choose to invest in joint ventures because of their ease of investment.

It is interpreted that it is using both a growing consumption market and an export-oriented investment strategy based on Vietnam's high manufacturing capability and entry into the manufacturing base utilizing labor force, population growth, and economic growth. Especially, Korean companies' investment in Vietnam has been spreading in various ways since the Korea-Vietnam FTA in 2015.

6) KOTRA(2018b), FIA <<http://fia.mpi.gov.vn/Home/en>>

7) KOTRA(2018b)

III. Samsung's Investment in Vietnam

1. Investment Status

Table 6. Current Status of Samsung Electronics in Vietnam

company	location (established year)	no. of employees	production items	sales (2018)
Samsung Electronics	Bac Ninh (2009)	120,000	cell Phone	\$ 19 billion
	Thai Nguyen (2014)		cell Phone	\$ 25.2 billion
	Ho Chi Minh (2016)		TV, home appliance	\$ 3 billion
Samsung Display	Bac Ninh (2015)	300	OLED module	\$ 17.7 billion
Samsung SDI	Bac Ninh (2010)	2000	battery pack	
Samsung Electro-Mec hnics	Thai Nguyen (2014)	1500	camera module, smart phone HDI	

Resource: KOTRA(2018b), Samsung Electronics <www.samsung.com>

In 2018, Samsung Electronics' four Vietnamese subsidiaries reached its total sales of \$65.7 billion (74 trillion won) which ranked number one, overpowering the sales of the local companies. Thai Nguyen Province's Yan Bin Plant (SEVT), which is the mobile phone plant 2 is, recorded the most sales of \$25.2 billion (28.5 trillion won), Bac Ninh Province's Yen Phong Plant (SEV), which is the mobile phone plant 1, recorded \$19 billion (21.5 trillion won), Bac Ninh Province's Samsung Display plant (SDV) recorded \$17.7 billion (20 trillion won) respectively.

Samsung Electronics constructed Bac Ninh, Thai Nguyen, Ho Chi Minh plants after 2009 and these plants are producing smartphones, TVs, and home appliances. As the finished product manufacturers, including Samsung Display, Samsung SDI, Samsung Electro-Mechanics, etc., build a production line, parts suppliers are also advancing together with Samsung Electronics. As Samsung Electronics expands its production, there are various advantages, such as supplying OLED and LCD panel modules produced in Korea to Vietnamese smartphone plant, which can improve operational efficiency (response rate to customers) and reduce logistics cost.

Samsung Electronics produces mobile phones in Korea, Vietnam, India, Brazil, and Indonesia, but Vietnam is an export base for Samsung's mobile phones and is an important place to account for about half of Samsung's annual mobile phone

production (about 300 million units) with an annual output of 160 million units. In addition, it operates a home appliance complex in Ho Chi Minh, which produces TVs, monitors, and washing machines and exports these appliances to North America, Europe, and Southeast Asia. According to Samsung's statistics, around 50% of Samsung's smartphones and tablets are produced in Vietnam and exported to 128 countries, including the US, Europe, Russia, and Southeast Asia.

2. Reasons for Investment

Samsung's investments in Vietnam include abundant and low-cost labor, the growing importance of Samsung in the Vietnamese market, the inactive Chinese market, and the Vietnamese government's aggressive tax breaks. First, Vietnam provides abundant labor and cheap cost of labor. Vietnam is emerging as a new investment country with a population of 95 million people, young labor, and lower labor costs compared to China.⁸⁾

Vietnam's Labor costs are about one-third of those in China and half of the Vietnamese population is under 30. Vietnam also offers exceptional benefits, such as exemptions from site rent and corporate tax reductions. Samsung's strategy is to use these benefits to boost manufacturing competitiveness. In addition, the Vietnamese government is actively easing and inviting investment regulations.

Second, Samsung's share of Vietnam's total exports increased from 10.5% in 2012 to 27% in 2018, leading to an increase in investment in the local economy.

Third, Samsung Electronics is reducing its weight in China and finding new growth engines in Vietnam, Post China. In the Chinese market, which was the base for mobile phone production, Samsung was ranked first with 20% market share in 2013, but after the THAAD retaliation in 2016, its share in China dropped sharply to 0.8% in 2018 and Chinese smartphone manufacturers such as Huawei and Xiaomi have increased the influence of the Chinese market.

In addition, with the rise in labor costs and sluggishness in the Chinese market, Samsung Electronics withdrew its Tianjin and Huizhou plants in 2018 and 2019, respectively, and Samsung is moving its smartphone production plants to Vietnam and India. In 2018, Samsung Electronics' global production base strategy is changing, including building the world's largest smartphone plant in Noida, India. The construction of mobile phone plants in Vietnam and India by Samsung Electronics is focused on its value chain, competitiveness, and sustainable growth.

Samsung Electronics will shut down its two mobile phone factories in China (Huizhou in 2018, Tianjin in 2019), marking its exit from the increasingly competitive

8) Byun(2019), Clifford(2018), Cleine(2017), Cooper and Bach(2015), Do(2017), Eckardt *et al*(2018), Nguyen(2017).

Chinese market. As labor costs in China climbed, Samsung started moving its capacity to Vietnam starting in the late 2000s. The Southeast Asian countries have become a global smartphone production hub for Samsung. The country also serves as a safe haven from the U.S.-China trade war.⁹⁾

Fourth, Vietnam's government has put to alleviate and attract investment regulations. Samsung has moved its manufacturing plants to Vietnam, raising the price of industrial property, wages, and utilities. Low labor costs, government incentives, particularly, preferential tax rates, would continue to drive Samsung's investment in Vietnam. Samsung Electronics decided to enter Vietnam instead of expanding the mobile phone business in Gumi, Korea, considering the factors of labor costs for producing one mobile phone, ease of production worker's employment, tax benefits, etc. Vietnam's labor costs are very low, and in 2013, high school graduates' salaries were \$353 in Vietnam. This is one-tenth that of Korea (\$3715).

Table 7. Competitiveness Comparison Between Vietnam Corporation and Gumi Plant (2013)

	Vietnam	Gumi
Labor costs for making one mobile phone (2013 Labor Cost)	\$0.8 (250\$)	\$5 (3284\$)
Manufacturing cost per mobile phone (Vietnam= 1)	1	3.7
A pool of recruitment possible high school graduates	220,000	20,000-60,000
corporate tax rate	0~4 Years Exempted, for 5 to 16 years 5%, After 16 years 10%	22%

Source: Headline News(2013.09.09)

In addition, Vietnam has abundant young workers, making it easy to hire production workers, and the Vietnamese government provided Samsung Electronics with 1.12 million square meters of factory site for free. The Vietnamese government, in consultation with the National Assembly, is exempting Samsung from corporate tax for four years, then for nine years, 5%, and then 10%, which is a far lower tax than Korea (22%). Import duties and VAT are exempt, and electricity, water, and telecommunications costs are half. The Vietnamese government decided to retain corporate tax exemptions on rent and taxes for Samsung Electronics, even though it would have had to be taxed at around 5% after four years in July 2019.

The Vietnamese government has successfully attracted many foreign investments by actively implementing pro-foreign-invested enterprise policies, such as laws related to foreign companies, institutional improvements, tax benefits for foreign companies, and

9) Hosokawa(October 03, 2019) Nikkei Asian Review

industry restrictions. Vietnam has revised major frameworks, specifically Enterprise Law, Investment Law, and Tax Law, and granted various investment incentives and eased investment limitation areas to make the investment environment more transparent and business-friendly.¹⁰⁾

3. Samsung's Contribution to Vietnam

Samsung Electronics is actively pursuing various support activities such as promoting industrial exhibitions, expanding partner companies, strengthening R&D activities, and increasing the local content ratio. In comparison with the localization rate of 25% in 2014, Samsung's current rate has increased to 58%.

The number of local enterprises being Samsung's Vietnamese tier-1 vendors has increased from 4 in 2014 to 35 as of present. By 2020, the number is projected to reach 50. In 2018, more than 630 Vietnamese companies participated in Samsung's parts supply chain. In Ho Chi Minh, 151 companies are participating and the number is projected to increase to more than 170 in 2020.

Over the past ten years, Samsung has invested a total of over US\$17 billion in Vietnam and employed 160,000. In 2018, Vietnam's export turnover reached US\$240.4 billion, of which Samsung alone contributed over US\$60 billion, up 12% year-on-year and accounting for 25% of Vietnam's total export turnover.

Samsung Electronics became the largest exporter in 20 years of its entry into Vietnam in 1995, and Samsung's establishment of a mobile phone plant in Vietnam had a significant impact on the Vietnamese economy. Vietnam returned to a surplus in 2012 from a chronic trade deficit, with 11% of exports driven by Samsung mobile phones. Samsung's contribution to Vietnam's exports increases every year, accounting for about 25% in 2018 from 10.9% in 2012 which positively contributes to the Vietnamese economy.¹¹⁾

In Vietnam, 71% of exports are made by foreign-invested companies, with Samsung accounting for more than 40%. Samsung's contribution to Vietnam's exports increases every year, accounting for 25% (US \$60 billion) from 10.9% in 2012, and Samsung contributes about 30% of its GDP to Vietnam.¹²⁾

Thus, the contribution to the Vietnamese economy is quite high. Samsung Electronics has made significant economic achievements by contributing greatly to the growth, especially the employment growth of the provinces where Samsung production plants are located, such as Bac Ninh, Thai Nguyen, and Ho Chi Minh.

10) Byun(2019)

11) Ministry of Planning and Investment <www.mpi.gov.vn>, <<https://vneconomicstimes.com>>

12) Financial News(2019.03.13.), Vietnam Statistical Office <www.gso.gov.vn>

Table 8. Vietnam Samsung Electronics' Total Export Period in Vietnam (unit: %)

2012	2013	2014	2015	2016	2017	2018
10.9%	18.1%	17.5%	18.5%	22.7%	23.4%	25%

Source: FIA <<http://fia.mpi.gov.vn/Home/en>>, <<https://vneconomicstimes.com>>

Samsung is investing in quality improvement targeting Vietnamese mobile phone suppliers through education and technical guidance. The productivity of local suppliers in Vietnam, which were consulted by Samsung Electronics' Vietnam Production Subsidiary (SEV), has escalated up to 85%. SEV provided consulting services to 26 Vietnamese partners from 2015 to last year, resulting in at least a 30% improvement in facility utilization and a 20% reduction in defective rate.

In addition, Samsung promoted various CSR(Corporate Social Responsibility) and the company has been selected by Vietnamese university students as the number one company where they want to work at. The welfare of local staff is also of high quality. According to Vietnam Report(VNR), Samsung ranked first on Vietnam's largest 500 companies(VNR500) list in 2018. The top 500 Vietnamese companies were selected based on the growth rate, profit, total assets, and the labor force. Samsung Electronics took the lead two years in a row since last year. In addition to the business aspect, Samsung Electronics also provides services to underprivileged children in Vietnam and IT education for local students

Samsung's investment in Vietnam has grown to become a leading national company in Vietnam with its significant positive contributions to Vietnam's economy and industry, including Vietnam's employment, export, localization, technology transfer, CSR, and economic development. However, as Samsung's mobile phone market share is dropping recently, mid-to long term marketing and strategic value-added adjustments are necessary.

Samsung Electronics' mobile phone market share in Vietnam was 50.9% in March 2019, 40.9% in June, and 34.7% in November. Apple, which has fallen rapidly, maintains a 9.5% share, while the share of Chinese mobile phones such as Oppo, Huawei, Vivo, and Xiaomi has escalated by more than 40%. Vietnam's Vsmart has also increased its share from 2% to 6% in 2018.¹³⁾

IV. Implications and Conclusions

This paper analyzes successful cases of Samsung investment as a case of Korean companies' investments in Vietnam. Korea's motive for investment in Vietnam includes

13) Vietnam Chamber of Commerce and Industry <www.vcci.com.vn>

abundant labor force, low labor costs, improved investment environment such as tax benefits from the Vietnamese government, and the potential growth of the Vietnamese market. Korea's investment has soared to become the number one in Vietnam's foreign investment, playing many positive roles such as export, employment, and technology transfer.

In particular, Samsung invested 25% of Vietnam's exports, 28% of GDP, and in the creation of job - 160,000 people directly employed (700,000 indirectly employed). Samsung's investment has a huge ripple effect on the local economy. About 58% of global sales of Samsung mobile phones are produced in Vietnam. Although Korean companies are diversifying their investment in Vietnam, they are still heavily concentrated at 73% in the manufacturing and processing industries.

Therefore, diversification of industrial advancement is needed, especially in high value-added industries. As an example, investment in the construction of power and road-related infrastructure by Korean companies is promising due to a surge in power and road demand caused by the urbanization of Vietnam and the escalation in foreign investment.

In the recent market share decline, it is necessary to bring an aggressive marketing approach in order to resolve the issue of competition between mobile phones from Chinese and Vietnamese brands and Samsung mobile phones. Samsung's withdrawal of production bases in China is due to higher labor costs and sluggishness in the Chinese market. Therefore, it is essential to establish a production and logistics system that connects the Myanmar, Cambodia, and Laos with value-added chains in connection with the Into-Vietnam production base.

The reason for Samsung's increased investment in Vietnam is because of the lower labor costs compared to the wages in Korea and China. The minimum wage in major cities in China is 50% of that in Korea, and the minimum wage in major cities in Vietnam is only half that of China. However, labor costs continue to rise in Vietnam, which requires Samsung to consider a mid to long term strategy.

As an alternative, the first is to build a smart factory for suppliers to reduce labor costs. Recently, the draft of the amendment of labor law has been controversial in Vietnam. Instead of changing the limit of overtime, the key is to reduce the standard working hours themselves and gradually increase the overtime pay of workers. Passing the bill would hurt the companies that do business in Vietnam.

Samsung is expected to incur additional costs of \$2 million per month and \$24 million annually, which is also expected to influence future partners. Second, Vietnam and India are the world's largest producers of Samsung mobiles. Thus the 'Samsung corridor' should also be considered in the mid to long term by building value-added productions and logistics bases connected with Indochina countries such as Myanmar, Laos, and Cambodia.

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Vietnam Chamber of Commerce and Industry <www.vcci.com.vn>

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Influencing Factors the Innovation of Confectionery Business: Case of SMEs in Mandalay

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ABSTRACT: The main purpose of this study is to explore the drivers of innovation and firm's innovation in SME confectionery businesses in Mandalay. Data were collected through survey questionnaires from 60 bakers' confectionery businesses in Mandalay municipal area. With the help of SPSS, data were analyzed by reliability and regression analysis. The results mostly reveal the positively significant relationship between intellectual capital, organization culture, manufacturing strategy and innovation. Intellectual capital (IC) carried innovative personality, skilled labour, social capital and cooperation. Organization culture embraced encouraging and appreciating innovative ideas of employees. Manufacturing strategy contained low cost manufacturing processes.

Key words : Innovation, SME, Drivers of innovation, Confectionery Business,

I. Introduction

Theorist Schumpeter gave reasons that innovation comes about through new combinations made by an entrepreneur, resulting in a new product, a new process, opening of new market, new way of organizing the business and new sources of supply. Without innovation, innovative activities will result just a stationary stage (Schumpeter, 1934). Innovation is increasingly recognized as having an important contribution to make to organizational success, performance and survival. Innovation is the tool of entrepreneurship (Drucker, 1985). Today it is commonly believed that without innovative activities the development in all types and sizes of business and the

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whole society will stop.

Innovation in the food sector is forced by trends in consumer demand for food products with emphasis on variety, quality, nutrition, convenience, safety, reasonable cost and environmental soundness (Barbosa-Cánovas and Gould 2000). Confectionery businesses naturally respond to such trends and increase their efforts as part of this response and seek to gain a sustainable competitive advantage over other companies by exploiting new technologies and innovations (Traill and Meulenberg 2002).

The businesses should innovate healthy food stuffs for dual purpose to survive the business and to satisfy the customers' needs and wants. For this reason, this study focuses on SME confectionery businesses in Mandalay. The problem statement of the study was motivated by the question of what the influential factors that drive innovation are and how the confectionery business will be innovative.

In Myanmar, more than 90% of the economy is composed of private companies, particularly small and medium enterprises (SMEs).¹⁾ SMEs are the engine of economic growth and employment by creating millions of jobs. Because of the importance of SMEs, this study takes dedicated focus on SMEs confectionery businesses. Defining the SME applies in number of power, capital outlay, production value and horse power used according to the Private Industrial Enterprise Law 1990. This definition is in line with the official definition used for the World Bank Enterprise Surveys (2015). Therefore, the definition of SMEs in Myanmar can be described as follows:

Table 1. Definition of SMEs

	Category (Manufacturing)	Small	Medium
1.	Employees	50	300
2.	Capital Invested(million kyat)	500	500 to 1000
3.	Annual Income	-	-

Source: Republic of the Union of Myanmar Small and Medium Enterprises Development Law (2015)

According to the Republic of the Union of Myanmar Small and Medium Enterprises Development Law (2015), the updated definition of SMEs shows in Table (1).

1) Small and medium enterprise survey Myanmar 2015

Table 2. Definition of SMEs in the Study

No.	Category	Small	Medium
1.	Power (Horse Power) used	3 to 25	26 to 50
2.	No. of workers	10 to 50	51 to 100
3.	Capital outlay (Kyat million)	Up to 1	Over 1 to 5
4.	Production value per year (million)	Up to 2.5	Over 2.5 to 10

Source: Ministry of Industry (2010)

As shown in Table 2, according to the survey data, small businesses (10-50 employees) constitute the vast majority (approximately 69%) of SMEs. Only 32% can be regarded as medium-sized (51-100 employees).

Table 3. Comparison of Samples according to Firm Size

Firm Size	No. of Business	Percent
Medium	19	31.67%
Small	41	68.33%
Total	60	100 %

Source: Survey Data, 2017

The objectives of the study are:

1. To explore the influencing factors of product innovation in SME confectionery business
2. To explore the influencing factors of process innovation in SME confectionery business
3. To explore the influencing factors of market innovation in SME confectionery business

II. Theoretical Background

Innovations became an important aspect of every business activity due to the fact that they can enhance competitiveness and create a new space for potential specialization and future growth. The term innovation has various accepted definition. Porter (1990 p. 45) defined it as an attempt "to create competitive advantage by perceiving or discovering new and better ways of competing in an industry, and bringing them to market." VanDenVen (1986 p. 590) viewed it as "the development and

implementation of new ideas by people who over time engage in transactions with others within an institutional order.” It has also been defined as the development of significant technical advances within a given industrial context (Thwaites and Wynarczyk 1996).

Innovations vary considerably in their nature. In order to provide a stronger foundation for both research and practice in innovation, there has been considerable discussion concerning the categorisation of innovation. Two of the main approaches to the classification of innovations are on the basis of the nature or degree of innovation, and, the type of innovation, respectively. In the study of small British rural firms, North and Smallbone (2000) identified five types of innovative behaviour, namely:

- 1) Product-service innovation (new product development and R&D);
- 2) Market development innovation (penetration into new markets, or exporting);
- 3) Marketing innovation (branding strategies, use of information technology or database marketing);
- 4) Process technology and innovation (the use of new tools, application of computerised control systems); and
- 5) Information systems innovators.

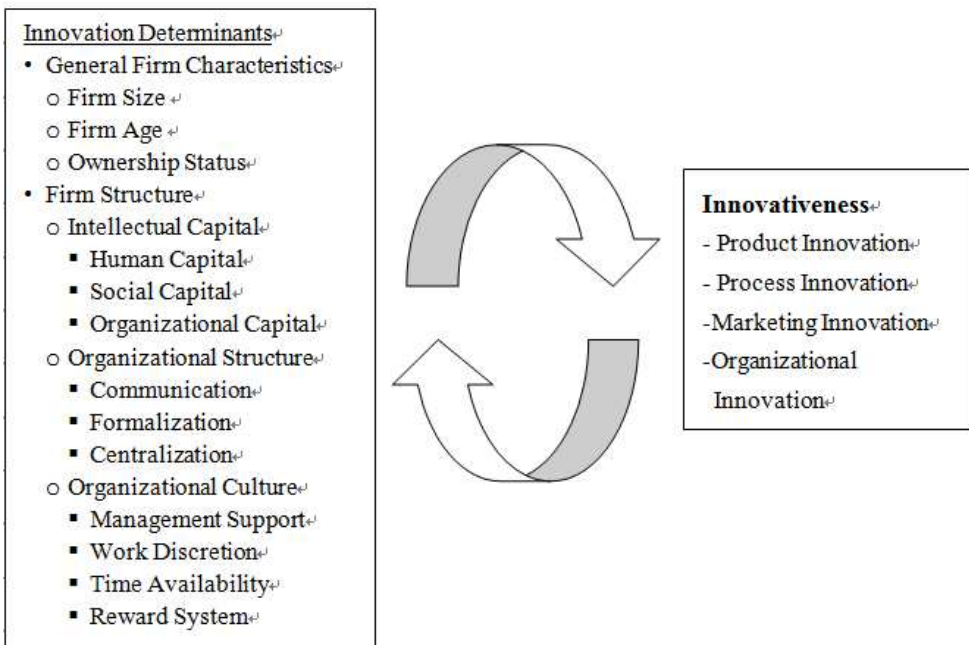


Figure 1. Determinants of Innovativeness Model

Source: Ulusoy, G., et al. (2015)

Francis and Bessant (2005) identified four types of innovation:

- (1) position;
- (2) process;
- (3) product; and
- (4) paradigm innovation.

Although a number of integrative models have been proposed all of which identify a number of different types of innovation, this study applied just three types of innovation: product, process and marketing innovation.

A number of studies were conducted recently with the goal to discover which factors contribute to innovation efforts (Keizer et al., 2002). Keizer et al. (2002) divided the factors that have effect on innovation into internal variables which refer to characteristics and policies of the firms and external variables which refer to opportunities that firms can seize from its environment.

Drivers of innovation

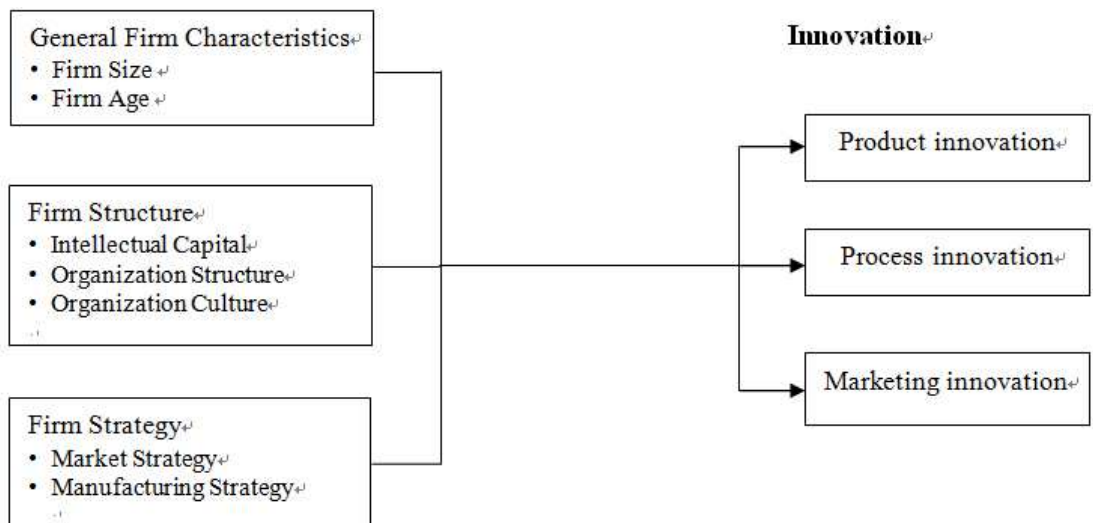


Figure 2. Conceptual Framework of the Study

Source: Adapted from GündüzUlusoy, Kemal Kılıç and GürhanGünday; 2013 & 2015.

In considering the conceptual framework, this study adapted the influencing factors of innovation from some studies. The factors in the conceptual framework are more suitable for the study.

III. Methodology

1. Data and Sample

According to the list of Industry Supervision and Inspection Department, 2016, there were 116 confectionery firms in Mandalay. Among them 60 SMEs were selected for this study. This was 51.7 percent of population and it was more accurate as the larger the sample size, the more sure the result reflects the population. Moreover, the reason of selecting Mandalay as a study area was that the famous traditional confectionery firms in Mandalay such as "Myint Myint Khin", "Maw Maw San" etc. are only in this region. The sampling of survey relied on simple random sampling method.

Before using the questionnaires, key informant interviews (personal interview) were also conducted to collect complementary qualitative data from firms' owners or upper level managers of the confectionery businesses in Mandalay municipal area. The innovative firms were selected by asking the firms whether new product, process and marketing were introduced or not. Only innovative firms were analyzed to explore the major drivers of innovation.

Data was collected within the total sample during year 2017. This study used structured questionnaires to collect the primary data. Questionnaires with a five-point scale for three constructs of independent variables, drivers of innovation: general firm characteristics, firm structure and firm culture and three dependent variables (product innovation, process innovation and market innovation). On the other hand, some of the drivers of innovativeness such as general firm characteristics (i.e., size and age) is in a different scale (the answer to these determinants have either nominal values or ordinal).

A questionnaire consisting of 108 individual questions was developed to be filled in by the owners or managers of the firms.

2. Demographic Characteristics of Respondents

In demographic characteristics of respondents in selected confectionery businesses, the gender, age and education level are studied and are shown as follow.

Table 4. General Information of Respondents

General Information	Category	Frequency	Percent
Gender	Male	42	70.00
	Female	18	30.00
Total		60	100.00
Age	Under 31	2	3.33
	31-50	34	56.67
	51-70	23	38.33
	Above 70	1	1.67
Total		55	100.00
Education	High School	14	23.33
	Graduated	45	75
	-	-	-
	Others	1	1.67
Total		55	100.00

Source: Survey Data (2017)

IV. Data Analysis

The first stage of testing of reliability started with Cronbach's alpha value. It is one of the major methods of determining the reliability of a test. Therefore Cronbach's alpha is used to test the reliability of all variables. The alpha value of each variable was presented in Table 5. The variable used in this study were reliable, with alpha values of 0.889 for intellectual capital, 0.759 for organization structure, 0.890 for organization culture, 0.798 for market strategy and 0.879 for manufacturing strategy respectively, which exceeded the minimum acceptable level of 0.70 (Cronbach, 1951).

Table 5. Means and Reliability of Variables

Variables	Mean	Alpha
Intellectual Capital	4.00	0.889
Organization Structure	3.99	0.759
Organization Culture	3.91	0.890
Market Strategy	4.08	0.798
Manufacturing Strategy	3.89	0.879

Product Innovation	3.95	
Process Innovation	3.68	
Market Innovation	3.46	

Source: SPSS Outputs

The mean values of all independent variables were greater than 3.41 (agree), which indicated that these variables impacted on the innovation of selected confectionery businesses. Especially the mean values of intellectual capital and market strategy were 4 (agree) and greater than 4 (strongly agree), which indicated that these variables also strongly impacted on the innovation of selected confectionery businesses.

According to Best (1977), the mean values of five-point Likert scale items were 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.

Multiple regression analysis was applied to investigate the drivers of innovation. To develop the multiple regression model, the product, process and marketing innovation were used as dependent variable and firm size, firm age, intellectual capital, organization structure, organization culture, marketing strategy and manufacturing strategy were used as independent variables.

Table 6. Relationship between Drivers of Innovation and Product Innovation

Dependent variable	Standard Coefficient(Beta)	t test	Sig
Firm size	0.108	0.821	0.415
Firm age	0.228	1.740	0.087
Mean Intellectual Capital	0.657***	6.320	0.000
Mean Organization Structure	-0.134	-1.058	0.295
Mean Organization Culture	0.285**	2.303	0.025
Mean Market Strategy	-0.056	-0.413	0.681
Mean Manufacturing Strategy	0.118	0.850	0.399
Adjusted R Square	0.566		
F-value	16.392***		0.000

Durbin-Watson	2.096		
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Source: SPSS Outputs

*, **, ***: Indicate statistical significance at the 10% level, 5% level and 1% level

Regression analysis was conducted with product innovation and the drivers of innovation. The adjusted R square is 0.566 that reveals 5.66% of total variance in product innovation is explained by drivers of innovation factors variables. Results show that F value is 16.392 that is significant at $p = 0.000 (<0.01)$, suggesting that drivers of innovation factors variables have significantly explained the 0 % of the variance in product innovation (see table 6). The regression coefficient between mean intellectual capital and product innovation is 0.657 ($t = 6.320, p = 0.000 < 0.01$; see table 6). This shows that the relationship between mean intellectual capital and product innovation is significant.

Table 7. Relationship between Drivers of Innovation and Process Innovation

Dependent variable	Standard Coefficient(Beta)	t test	Sig
Firm size	0.155	1.161	0.251
Firm age	0.035	0.262	0.794
Mean Intellectual Capital	0.251*	1.939	0.058
Mean Organization Structure	-0.124	-0.792	0.432
Mean Organization Culture	0.059	0.388	0.699
Mean Market Strategy	0.061	0.356	0.723
Mean Manufacturing Strategy	0.513**	2.979	0.004
Adjusted R Square	0.330		
F-value	6.800***		0.000
Durbin-Watson	1.970		

Source: SPSS Outputs

*, **, ***: Indicate statistical significance at the 10% level, 5% level and 1% level

Regression analysis was conducted with process innovation and the drivers of innovation. The adjusted R square is 0.330 that reveals 3.3 % of total variance in product innovation is explained by drivers of innovation factors variables. Results show that F value is 6.800 that is significant at $p = 0.000 (<0.01)$, suggesting that drivers of innovation factors variables have significantly explained the 0 % of the variance in process innovation (see table 7). The regression coefficient between mean intellectual capital and process innovation is 0.251 ($t = 1.939, p = 0.058 < 0.1$; see table 7). This

shows that the relationship between mean intellectual capital and process innovation is significant at the 10 % level.

Moreover the regression coefficient between mean manufacturing strategy and process innovation is 0.513 ($t = 2.9779, p = 0.004 < 0.5$; see table 7). This shows that the relationship between mean manufacturing strategy and process innovation is significant at the 5 % level.

Table 8. Relationship between Drivers of Innovation and Marketing Innovation

Dependent variable	Standard Coefficient(Beta)	t test	Sig
Firm size	0.186	1.4040	0.166
Firm age	- 0.015	- 0.115	0.909
Mean Intellectual Capital	0.251**	1.939	0.058
Mean Organization Structure	-0.124	-0.792	0.432
Mean Organization Culture	0.059	0.388	0.699
Mean Market Strategy	0.061	0.356	0.723
Mean Manufacturing Strategy	0.513**	2.979	0.004
Adjusted R Square	0.330		
F-value	6.800***		0.000
Durbin-Watson	1.970		

Source: SPSS Outputs

*, **, ***: Indicate statistical significance at the 10% level, 5% level and 1% level

Regression analysis was conducted with marketing innovation and the drivers of innovation. The adjusted R square is 0.330 that reveals 3.3 % of total variance in product innovation is explained by drivers of innovation factors variables. Results show that F value is 6.800 that is significant at $p = 0.000 (< 0.01)$, suggesting that drivers of innovation factors variables have significantly explained the 0 % of the variance in process innovation (see table 8). The regression coefficient between mean intellectual capital and process innovation is 0.251 ($t = 1.939, p = 0.058 < 0.1$; see table 8). This shows that the relationship between mean intellectual capital and marketing innovation is significant at the 10 % level.

The regression coefficient between mean manufacturing strategy and marketing innovation is 0.513 ($t = 2.979, p = 0.004 < 0.05$; see table 6). This shows that the relationship between mean manufacturing strategy and market innovation is significant at the 5 % level.

V. Conclusion

1. Findings and Discussions

This study explored the positive and significant relationship between intellectual capital and product innovation and intellectual capital and process innovation. Skilled labour, effective communication and management competency (innovative personality) are the significant impact on the ability to innovate. Thus the employees are more skillful, and the businesses are more innovative. The owners or managers have more innovative personality, and the businesses are more innovative.

Moreover, it can be found that organization culture is positively significant in studying the influencing factors on product innovation. SMEs confectionery businesses encourage and appreciate employees' new ideas and suggestions. According to these findings it can be concluded that SMEs' innovative organization culture support the employees' intellectual capital in order to implement product innovation.

In studying the process innovation factors, the relationship between manufacturing strategy and process innovation is more significant than those of intellectual capital and process innovation. SMEs confectionery businesses practiced low cost manufacturing processes such as reducing input cost, operating waste, total cost of internal and external logistics processes and also increasing delivery speed of products, ability of flexible use of current personnel, ability to change machines and equipment priorities. Intellectual capital and manufacturing strategy are positively significant in studying the influencing factors on marketing innovation. Due to manufacturing strategy through understanding customers need, SMEs confectionery businesses gained competitive advantage in market.

In this study, except intellectual capital, organization culture and manufacturing strategy, other variables were not significant on innovation. Therefore it can be concluded that the size and life span of businesses are not essential to innovate and compete in market. The large firms may have more enough funds and a better position to exploit unforeseen innovations but the small and medium firms are also innovated since today is the greatest era of innovation. In any organization structure, innovative decisions were made by business owners according to Myanmar culture. It is sure that management support was one of the important factors in innovation decision. Therefore, the faulty approval process of management and the intellectual capital of employees are very important to be innovative for all sizes and types of businesses.

2. Needs for Further Study

In this study, the data were collected from the confectionery firms in Mandalay division. Therefore the first recommendation is that the further research should be done in Yangon division. In addition the number of firms in Yangon region was the largest, the business innovativeness and influencing factors may be differed depending on the study area.

The second recommendation is that the further research should be focused on other industry. The findings in other industry may be different due to the different industry nature.

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The Impact of Diversity Management on Employees' Performance In Myanmar Airways International

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ABSTRACT : This study aimed at exploring the impact of workforce diversity management on employees' performance in Myanmar Airways International (MAI). The data were obtained from the questionnaires used to access the diversity management impact. The survey respondents of 119 employees were represented as the population of employees in MAI. The respondents were selected by using Simple Random Sampling Method. The Descriptive Statistics was applied to test the impact of workforce diversity on employees' performance. Similarity Theory and Social Identity Theory are applied in this study. According to the findings, the age diversity and education background diversity have significant influence on employees' performance. There are some sorts of inequality when different aged employees work together. Most of the decisions are taken by keeping only senior employees and more experienced employees in loop. Employees from different regions and belonging to different religions have not been faced serious diversity issues because of their ethnicities. There are no major problems when different gender bases work together. Gender diversity and Ethnicity diversity does not have an impact on employees' performance. Overall, the results showed that the employees in Myanmar Airways International are moderately satisfied to work there. MAI has a lot to do to improve diversity management in age diversity and education diversity. The result will be useful for improving and well managed about the diverse workforce in the community. The study suggests for the organization to realize the need to capitalize on these categories in order to stay ahead of other organization.

Key words : Diversity, gender, age, ethnicity, education background, employees performance,

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I. Introduction

Advances in technology and the competitiveness bring the economy into competitive one globally. Organizations must pay attention to the most important resources like skills of workforce with the increasing richness of workforce diversity to survive in a competitive business environment and gain competitive advantage over competitors. It requires to grasp the workforce decent variety culture to survive in a competitive business environment and gain competitive advantage over competitors. Workforce diversity in organization is concerned with different employee in the organization. Successful organizations stand ready to use vast resources to ensure managing diversity at their workplace.

Diversity brings conflicts between employees. Conflicts occur due to differences of perceptions, ideas, behaviors, interests, attitudes, religious differences, political differences and unjust distribution of resources. Conflict isn't constantly negative and doesn't generally make threats. It relies upon how it handles. Whenever took care of appropriately, it will end up being a rich wellspring of improvement. Without legitimate administration by management, that will bring about conflicts among employees. Diversity management has been viewed as the way to developing the exhibition of any organizations and guaranteeing the satisfaction of workers. Workforce diversity is a procedure whose point is to make and keep up a positive work environment where the correlations and complexities of employees are regarded.

It distinguishes the factors that can affect the employee's performance mainly focuses the airline. This research would also act as a guideline for the potential new entrants who wish to enter the industry on issues that need to be considered before starting business. From the researcher's analysis, Myanmar Airways International (MAI), the national flag carrier of Myanmar, is no exception even though it has been recognized as a provider of better service and more convenience to passengers since 1993. As a company, Myanmar Airways International draws its workforce from diverse backgrounds. Therefore, it faces pertinent issues such as demographic changes, increasing number of women joining its workforce, company restructuring, and the implementation of the equal opportunity legislation, which requires the institution review their management practices and develop new and creative approaches to people management. All these issues play out on the employee and can affect his or her work performance.

1. Rationale of the Study

Broadened workforce is the most recent and current pattern in each organization.

The significant worry is to upgrade efficiency by producing more benefits. Because of broadened workforce, individuals are confronting a great deal of more issues at the work environment. There is less cooperation and collaboration from certain associates. Thus to accomplish the hierarchical objective, all individuals must be viable as far as the jobs they perform inside the office. Getting employees of various races, ethnic gatherings, education and sexual orientation, and so forth in any organization is a potential wellspring of bias, stereotyping and ethnocentrism.

Myanmar Airways International (MAI), the national flag carrier of Myanmar, is no exception even though it has been recognized as a provider of better service and more convenience to passengers since 1993. The entry of low cost airlines in Myanmar has rapidly increased in number. Still, the company has to compete against those low cost airlines which fly to similar destinations. Being a national airline, it has to overcome its competitors by creating an environment which all employees and their talents are valued. Rapidly expanding nationally and internationally, there are many diverse employees in the organization. MAI has employees from different regions like five foreigners and 364 local employees with different cultures and religions. To gain competitive advantage with diverse workforce over competitors, MAI needs to understand the impact of diversity on organizational outcomes such as organization performance, employee satisfaction and turnover.

Providing a superior diversity management of workforce should be the main agenda for all airlines in order to survive and remain competitive in the market. MAI now focus on this management to improve diverse workforce to be efficient and effective in organization. Because of different workforce diversities in MAI like foreigners, employees from different religions, culture and languages, they recognize that diversity and equal opportunity are required now more than ever to spearhead the strategic development of a customer-centric, learning-oriented workforce that is capable of adapting quickly to the strategic goals and change imperatives facing the airline industry.

2. Objectives of the Study

The objectives of this study are as follows.

1. To identify the diversity management in Myanmar Airways International and
2. To analyze the impact of each diversity factor on employee performance in MAI

3. Method of the Study

The research is composed of both primary and secondary source of information. Primary data were gathered from Myanmar Airways International by using structured

questionnaires. The questions were focused on investigating the organization's dimension on workforce diversity in characteristics like gender, age, ethnic and education and how they impact on employees' performance. Secondary data were gathered from annual records of Myanmar Airways International, Department of Civil Aviation, journals, conference papers and Myanmar Hotel and Tourism Industry. The secondary data were also collected by surfing the internet, reviewing related academic materials to get hold of reliable information for the research.

4. Scope and Limitation of the Study

This research tries to decide the effect of workforce diversity on worker execution in Myanmar Airways International. The investigation emphasizes on couple of workforce varieties age, sexual orientation, ethnicity and education foundation. The review was centered around employees currently working in Myanmar Airways International and chosen by utilizing simple random sampling technique. Data collection were conducted from 119 employees from different backgrounds who are 18 years and above and currently working in MAI. Among 119 employees, the respondents include top level, middle level and low level for this research. The respondents from all levels are chosen to cover for this research.

II. Literature Review

This section shows the purpose of this investigation and a comprehensive theoretical framework of workforce diversity. It highlighted the conceptual framework which showed the connection between the various variables. An empirical review of relevant literature was discussed on the previous studies on the topic of workforce diversity and its effect on employee performance.

1. Diversity Management

Diversity Management is a human resource technique (Groschi and Doherty, 1999) and its reason for existing is to make a workforce, heterogeneous in nature that will display and will arrive at its potential in a reasonable, fair-minded condition. Moreover, Kandola and Fullerton (1999) accept that a different population of the workforce, and that by saddling their disparities, a beneficial situation can be made where everybody is esteemed and the set authoritative objectives are accomplished. Diversity Management

has advanced from the prior ideas of Equal Opportunity and Affirmative Action, diversity management sees contrasts among employees in a positive way (Maxwell, Blair and McDougall, 2001).

2. Theoretical Foundation

According to O'Flynn, Ricciotti, Nicholas, Lau, Sammaritino, & Fisher (2001), the two most commonly used theories of diversity are the social categorization theory and the similarity attraction paradigm. All these theories explain how diversity management impact on employees' performance. These theories according to the researchers all produce inconsistent and contradictory results.

1) Similarity/Attraction Theory

Similarity attraction theory expect that individuals like to connect themselves with those whom they see to resemble them on statistic qualities, for example, age, ethnicity, and so forth. But, employees who are either more seasoned, moderately aged or more youthful than such bound together gathering may infer that the motivation behind why they are not welcomed or acknowledged in such gathering. This is because of their age and may begin producing and showing age biased frames of mind in the organization (Kunze, Boehm, and Bruch, 2011).

Similarity constrained thoughts and perspectives but dissimilarity triggers addressing about issues while discovering reason for problems. The conditions where an individual gets the opportunity to participate with people from different establishments; it is more straightforward and speedier to achieve a response for an issue (Berman, et al, 2001; Cassel, 2001). This empowers the employees to effectively cooperate and create thoughts to take care of issues. Conversely, this can make constraint on employees thinking where a few workers will in general rely upon others.

2) Social Identity Theory

This theory predicts that individuals will generally gathering themselves into explicit gatherings dependent on certain zones which are of personal significance to them, eg. statistic attributes like training, sexual orientation, and etc. Turner (1982) recommended that when people engage in and include in the program of characterizing themselves and other individuals into social categories utilizing significant outcomes; it enables them to characterize themselves as the social personality that connects to a specific social gathering. It is a theory that clarifies the conditions under an individual sees the assortment of individuals as a gathering as the results of seeing individuals in bunch terms.

When people allocate themselves to a specific gathering, it raises the apparent

likeness between their social character and the group gathering and the apparent contrasts between their gathering and different group gatherings is expanded. Thus, individual doesn't consider him or herself as an exceptional individual any more and considers as a delegate individual from the gathering where the person has a place and that their conduct symbolizes the gathering's model social personality. The individual doesn't consider themselves to be a special individual and sees as an representative individual from the group that the person has a place. Additionally their conduct symbolizes the gathering's model social personality.

3. Previous Studies

There are a lot of previous studies concerning with the workforce diversity on employee's performance. These studies identified many factors affecting the employees' performance in different areas from different perceptions. There can be a harmful correlation linking diversity and group effectiveness.

According to Weiliang, Mun, Fong & Yuan (2011), University of Tunku Adbul Rahman's master thesis states that the harmful effect of age dissimilarity seem stronger than the positive effects. Groups with increased age dissimilarities are often characterized by a bad climate, have less communication, a higher turnover rate, more problems in decision making and lower performance. Kurtulmus (2016), in his MBA research found that diversity management affects the organization citizenship practices of the workforce. The discoveries uncovered that when diversity is esteemed in the working environment, the commitment of employees is relied upon to be high.

Abbas (2010) gives clarification that the continuation of sexual orientation segregation and aggressive labor market and dissect the consequences for employees' performance. The research demonstrates that average women gets lower profit than men. The distinction endures even when controlling hours for work, industry of work and human capital attributes propose this gives proof of pay victimization women. According to Sprainer et al.(2000), the purpose of the reanalysis is to develop a grounded theory of the role that race plays in the nursing care teams. His study stated that while conventional leadership approached deny or fail to address ethnical dynamics in NCTs, appear to contribute to the social isolation that reinforce different perspectives and alternative realities as diversity leadership.

4. Conceptual Framework

A conceptual framework is a logically developed, described and elaborated network of interrelationships among variables integral in the dynamics of a situation being

investigated. It explains the theory underlying these relationships and describes the nature and direction of these relationships. The conceptual framework is adopted from Weiliang, Mun, Fong & Yuan (2011). In this model, the workforce diversity management practices on employees' performance can be grouped into four groups: education diversity, age diversity, gender diversity and ethnicity diversity.

Dimensions of workforce diversity management

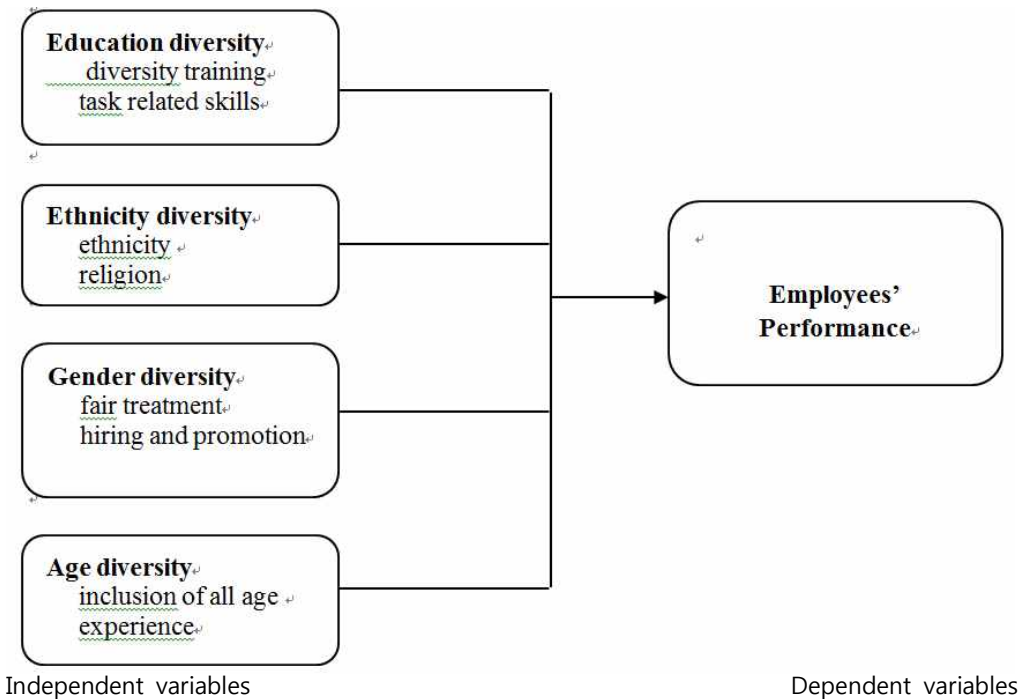


Figure 1. Conceptual Framework

Source: Weiliang, Mun, fong& Yun(2011)

From the findings, the study established that the workforce diversity management practices positively impacted on employees' performance at Nigerian Banking Industry. Workforce diversity management practices are the influential factors on employees' performance in this study. The conceptual framework of the study is proposed to explain workforce diversity management and employees' performance in MAI. The independent variable are gender diversity, education diversity, ethnicity diversity and age diversity. The factors are considered in conformity with the situations in Myanmar Airways International. In current study, these factors are to be investigated in the context of MAI airline with a view to improve the management of workforce diversity

for employees.

III. Research Design and Analysis

1. Research Design

In this study, descriptive research was conducted with qualitative and quantitative methods. The study focused on investigating and examining factors of workforce diversity towards employees' performance in organization. The sample population of the study was selected 119 employees of Myanmar Airways International out of 369 employees by simple random sampling. It limit the sample employees of currently working in MAI. A sample frame is a list of all those within a population who can be sampled out and should reflect the whole population. Gay 1992 stated that 10 percent of accessible population is adequate to serve a sample. Cooper and Schindler 2003 argued that if well chosen, samples of 10% to 30% of a population could give reliable finding. Based on the argument by Cooper 2003, the researcher took a sample of 119.

2. Data Processing and Analysis

After the questionnaires were received, the data was descriptively analyzed and presented in the form of tables, charts and graphs. According to Latham and Locke 2006, Likert scale responses are treated as ordinal data. All the data collected through the questionnaires was analyzed statistically by using the Software Package for Social Science (SPSS). The variables used in this research served as key points for the researcher to find out if the objectives of the study were tenable. Pearson's Correlation Coefficient was used to determine the relationship between independent variables and the dependent variables.

3. Demographic Characteristics

This provides demographic information of the respondents of the study. The characteristics include gender, age group, marital status, ethnicity, religious, education qualifications, work experience and respondents work level in the organization.

Table 1. Demographic Factors of Respondents

Sr.	Demographic Factors	Frequency	Percent	Cumulative Percent
1.	Gender			
	Female	53	44.5	44.5
	Male	66	55.5	100.0
Total		119	100.0	
2.	Age			
	18-30	74	62.2	62.2
	31-40	38	31.9	94.1
	50 and above	7	5.9	100.0
Total		119	100.0	
3.	Marital Status			
	Single	58	48.7	48.7
	Married	61	51.3	100.0
Total		119	100.0	
4.	Ethnic Groups			
	Bamar	92	77.3	77.3
	Rakhine	5	4.2	81.5
	Karen	5	4.2	85.7
	Other Ethnic Groups	17	14.3	100.0
Total		119	100.0	
5.	Religious			
	Buddhism	98	82.4	82.4
	Christian	18	15.1	97.5
	Other Religions	3	2.5	100.0
Total		119	100.0	
6.	Education			
	Bachelor	76	63.9	63.9
	Master	18	15.1	79
	PhD	1	0.8	79.8
	Other	24	20.2	100
Total		119	100	
7.	Position			
	Entry Level	9	7.6	7.6
	Junior	57	47.9	55.5
	Senior	46	38.7	94.1
	Manager	7	5.9	100
Total		119	100	
8.	Experience			
	0-4	51	42.9	42.9
	5-8	46	38.7	81.5
	9-12	18	15.1	96.6
	13 and above	4	3.4	100.0
Total		119	100	

Source: Survey Data, 2019

According to above table, 44.5% of respondents are female and 55.5% are male. The

majority age levels of respondents are between 18 years and 30 years. 48.7% of respondents are single and 51.3% are married. Majority of people are getting married in MAI. The majority ethnicities of respondents are Bamars. Even though, the most of respondents are Bamars, it can vary ethnicity in different position level of the company.

The majority religious of respondents are Buddhism. In terms of percentage, 63.9% of respondents are bachelors, 15.1% are master degree holders, 0.8% are doctorates and 20.2% are others. Graduate levels is the largest group in MAI airline. The majority of respondents work between 0 to 4 years. out of a total of 119 respondents, 7.6% are entry levels, 47.9% are junior, 38.7% are seniors and 5.9% are manager levels.

4. Correlation of Independent Variables and Employee Performance

Table. 2. Correlation of the Independent Variables and Employee Performance

		Employee Performance
Gender Diversity	Pearson Correlation	.239
	Sig. (2-tailed)	.009
	N	119
Age Diversity	Pearson Correlation	.303
	Sig. (2-tailed)	.001
	N	119
Ethnicity Diversity	Pearson Correlation	.223
	Sig. (2-tailed)	.001
	N	119
Education Diversity	Pearson Correlation	.427
	Sig. (2-tailed)	.000
	N	119

Source: SPSS outputs

The correlation coefficient (0.239) between gender diversity and employees' performance falls under coefficient range from ± 0.21 to ± 0.40 . Therefore the relationship is small but definite relationship. The relationship is not significant. The correlation coefficient (0.303) between age diversity and employees' performance falls under coefficient range from ± 0.21 to ± 0.40 . Therefore the relationship is small but definite relationship. The correlation coefficient (0.223) between ethnicity diversity and employees' performance falls under coefficient range from ± 0.21 to ± 0.40 . The relationship is not significant. The gender group variable has a 0.427 correlation with

the employee performance variable. Therefore the relationship is moderate. The relationship is significant.

5. Linear Regression Analysis

Multiple regression analysis is an analysis of association in which the effects of two or more variables in the single, interval-scaled dependent variables are investigated simultaneously (G. Zikmund 2010). We use multiple regressions when there is more than one independent variable to explain the variation in the dependent variable. Multiple regression is applied to investigate the relationship between workforce diversity management and employees' performance.

Table 3. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	1.850	.344		5.375	.000
Gender diversity	.136	.069	.166	1.966	.052
Age diversity	.171	.083	.184	2.064	.041
E d u c a t i o n diversity	.256**	.057	.385	4.522	.000
Ethnicity diversity	.007*	.035	.017	.188	.851

Model	R	R2	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	.513a	.263	.237	.29852	1.792

Source: Data generated by SPSS

According to table (4.10), the adjusted R2 value is 0.263. These mean that independent variables can explain 26.3% of the variation in dependent variable. However, it still left 73.7% unexplained in the research. The coefficients part of the table showed the contribution of each independent variable to the dependent variable. The Beta column of the standardized coefficients showed that education background diversity gave the largest contribution to performance by a value of 0.385. This value was supported by a significant value of 0.000 which was less than a p-value 0.05. Education diversity made the greatest significant contribution to performance of employees. Also age diversity was supported by a value of 0.184. This was provided by a significant value of 0.041 which is less than p-value 0.05. Other remaining diversities, gender

diversity and ethnicity diversity contributed slightly to performance of employees given by beta values 0.166 and 0.017. However significant level indicated that the contribution of the two variables was insignificant since they all have p-values greater than 0.05. (0.052 and 0.851).

Based on the results of multiple regression analysis, it can be concluded that the management of age diversity and education diversity have a significant positive influence on the performance of employees. Education diversity is more significant than age diversity because standard coefficient of education diversity is greater than that of age diversity. Gender diversity and ethnicity diversity did not have any significant impact on the performance of employees.

V. Conclusion and Recommendation

The study found that the inclusions of all education backgrounds influence employees' performance. Myanmar Airways International mostly do not wish to offer paid study leaves to employees who further study. The study recommends that Myanmar Airways International (MAI) need to encourage employees by providing study leave. And management also needs to provide financial aid by providing high performance to gain some certification that will improve the performance of employees. This way is to motivate employees' motivation by using extrinsic motivation.

Secondly, the study also found that there is issue of gender diversity in MAI. The gender equality, male female ratio, fair treatment and gender consideration in hiring and promotion do not influence employees' performance. The organization should create an environment that is flexible for female employees to manage their work and promote their lifestyles. MAI's management periodically should monitor the ratio of male and female employees in the organization.

Thirdly, the study showed that there is a burden in age diversity in Myanmar Airways International. The research found that all inclusion of age groups influence employees' performance. Thus management of MAI should encourage groups made up of different ages. Management of Myanmar Airways International should offer diversity training to all employees to deal implicit bias within employees. Finally, ethnicity diversity does not affect on employees' performance. Though, the management of Myanmar Airways International should motivate social interactions between employees with different ethnics like cultures, religions and others. . Managers of MAI should try to make a holiday calendar that is culturally diverse to know the cultural awareness. This can create the more welcoming work environment to all employees from different ethnicity.

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A Study on Myanmar Calendar and Annual Festival

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ABSTRACT: Myanmar's festivals have historically been influenced by the natural environment, religion and social culture. The festival includes many cultural elements. Nevertheless, no studies have been analyzed in terms of specific and multifaceted aspects. Myanmar festivals are mostly religious, especially Buddhist studies. The festival is related to the natural environment, such as the seasonal cycle. It is closely related to the social life of Myanmar. Studies on traditional Myanmar festivals are not discussed in earnest. In Myanmar, studies on traditional festivals at home and abroad are also lacking. Due to the strong influence of Buddhism, there are only a lot of studies discussing festivals from a Buddhist perspective. Therefore, the discussion on traditional festivals based on tradition will have great significance.

Key words : Festival, Religion, Culture, Buddhism, Social Life,

I. Introduction

Since the opening of the economy, Myanmar has received a lot of attention from surrounding countries and the western society. In the meantime, economic and political development is taking place rapidly. The wave of socialization is rapidly penetrating Myanmar. Nonetheless, Myanmar remains a traditional culture. The festival in Myanmar reflects the characteristics of religion and climate. It borders the boundaries of various races and religions. At the same time, it is being held as an important event of the country.

Interest in traditional culture establishes the identity of national culture. Tradition and culture have been used in social, political and economic fields according to purpose. Myanmar was also used as part of the national integration policy.

In 1988, it broadcasted Myanmar's traditional cultural programs through radio and television. Radio was an economical medium to promote traditional culture. Saw Mong Ni studied with a lot of interest in Myanmar's traditional culture and folklore. He has been broadcasting for about 15 minutes in connection with Myanmar's festival and traditional culture. It was broadcast throughout Myanmar. The languages were Myanmar, English, and minority languages. The ministry, which manages the information media of Myanmar, recorded this. Myanmar culture and arts also published as a book. This book contains information on Myanmar's year-round festivals and culture that he collected (Saw Mong Ni 2001).

Myanmar's festivals have historically been influenced by their natural environment, religion, and social culture. Festivals include many cultural elements. Nevertheless, there is no research that has been analyzed in terms of concrete and multifaceted aspects. Myanmar festivals are mostly religious, especially Buddhist studies. Festivals are associated with the natural environment, such as the seasonal cycle. So it has a close relationship with the social life of Myanmar.

New Year festivals and monthly festivals have been handed down from ancient time.

Therefore, it has a great influence on the social life of Myanmar people. They set the time based on the cycle of the celestial bodies, so that can live in compliance with the seasons. Using the traditional calendar based on this, they created festivals and social activities. Therefore, the annual festival in Myanmar is a ritual related to the natural environment such as seasonal circulation. At the same time, it is a social activity that mediates traditional customs of Myanmar people with religious and cultural backgrounds.

Festivals have been discussed by several studies. Ryu Jung-ah (2013) referred to the limitations of the research in festival theory as a lack of theoretical discussion. The theoretical perspectives of various scholars are presented. Festivals are words that refer to celebration and sacrifice in a comprehensive way. In the early days, the importance of rituals on the origin and nature of religion was discussed. After that, it was discussed about the role and purpose of ritual in society. Rituals are the objects that identify the relationship between religion and society. So it was discussed in various disciplines. These discussions gave rise to various views and interpretations of the festival.

Representative scholars in festival research are as follows. Arnold van Gennep (1873-1957), a structural researcher who established the concept of passage ceremony. Victor Turner (1920-1983), who applied dialectic to the process of rituals and analyzed the theatrical elements from a ritual perspective.

It is necessary to examine what cultural elements festivals have in a multifaceted sense. Kim In-a (2015) stated that the New Year festival in Myanmar includes both indigenous faith and religious meaning. They did not see the comprehensive aspect of

the year-round festivities, which are caused by seasonal changes. Kim-Shinae (2016) divides Myanmar's New Year festival into modern and traditional perspectives, discussing customs and functions.

Most of the previous studies of Southeast Asian rituals including Myanmar showed a tendency to explain from the perspective of Buddhist tradition. Hayashi (2001) describes the annual festivals of Thailand and Laos as an example of Buddhism.

There are very few studies on Myanmar's annual festivals. Lim-Jaehae (2004) examines the customs of the Catholic state of Tibetan Buddhism based on four cultural standards. The four cultural standards are the law, the traditional religion, the centered lifestyle, and the worldview. He looked at how these factors affect traditional customs. Myanmar's annual festivals, which are intangible heritage of traditional culture, need to look at elements of natural environment such as farming season together with religious viewpoint.

Studies on traditional festivals in Myanmar are not discussed in earnest. There is also a lack of research on traditional festivals in Myanmar, both at home and abroad. Because of the powerful influence of Buddhism, only studies that discuss festivals from Buddhist viewpoint. It is just a narrative content. Few studies have studied the traditional festivals of Myanmar from various perspectives. Research related to cultural standards such as seasons and regimens related to the natural environment is needed. Festivals throughout the year are associated with natural environments such as seasons, as well as religious backgrounds. It is closely related to the social life of Myanmar. Therefore, these factors should be handled together.

The aspects of festivals and social and cultural functions are diverse. Therefore, the interpretation may vary depending on the researcher's point of view. There are difficult points to discuss because of the complexity of the background of the festival and modification of forms by changes in social system. The festival is a practical act that is carried out by direct participation of Myanmar people. Festival is a cultural phenomenon that expresses celebration and sacrifice in a comprehensive way.

II. Main subject

1. Myanmar calendar

1) The origin of the Myanmar calendar

The Myanmar people have been conducting rituals and national events throughout the year based on the Myanmar calendar, which has been unique since the dynasty. Therefore, the calendar to know the date of the festival is very important. The calendar

is the product of numerous exchanges between cultures through war and trade, the daily demands of the people, and the ambitious reforms of the political powers (Lee-Jungmo, 2001). In Myanmar, the law played a very important role in laying the foundations of a kingdom. Religious rituals were stipulated in accordance with the original regime. Strengthening the faith beliefs of religious groups through sacrificial rituals. Farmers regularly held seasonal rituals related to farming and social activities. The calendar became the basis for events at the national level.

The current calendar in Myanmar is Tekareit. Historically, it has been linked to Myanmar's dating. Regarding dating, Buddhist scholars call it the Chulasakara era. The era begins on the Friday of the month of Vesakha in 638 AD. It is derived from northern India. Several hundred years before the Burma tribe came, there was a Pyu race. In Myanmar, this period is called the Pyu period (Aung Thwin 2005). Myanmar's calendar is supposed to be derived from India. According to chronology, the kingdom of Bagan followed the era of Saka Pyu. In 640, King Popsa Sorahan reiterated the law of procreation. This is the Cochar Tekareit. (Hmannan 1992).

The next king was Anowrahta (1044 - 1077). Myanmar was the strongest in Southeast Asia at this time. Since 1056, Burghang has emerged as a center of Buddhism. As a result, the Myanmar calendar was introduced to neighboring countries. Laos and Thailand also celebrate New Year festivals in the same way as Myanmar (Maung Htin Aung 1958).

The Hindu astrologer played an important role in establishing Myanmar's unique calendar system. Myanmar's time measurement and seasonal system came from India. The people who made the official calendar in Myanmar were Hindu astrologers. Hindu astrologers descended from Brahmin. They brought many prisoners from Manipur. In Myanmar, they are called punna. During the colonial period, the United Kingdom informed Myanmar of important calendar issues each year (Irwin 1901).

2) Myanmar calendar system

The Myanmar calendar is based on the lunisolar calendar. They introduced the concept of the month in order to correct seasonal errors due to lunar power. The disagreements between the calendar and the season are resolved somewhat (Lee Jungmo, 2001). The lunisolar calendar is a recipe made by considering both the movement of the moon and the sun. The calculation of the date is based on the moon becoming larger and smaller. Seasonal changes are based on the movement of the sun. Use a leap day to control lunisolar calendar. This is to match the period of ritual ceremony and the specific period of the year. It shows the various combinations between the natural seasons and the rhythms of social life. Myanmar is a lunisolar calendar, with 12 months and 360 days a year, and 30 days a month. Based on the fullness, divide by *lazang* (1-15 days) and *lazouk* (16-30 days). So every month 15 is

the closing point of everyday life. And various festivals are held.

Myanmar is using both a Buddhist calendar (tatenatekerit) and a unique calendar. However, official events and festivals of the country are based on the Myanmar unique calendar. On the fifteenth day of the festival, most government offices and businesses do not work. Traditional markets do not operate either. Foreigners who do not know this fact are confused.

The current Myanmar calendar is 1378 (January to March 2017 AD), 1378 - 1379 (April) and 1379 (May - December 2017 AD). Generally, It is year(AD) - 638 years. Prior to April 16 (or 17th), which corresponds to New Year's fabric, it belongs to the previous year as Myanmar calendar. Using the lunisolar calendar is a great convenience to everyday life. If using either lunar or solar calendar, the New Year may change, causing confusion. If the calendar and the season do not match, it is impossible to distinguish the time of sowing and harvest. It interferes with farmers who farm rice. When farming, observe the amount of sunshine and precipitation due to the movement of the sun. Therefore, the use of the lunar calendar in farming is inconvenient. Therefore, adopted intercalation to avoid the difference of the New Year.

Myanmar has a dry season and a rainy season. This is an important factor affecting the overall life of Myanmar people. They need a calendar that exactly show the rainy season and dry season. The Myanmarese celebrate New Year's festival fits the cycle of the sun and fool moon festivals based on the periodic rhythm of the Moon. This day was designated as a holiday.

2. The religious background of the annual festival

1) Myanmar's indigenous faith

Festival is a cultural phenomenon that is merged with congratulations and sacrifices. In particular, traditional festivals, including ancient ones, are mostly religious (Ryu Jung-ah 2003). The festival in Myanmar implies the meaning of Buddhism and indigenous faith. Before the establishment of Buddhist tradition, there are many connections with civil indigenous beliefs. Indigenous faith is a faith that is passed down in the private sector without having a religious system. Civilians believed in customs and was passed down.

Buddhism is aimed at intrinsic values. For those who live in the world, indigenous faith is an important factor in society as a whole. Hindu astrology was introduced in India. Use astrological calculations to determine dates of festivals. An indigenous believer, animism, is an important religious culture in Myanmar with buddhism(Therabada) and astrology. Astrological beliefs have an influence in the social and political sphere of Myanmar. In India, Hinduism remains a folk religion. It also became an issue of political debate between the religious right and the academic

vested interests. The influx of astrological elements into Myanmar is on the historical background of Indianization.

Southeast Asia was influenced by Indian culture from the 2nd century BCE to the 15th century AD. The small kingdoms interacted with Indian merchants. Local rulers also hired a small group of Indian Brahmins as advisers. In addition, Indian culture, institutions, and religious practices were introduced (Ryu, Kyunghee, 2001). The kings hired Hindu astrologers to show the royal authority and let them take care of the event.

They set a good day for royal events based on astrological allegiance. They served as priests at the coronation of the king. They played an important role and function in royal ceremonies.

The astrologer who determines the date of the festival is called pounna. The term "Pounna" has existed since the Bagan. Pounna is translated as Brahmin. Before the time of the Konbaung, pounna was referred to as a group except for monks, princes, and slaves. According to the traditional classification, it includes brahmana, khettiya, bishya, and suddhiya. It reproduces the caste class of India. The professional contributions of traditional societies are reflected in the terminology. On the other hand, Pounna is interpreted as 'Court Brahmin' of the palace. In Myanmar's historical records, Pong was a Brahmin of the royal palace, belonging to the class of astrologers (Leider 2005). Brahms played an important role in the bath ritual (abhiseka) at the coronation. Astrologers were also called huya. Astrology is based on the Creation of the Universe. They see a relationship between the reality of the planet's constellation of the constellation and the cosmic presence of human life. In other words, human beings respond harmoniously to the order of the macrocosm. In order to enjoy prosperity, it was important to know good moments.

Astrology was also important in building cities (Leider 2005). Alaungpaya (reigned 1752-1760) built the capital on June 21, 1753. The role of the king in the establishment of the ancient capitals and the establishment of the state was questioned. They believed that astrological factors should be considered first. They also believed that the astrologically maintained capital was not attacked by enemies (Than Tun 1985). Their tasks are as follows (Leider 2005). Report on solar and lunar eclipse, proposal to set a new year, time and date notifications with good signs etc.

Point out the gulf of the new year. The tradition is maintained by astrologers. It was made in Mandalay. There is a bell to point out the new year's tenacity. It is sold throughout Myanmar several months before the New Year festival. It is also widely used in modern politics in Myanmar. The date and time of the 1948 independence ceremony of Myanmar was also determined by astrology. The custom of gilding is rooted in astrology. For example, the number 8 is said to cause misfortune. So there is no important event on day 8. The democratization was August 8, 1988. They believe it

is the cause of the democratic movement failure. Instead 9 believes in lucky numbers. 9 is a lucky number of Nat. It is absolutely protected in relation to political power.

Nevin made 45 and 90 urn coins. It was to resolve the public complaints about military dictatorship. 4 and 5 were fortunate numbers and believed they would be good (Kim Sung Won 1989). This is because $4 + 5$ becomes 9, and $9 + 0$ becomes 9. The concept of the number of these astrological figures melts the characteristics of Mandala in India.

The four bearing structures around the center affected the geometry of the temple. Mandala is a combination of the center (manda) and the periphery (la). There are many other implications. Mandala in Buddhism means a space where believers can meditate. It is also a geometrical arrangement of the gods as a sacred place. The form of mandala is also expressed as a geopolitical coalition. And protects it from external threats. The ruler is located in the center, and the servants surrounding it are also the center of another mandala (Highduz 2000).

Most Myanmarans believe in astrology. They also visit the astrologer to discuss future fate. Myanmar parents record the exact time when their child is born. And they ask the astrologer to make a celestial(zata). Date of birth, day of the week, parent's name, and fortune-telling marks are recorded on the palm leaves with stylus. The palm leaves are hardened together and their surface becomes thick. On the side of Zata, there are figures and figures depicting astrological figures, zodiacs, and positions of planets based on time of birth. The date and time of birth, and the name of the Zata that the astrologer created, is engraved on the other side. Generally, the Zata is 21 (cm) x 6 (cm), which corresponds to half the length of palm tree leaves. It is very beautifully carved and decorated. The British Library has a collection of birth tombs. It is the Zata of myatthaaung. The production time is 1781AD. The date of birth is recorded on one side of the Zata. It is recorded as the year of birth (1143BC), the month of birth (October), the fifth day nearing full moon, and the first day of the week, Sunday, and evening.

Astrology is firmly rooted in Myanmar's social culture. Weddings, house-building, start of business, time decision of national event, etc. It is influencing to large and small, private or community events(Spiro 1970). Historically, astrology in Myanmar has served as a factor for revealing the power and sanctity of the royal family. On the private side, it was used as a means of prediction in life.

Another religious background is the indigenous belief 'Nat' Before Buddhism was introduced, Myanmar worshiped animism. The animistic worship was spread throughout Southeast Asia and Indonesia at that time. Despite the spread of Brahmanism, Buddhism, and Islam, it remained constant. This phenomenon remains to this day. Myanmar's animism was organized as a worship of the spirits called 'Nat' (Hall 1950). The Nat is a supernatural being. It affects to the god of heaven, guardianship of the

earth, institutions, customs and even human. They are distinguished into specific places. There are many kinds of Nat, such as defend houses, protect villages and forests, defend royal families, and dominate certain provinces. There are a total of 37 supernatural Nat. It is essentially a god who defends the country, the royal family and the kingship (Aung Thwin 1985). The Nat faith is correlated with Myanmar's year-round festivals. It is well harmonized with Buddhism and appears naturally in Myanmar society.

2) Buddhist Tradition Rituals

The Buddhist religion (Theravada) introduced in Myanmar influenced Myanmar's history beyond the religious realm. The king and the Buddhist denomination have a close relationship. Thus, a system of governance that can be called a Buddhist state was established. Myanmar kings have generously supported Buddhist orders. It is to show the people that the king is a Buddhist advocate. It is a kind of political act to gain the confidence of the people. It is also a feature of the Buddhist nation.

The friendship between these kings and Buddhism was established in the Bagan period. It continued until the monarchy collapsed by the British colonial forces in the late nineteenth century (Ishii, 2001). The history of the Buddhist culture shows that the acceptance and prosperity of Buddhism coexist with the kingship and the rise and fall of the nation. The Buddhist denomination regard the greatest power of secular society as the greatest protector. But Buddhism was not the only religion of privileged classes. In Southeast Asia, devotion to Buddhist denominations has followed custom from the King to the peasants. Both the king and the peasants were able to entering the Buddhist priesthood. The construction and maintenance of the temple has been done with the help of the followers. The life of the day starts with a pindapata and carries on a Buddhist calendar throughout the month.

Buddhist rituals that have been held throughout the year are decorated in a variety of colors to suit the seasons. Buddhism has been widely practiced as part of life (Hayashi 2001). Myanmar also has various Buddhist rituals as Buddhist countries. For example, In June, there will be a contest (sapyanpwe) to recite the Buddhist scriptures. A dhammasetkyane is held in July when the rainy season begins. This day was the day of the first sermon after Buddha awakened. The bazingkhanpwe is a ceremony for the person who entering the priesthood to be a formal monk. The wazokateing is a ritual in which believers present monk clothes to monks.

The kateing festival is the best ritual for Myanmar people to build up their merit. There is a symbolic item that appears in a festival called deodinjyus kateing. It is a tree called padetha. Communities in Myanmar make gifts directly. They donate money or various kinds of gifts. People who work in the same job form a group. And collect gifts to contribute to the temple. The structure of a triangle made of wood stands at the market of Myanmar at the time of the deodinjyus festival. Each structure has items

such as yellow monk's clothes, towels, cups and so on. They are called kathina gifts. People can hang things for gifts (Khin Myo Chit 2002).

III. Conclusion

The Myanmar people have been conducting rituals and national events throughout the year based on the Myanmar calendar, which has been unique since the dynasty. The current calendar in Myanmar is Tekareit. Myanmar's calendar is supposed to be derived from India. Myanmar was the strongest in Southeast Asia at this time. As a result, the Myanmar calendar was introduced to neighboring countries. The Hindu astrologer played an important role in establishing Myanmar's unique calendar system. Myanmar's time measurement and seasonal system came from India.

The Myanmar calendar is based on the lunisolar calendar. They introduced the concept of the month in order to correct seasonal errors due to lunar power. The calculation of the date is based on the moon becoming larger and smaller. Seasonal changes are based on the movement of the sun. This is to match the period of ritual ceremony and the specific period of the year. 12 months and 360 days a year, and 30 days a month. Based on the fullness, divide by lazang (1-15 days) and lazouk (16-30 days). Every month 15 is the closing point of everyday life. And various festivals are held.

Festival is a cultural phenomenon that is merged with congratulations and sacrifices. The festival in Myanmar implies the meaning of Buddhism and indigenous faith. Indigenous faith is a faith that is passed down in the private sector without having a religious system. For those who live in the world, indigenous faith is an important factor in society as a whole. Use astrological calculations to determine dates of festivals. Southeast Asia was influenced by Indian culture from the 2nd century BCE to the 15th century AD. The kings hired Hindu astrologers to show the royal authority and let them take care of the event. Astrology is based on the Creation of the Universe. The custom of gilding is rooted in astrology. Myanmar parents record the exact time when their child is born and make a celestial(zata). Myanmar's animism was organized as a worship of the spirits called 'Nat'. There are many kinds of Nat, such as defend houses, protect villages and forests, defend royal families, and dominate certain provinces. The Nat faith is correlated with Myanmar's year-round festivals and well harmonized with Buddhism.

The Buddhist religion(Theravada) introduced in Myanmar influenced Myanmar's history beyond the religious realm. The king and the Buddhist denomination have a close relationship. It is a kind of political act to gain the confidence of the people. Buddhist rituals that have been held throughout the year are decorated in a variety of

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The Effect of Social Media on Students' Academic Performance: A Case Study of Yangon University of Economics

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ABSTRACT : This study was conducted with the objective of the effect of social media on students' academic performance at Yangon University of Economics. This study used both quantitative and qualitative research methods. It attempts to analyze the effect of social media on students' academic performance by applying uses and gratification theory. Primary data as well as secondary data are used in this study. Primary data was mainly collected from 105 students out of total population 150 master students using structured questionnaire with Five-Point Likert Scale to measure the effect of social media during the study period of September 2019. They are specialized in commerce, accounting, statistics, economics and population studies. Secondary data was acquired from the relevant books, articles, journals and internet websites. This collected primary data was analyzed using description means and regression analysis. As part of the behaviors towards social media usage, most of respondents are female who are in the age of between 23-26. They use 1-2 hour for study and 2-5 hour for spending on social media. Using the regression analysis, three variables (nature of usage of social media, internet addiction and friends and people connection) are significant with academic performance while time appropriateness and perception by students are not significant. This study revealed that social media had a significant positive effect on students' academic performance at Yangon University of Economics. The results provide students, parents, educators and policy makers considerable insight about social media and point out the factors that effect on good academic performance. And it is also suggested for the university that it should provide more academic facilities to be utilized through social media, make students do assignment, case study presentation with applying student's social media usage fully thereby will lead to be brighter future for

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Key words : social media, academic performance, uses and gratification theory,

I. Introduction

Social media has become a common international trend which has spread across almost every corner of the world. Use of social media is increasing day by day with high rate in all over the world. Social media today consists of thousands of social media platforms all serving the same but slightly different purpose. With the explosion of social media platforms, people connected in seconds, the world becomes a village and friendship grow at global level, and information comes to our pockets at no cost. In the 21st century, the use of the Internet (including the use of social media) has globally become an integral part of humans' daily lives (Sorensen et al., 2014). One of the most common activities among children, adolescents, and emerging adults is the usage of social media nowadays. The aggressive adoption of social media among the younger generation, could be attributed to their up to date knowledge and comfort with the latest technology and the convenient accessibility to these social networking tools (Vorderer, 2016).

Social media has both positive and negative effects. Kuppuswamy and Shankar (2010) reviewed that social network websites grab students' attention and then diverts it towards non-educational and inappropriate actions including useless chatting. The social media usage of American adults aged 18-29 years who represent the higher percentage of university students rose from 12 percent in 2005 to 90 percent in 2015 (Perrin, 2018). Also, in Myanmar, social media users are increasing. With the developments of technology, social media has become more and more popular among students and a major concern have arose over how the use of social media sites among university students affect their academic performance.

The objectives of this study are:

- 1) To identify students' behavior of using social media from Yangon University of Economics and
- 2) To analyze the effect of social media on students' academic performance.

II. Literature Review

Martin (2008) and Lusk (2010) defined social media as an aspect of the Internet which allows individuals and groups to create and publish online content, share the content, and interact about it through the use of Facebook, Skype, Blogs, MySpace, LinkedIn, Yahoo Messenger, Whatsapps and Twitter. Kaplan and Haenlein (2010) defined social media as "Internet based applications that allow the creation and exchange of content which is user generated". Social media is different from more traditional forms of media because it allows students or users to interact more closely with their peers, teachers, engage and comment on the course material both outside and inside the classroom environment (DeAndrea et al., 2012).

Academic performance means the final grade or result obtained by a student after different standardized course assessments or tests are undertaken in a course. It is denoted by the grade point average (GPA) or cumulative grade point average of a student (CGPA). The use of the objective measure of CGPA was appropriate in the study because it is the most common measure of academic performance/ability used in many higher education institutions around the world (Junco, 2015). At the university under study: the higher the CGPA, the better the academic performance. In this study, uses and gratification theory is applied to analyze the effect of social media on academic performance.

Uses and Gratification Theory (UGT) is an approach to understanding why and how people actively seek out specific media to satisfy specific needs. It discusses the effects of the media on people and explains how people use the media for their own need and get satisfied when their needs are fulfilled. The theory is closely related to human psychology of needs, motives and influence.

Influence of Social Media on Academic Performance: University educators propose that social media can have a positive influence on interaction, engagement, knowledge building, and sense of community (Rovai, 2001). Reynol Junco, Associate Professor at Lock Haven University in Pennsylvania, in his study reported that there is correlation between the time spend on facebook and educational grades, more time spend leads to low academic grades and vice-verse. The use of social media negatively effects on students' academic performance. (Choney 2010). Furthermore, a study conducted by Karpinski and Duberstein (2009), of Ohio Dominican university on college students who use social network have significantly lower grade point average (GPAs) than those who do not. There is negative relationship between the use of various media, including mobile phones, and self-reported GPA among first year university students in the United States (Jocabsen and Forste, 2011). According to Karpinski (2009), social media users usually devote lesser time to their studies than nonusers and subsequently has

lower GPAs.

The American Educational Research Association conducted a research and declared at its annual conference in San Diego California (2009), that social media users study less and generate lower grades (Abaleta et al., 2014). According to Pasek, More and Hargittai (2009), the use of Facebook has a positive relationship with academic performance. This means that the students with higher grades tend to spend more of their time on Facebook.

III. Method of the Study

This study applied qualitative and quantitative research method. The sample for this study is drawn from the population of students in Yangon University of Economics. One hundred and five respondents are randomly selected which included students across different level of studies and departments by using sample random sampling method. The data is collected from both primary and secondary sources. Primary data is collected from Yangon University of Economics through questionnaires and secondary data is acquired from the relevant books, articles, journals and internet websites. This study uses SPSS (Statistical Package for Social Science) to analyze the collected data for the findings of study by running of reliability test, correlation, regression that ascertain whether the respondents agree to social media factors have an effect on students' academic performance or not. Variance inflation factor (VIF) was calculated to find out whether multicollinearity among the dependent variables exist or not.

IV. Analysis and Results

This study selected academic master students of Yangon University of Economics because they are conferred bachelor degree by Yangon University of Economics and other master students are graduated from various universities. Moreover, this study just emphasizes the effect of social media on academic performance of Yangon University of Economics' students. Then, the reason of choosing students from Yangon University of Economics among students from higher education is that wireless internet system (wi-fi) can be accessed freely and conveniently in this university, students have academic discussion groups on social media to make presentation, do assignments and discuss about real business cases as business students than others. For the quantitative component of this study, and in order to get a representative sample covering population (150 students), 105 students (70%) are collected as sample through survey

questionnaires by using sample random sampling method.

Table 1. shows the result of reliability test and it was found that all variables except perception by students have alpha value above 0.65. which shows good reliability. The Cronbach's Alpha for perception by students was a little bit low (0.604). But, Field (2005) said that psychological variable can be accepted even if they are above 0.5. Therefore, all of the variables are consistent and reliable in this study.

Table 1. Reliability Test for Construct Variables

Construct Variables	No. of Items	Cronbach's alpha
Time Appropriateness	7	0.654
Nature of Usage	7	0.656
Internet Addiction	6	0.724
Friends and People Connection	7	0.792
Perception by Students	7	0.604

Source: Survey Data (2019)

In this study, the adjusted R square, F-value and t-value from SPSS output have been used to interpret the results of multiple regression analysis. The results are presented in Table 2.

Table 2. Effect of Social Media on Students' Academic Performance

Variables	Unstandardized Coefficient		t	Sig	VIF
	B	Std. Error			
Constant	0.446 -0.068	0.244	1.828	0.070	-
Time Appropriateness	0.713***	0.041	-1.651	0.102	1.470
Nature of Usage	0.040*	0.049	14.568	0.000	1.399
Internet Addiction	0.040*	0.022	1.824	0.071	1.205
Friends and people connection	0.236***	0.050	4.722	0.000	1.637
Perception by students	-0.018	0.018	-0.983	0.328	1.102
R2				0.815	
Adjusted R2				0.805	
F-value				86.943***	
Sig.				0.000	

Source: Survey Data (2019)

Note: *** indicates that significant at 1 % level, ** indicates that significant at 5 % level

and * indicates that significant at 10% level.

In this study, the dependent variable of the model is students' academic performance and the independent variable (predictors) are time appropriateness, nature of usage, internet addiction, friends and people connection and perception by students. As indicated by R square, the predictors explain 81.5% of variation in students' academic performance. The value of F test, overall significance of the model, is highly significant at 1percent level. This specified model can be said valid. The results of regression analysis indicate that the amount of academic performance is 0.446 when students have not used the social media. Practice of one additional unit of nature of usage can increase 0.713 times in academic performance. This finding is supported by Anne (2011) states that social media provides an avenue for students to join to interesting groups that allow them to learn new skills in area of their choice. Increase in 0.04 times in academic performance can occur in one additional unit of internet addition. Practice of one additional unit of friends and people connection can cause increasing 0.236 times in academic performance. According to the results, it can be seen that three social media factors (nature of usage, internet addiction, friends and people connection) are essential for academic performance. The final results are described in Figure 1.

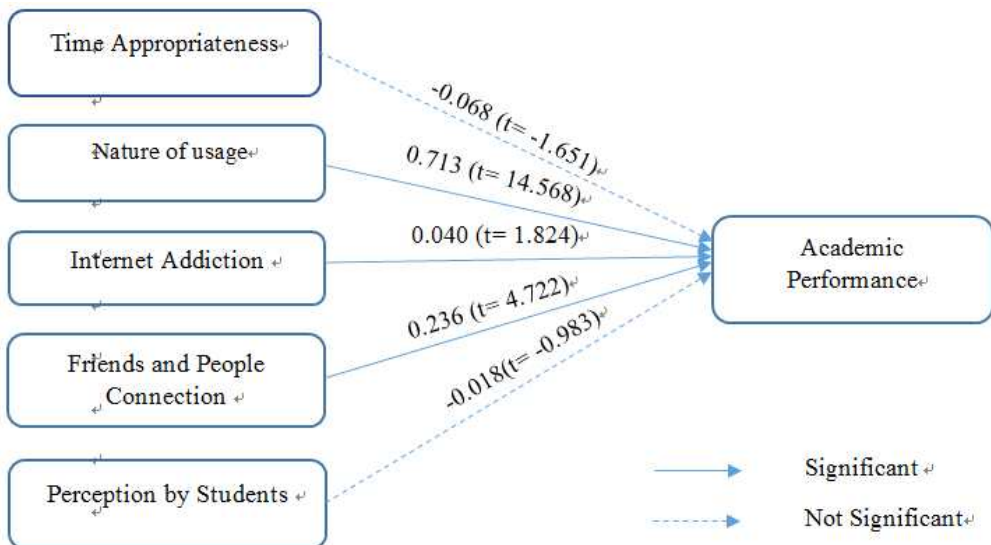


Figure 1. Results on Multiple Regression Analysis

Source: Survey Data (2019)

According to the results, there is a positive and significant influence of nature of usage with students' academic performance at 1 percent level which indicates that the increase of using social media to engage in activities regarding their academic life lead to the effect of good academic performance. Friends and people connections has a positive and significant influence on students' academic performance at 1 percent level because students can form study groups which facilitates better means through their studies. Also, lecturers can connect with students to provide and ready study material can be helpful and useful to students. There is also positive and significant relationship between internet addiction and students' academic performance at 10 percent level. This is because social media has become a part of their daily routine and there is nothing to drop their grades since engaged in social media. And also, addiction is not a challenge for their academic performance.

V. Conclusion

This study was carried out to analyze the effects of social media on the academic performance of the master students from Yangon University of Economics. In the previous studies, most researchers conducted the study about the effect of social media on undergraduate students' academic performance. The findings were that social media effect negatively on academic performance. It is found out that the differences between previous studies and current study. In the current study, social media effect positively on academic performance. Facebook, well-known social media in Myanmar, is widely used by majority of respondents. Majority of respondents have been using social media more than 5 years. Then, it is found that they spend more hours for social media than study and most of the respondents use social media for academic related purposes. Also, having friends and people connection can help most of respondents to discuss not only with their friends but lecturers as well and coordinate with group members from anywhere in the world. Based on the findings of this study, social media becomes an integral part of the student's full life with advancement in technology and increase in social media usage. This suggests that the more students use social media, the more their academic performance (GPA) is affected.

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Brand equity and customer retention for Bella Cosmetics Brand in Yangon

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ABSTRACT : This study attempts to explore how customers' perception about brand equity is affected by market actions, and whether this brand equity facilitates the ability to retain customers for Bella cosmetic brand. As such, it investigates the relationship between marketing action, brand equity and customer retention of Bella cosmetic customers. Specifically, this study assumes brand equity from Customer-Based Brand Equity theory perspective. By applying simple random sampling method, this study collected data from 120 cosmetics customers in Yangon, Myanmar. The regression analysis found that there is a significant positive relationship between marketing action, brand equity and customer retention. More specifically, the result shows that marketing of advertising has a stronger influence on the customer retention in building brand equity. Therefore, our finding suggests that the cosmetics company needs to build strong marketing action for securing the customer retention via cultivating the effective brand equity of its products.

Key Words : Marketing Action, Brand Equity, Customer Retention, Bella Cosmetics,

I. Introduction

Marketing is the key concept of a firm's performance and competitive advantage. The firms with superior marketing capabilities are able to obtain superior financial outcome. More specifically, firms which segment, target and develop appropriate

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marketing strategies are able to attract more customers, obtain customer loyalty and improve image. In today globalized era, many firms are facing growing complexity in participating markets as a result of increased numbers of products and possibilities from growing numbers of competitors. This situation calls for all firms to pursue holistic marketing strategies, involving using multi-channel marketing strategies to stand out their products from the crowded competitors' ones. Some researchers indicate the ways that marketing actions are related with brand equity. Others show how brand equity is associated with customer retention.

The American Marketing Association (AMA) defines a brand as name, term, sign, symbol or any other feature that pinpoints one seller's good or service as distinct from those of other seller. Brands provide either or benefits to the customers, valuable functions and offer a lot of added values for firms. They protect the brand name through registered trademarks, generate customer loyalty to the brand, have less vulnerability to the marketing actions of competitors, increase effectiveness of marketing communication activity, achieve greater profit margins than competitors, and create licensing opportunities and additional brand extension opportunities (Keller , 2001, Keller, 2002 , Allaway et al.2011). According to Kim and Kim (2004), customer lives are improved and the financial values of firms are enhanced by brands today.

Yoo et al (2000) and Fill (2002) discuss that branding helps customers know goods or services because it gives a name, other brand elements and added values to mention them. It builds mental structures so that customers can organize what they know about goods or services by clarifying their decision-making and providing value to the firm. Brunello(2014) also states that it is critical to build brands in the marketplace. A strong, positive impression in the mind of a buyer is created and sustained by a successful brand. Another point mentioned by Krishnan and Hartline (2001) is that brands can identify the source of the goods or the services, allowing customers to assign responsibility for its performance to a particular manufacturer.

Tong and Hawley (2009) view a successful brand that it allows the customer to evaluate the identical product differently depending on how it is branded because brand acts as an indicator of a certain level of quality.

Brand equity is said to be important in helping consumers to process information, especially, when the information is overloaded. Firms focus on growing brand equity so that they can gain more favorable associations and feelings of target consumers. Actually, both financial meaning from the perspective of the value of the brand to the customer come from a marketing decision-making context. In this research, the brand equity is observed depending on the marketing perspective but as a separate construct. Therefore, Yoo et al.(2000) advise to set a separate brand equity construct that is separate from its dimension to realize the overall brand equity assessment .

In Myanmar, buying decisions are made by consumers according to their trusted

network. There is strong influence from celebrities and a new group of online bloggers –which is relatively new to Myanmar as internet access hasn't been readily available. Market also follows regional trends – Singapore, Thailand and Korea. There are international brands operating stores in malls as well as areas within duty free stores and premium supermarkets such as Nature Republic, Clinique, Kanebo, Yves Rocher, L'Oréal and Revlon. Smaller individual stores spread throughout Yangon, and smaller cities and the lower end of the market is dominated by very affordable brands from the region. There are some Myanmar brands –Bella, Doaru, Now How and others as well.

Myanmar consumers from urban areas spend most of their time on TVs and in traffic. As a research, the important channels for mass marketing are the media such as TVs and Billboards. In contrast, those firm rural areas depend more on print media and radio. So these media remain effective for the rural population but decrease in popularity in urban cities. Due to the growing use of internet and mobiles, social media has become on way to use for mass marketing. It can clearly be observed that Facebook has been used as a primary channel of communication.

Direct marketing channels, including Events and In-store Promotions such as discounts, lucky draws and gifts, are also becoming popular amongst Myanmar consumers. These direct marketing channels can also be an effective way for companies to influence the word of mouth effect. In-store Promotions, including the use of sales promoters, as well as sponsoring Events to build brand awareness. In-Store Promotions are also effective for higher-end products such as big-ticket Household Appliances, as consumers actively seek out discounts and lucky draw promotions.

The Myanmar government has set up plans for growing domestic beauty businesses. However, it is said that measures need to be taking to protect domestic players. The Myanmar Cosmetics Association (MCA) has recently made an official request to the Myanmar Investment Commission to put the industry on its radar and start both protecting and investing in the sector. MCA wants the government to recognise the industry and its contribution to the country's economy by implementing measures to protect the country's many small- to medium-sized beauty players from bigger international and multinational beauty players.

Strong brand equity generates the sequential consequences. Sequential means that consumer become loyal to a brand by first being aware of the brand, holding specific mental thoughts (or associations) regarding the brand, and having a particular emotional or rational response to the brand in order to decide to consume the brand. The rationale of this study focus on its unique conceptualization of brand equity. Previous measures of brand equity have only accounted for one specific driver of brand equity (i.e. brand associations or brand awareness) and have not tested the relationship between this driver and with customer retention. Marketers try for brand equity.

Marketers spend large amount of money for consumer brand awareness and brand association. However the return of this spending is not sure. An outcome of this research was to provide an explanatory tool for practitioners that can track the health of a brand by measuring multiple drivers of brand equity.

Cosmetic industry in Myanmar has been grooming since after the Myanmar economy has been transformed into market economy system. Economic transition paved this way to prosper the personal care industry through the improvements in the per capital income of the average people. In Myanmar, average expenditure for cosmetic products is about 3% to 7% of total income according to the survey finding in 2013 (Myanmar Consumer Survey, 2016). Although the figure spending may not be very large in absolute terms per person when compared to the other developed countries, the total income generated by the industry is non-negligible for the country as a whole. In addition, the spending pattern on these products has been also increasing. This upward trend in amount of spending is stimulated by changing attitude towards life style among young people.

Actually, in Myanmar, traditional cosmetics had been developed and used by Myanmar females since the ancient Myanmar Kingdom. Even under the colonial period and until now Myanmar ladies have been using traditional cosmetics made from the bark of special trees called Thanakha. Although self-produced paste from the raw tree was only the main use as cosmetics until past half of centuries ago, the emergence of market economic system during the past couple of decades allowed the imports of modern production technology which in turn stimulated the emergence of Myanmar own cosmetic brands. Most of the Myanmar cosmetics brands are associated with Thanakha which is still popular among the Myanmar females because of the sentimental values and traditions associated with it and because major improvements by manufacturers in terms of scent, color and quality.

However, since from the past decades, several foreign cosmetics brands have been entered into Myanmar market at different qualities and price ranges. Although Western and European such as Clinique, Este lauder, SK II etc. are excellent in quality and they are targeted to affluent customers, they can't capture the high demands in Myanmar market since a very tiny portion of population can afford to pay for these products. Meanwhile the brands from Asian countries, in particular Korea such as Nature Republic, Tony moly, are popular among Myanmar ladies since they are good quality and affordable prices to upper middle-class households. Given that high demand potential for cosmetics products, a couple of the domestic brands are developing in recent years. Bella, Sai Sai and Hearty Heart are the most recent popular Myanmar non-Thanakha based cosmetic brands. Although the basic technology of these products is obtained from the overseas, they represent Myanmar brand since they are intended to market domestically by Myanmar marketers. The products range available from these brands

are limited compared to overseas brands, the marketers of these products tend to show commitment in building their brands by heavy investment in potential marketing tools such as advertising and public relations. Although the size of market and rising trend in demand for cosmetics looks promising for these marketers, in addition to the newness of the brands, the challenges they faced in competition with resource rich overseas brands may also be paramount. One of the major challenges for them will be to enable to identify the effective marketing communication strategies that will promote the brand awareness, loyalty and associations of their brand among the customers so as to boost the sales of their cosmetics products.

The ultimate marketers' goal in brand-relationship development is a customer equity towards the brand. Understanding and managing brand equity is especially important in cosmetics industry in Myanmar in which products can involve large profit margins on the brand but involve not long placement cycle for buyers on the other hand. The latter issue makes it challenging for cosmetics manufacturers to ensure that consumers will repeat-purchase within the same company when it is time to replace their cosmetics.

Thus, it would be beneficial for marketers of these Myanmar cosmetic products to ascertain the possible best communications methods to promote the brand equity and loyalty of the potential customers. More specifically, a research attempt is needed for them to comprehend whether the use of communication tools could enhance the brand equity among their customers or if it is, how the various communications methods could enhance the different elements of desirable brand perceptions among the customers. This understanding is essential not only to build the image of their brand and capture positive reactions for profitability and survival but to prevent from wasting the scarce resources of their firms on ineffective communication strategies. In fact, for marketers, the lack of understanding on this brand building process for positive customer reaction from the communication methods could run the risk of wasting time and resources by means of selecting and utilizing ineffective communication pitfalls. To fill this gap, this study attempts to uncover the process that shield the light on how customer perception of brand equity is affected, positively or negatively, by customers perceived communication techniques utilized by the makers of the firms, and how positive customer behavioral intention such as repeated purchase could be promoted by the different brand equity elements for Myanmar cosmetics marketers.

The objectives of the study are as follows: 1) To explore the effect of marketing actions on brand equity; and 2) To find out the impact of brand equity on customer retention

II. Data and Methodology

This study focused on the brand equity of cosmetic industry in Myanmar. The consumer-based brand equity (CBBE) model to be used in this study. This study used two sources of data, primary and secondary data. Primary data are mainly collected from 120 respondents on structured questionnaires by using convenient sampling method and personal interviews who come to buy the three chosen cosmetics products from the under graduate students and lecturers. Secondary data are collected from documents of cosmetic industry, relevant journals, publications, articles and Internet website. The method of the study is both quantitative and qualitative. So, the questionnaires were designed to answer by the respondents in various forms such as choice answers, Yes/No questions and the space providing opportunity to provide their comments. Data relating with sales and promotional expenditures was analyzed from 2016-2017. The influence of marketing factors on the brand equity of consumer was examined by using Likert Scale.

The study limit to identify the role of marketing actions in enhancing CBBE and customer retention. Indeed, it is acknowledged that other factors such as quality of the products, country of origins that might enhance this type of customer outcomes are beyond of scope of the study. Data collection conduct from 120 customers that consumed in three chosen cosmetics brand. In addition, this study covers only respondents who would be buying at the specific three cosmetics brands area. Thus, perception of brand preferences and resulting response of customers could not be generalizable to all people around the countries or other products. Finally, this study is restricted to perception of equity towards cosmetic brands in Myanmar so the finding of this study could not be extended to the other products. However, this study is expected to give a clue to marketers towards how the brand equity could be constructed for other national cosmetic brands in Myanmar.

III. Previous Research Method and Conceptual Framework of the Study

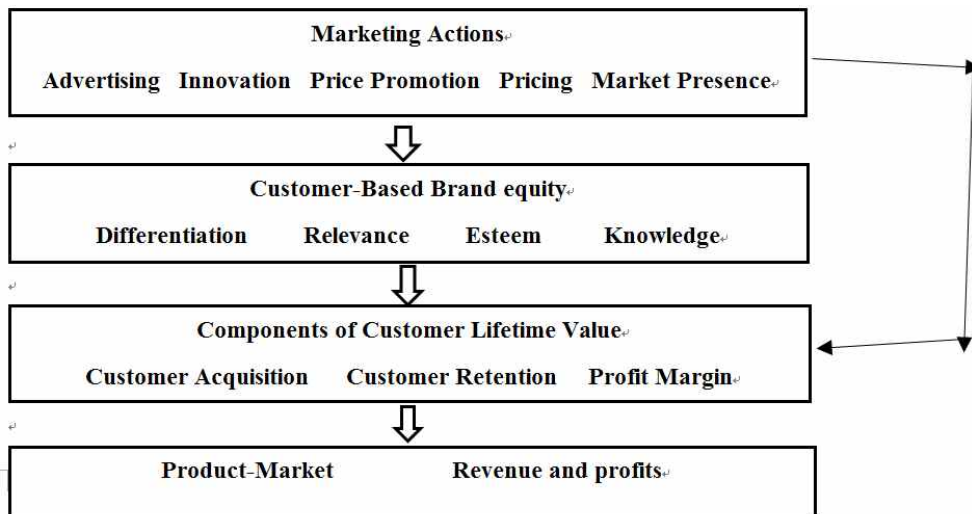


Figure 1. The Previous Framework of the Study

Source : Florian Stahl, Mark Heitmann, Donald R. Lehmann and Scott A. Neslin (2011)

The framework is essentially a value chain similar to those discussed by Keller and Lehmann (2003), Gupta and Lehmann (2005), and Rubinstein and Lehmann (2006). This framework proposes that marketing actions influences both brand equity and the components of CLV, and that brand equity has a direct impact on the components of CLV even after controlling for marketing actions.

Conceptual Framework of the Study

The main role of the conceptual framework is to give the relationship between independent and dependent variables. The challenges to be studied are presented as the independent variables while the effects appear on the dependent variable side.

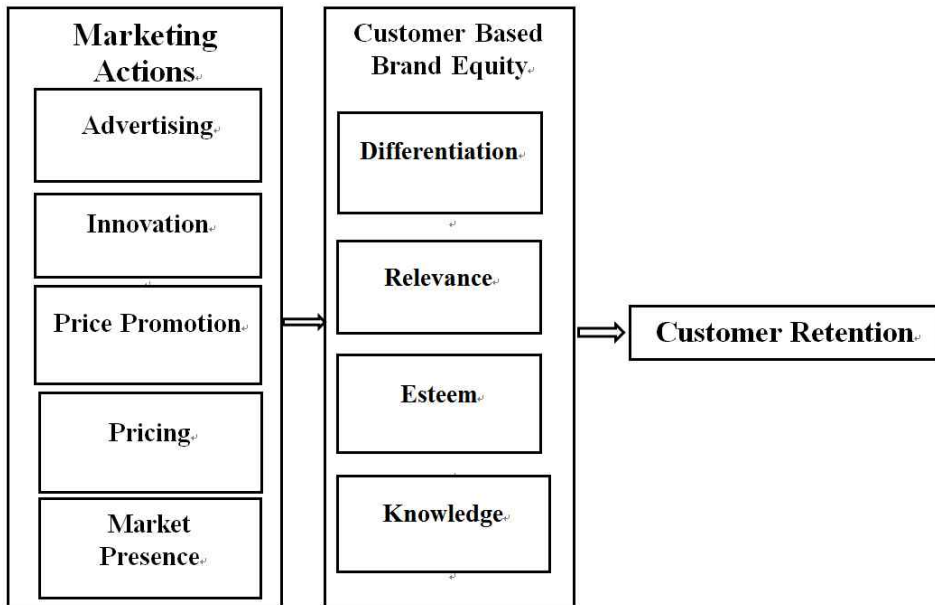


Figure 2. The Conceptual Framework of the Study

Source: Own compilation

The marketing actions includes advertising, innovation, price promotion, pricing, and market presence and it is assumed that they all have direct effect on customer based brand equity. Customer based brand equity are measured in terms of differentiation, relevance, esteem and knowledge. The customer based brand equity is assumed to have direct relationship with customer retention.

IV. Cosmetics Market in Myanmar

Myanmar's cosmetics market is expected to grow significantly in coming years. It boasts one of Southeast Asia's largest populations (53 million people) and a growing middle class. However, consumer sophistication and spending power remains low compared with many countries in the region – its 2014 gross national income per head was US\$1,280, according to the World Bank. According to a 2014 report by researcher Euro-monitor International, Myanmar was recognized as one of 20 countries that will offer the most opportunities for consumer goods companies globally. It has a mean

age of 30 years, which is below average for the Asia Pacific region, noted Euro-monitor. "Growing middle class and increasing consumer sophistication strengthened sales of non-essential products, such as beauty and personal care, tissue and hygiene and home care products. Beauty and personal care reached a market value of \$318m in 2013, after growing at a CAGR (compound annual growth rate) of 14% since 2009," states the report. However, for now at least, spending power in Myanmar is among the lowest in the Association of Southeast Asian Nations (ASEAN) block. According to survey findings released on 7 July by the Myanmar Rice Traders' Association, 51% of household income is spent on food. That marks a fall from 64% in 2012, according to the country's Central Statistical Organization, however, shows that further economic growth – which the Asian Development Bank forecasted to be 8.4% in 2016 – is needed for the cosmetics and personal care sectors to grow.

Consumers may also be wary of unfamiliar brands because there have been a number of scandals in recent times, such as when two whitening skin care products being sold by the popular Thai 'Forever Young' company were found to contain clobetasol propionate, a topical steroid that is banned in several countries due its harmful side-effects. The company had failed to secure a Myanmar Food & Drug Administration certificate and the health ministry ordered a sales ban and destruction of these products, citing a 1972 Public Health Law after a public outcry on social media. One problem is that consumers who developed sores on their face after discontinuing use were unable to seek redress through official channels. Consumer protection is nascent in Myanmar, although a Myanmar Consumers Union was formed in mid-2015 and is a rival to the Consumer Protection Association, which, according to The Myanmar Times, "has a fraught relationship with government officials due to its willingness to criticize their perceived failure to protect Myanmar consumers". Products which feature endorsed safety-tested labels are therefore likely to gain currency in Myanmar.

V. Bella Company's Profile

Bella is established in mid-1990, Bella, Co., Ltd is currently one of the most capable and well established permanent makeup machine manufacturer found in Taiwan. Bella Co., Ltd. They emphasis ongoing research and development by introducing new technology in product manufacturing, and by inventing new categories of machines, skin care and techniques. With years of dedication, Bella Co., Ltd has become the leading manufacturer in permanent cosmetic industry. Not only been one of the leading manufacturers, Bella has also developed into one of successful exclusive distributors of

Dolly Lash and Eyelash Extension products. Their products is well recognized and accepted by the global market. They are exceptional expertise and extraordinary innovation, Bella has combined latest technology and trend concept by providing the highest quality equipment and professional accessories to satisfy global customer's needs. Most importantly, products manufactured by BELLA CO LTD are complied with the principle of GMP ISO 22716 standard. Customers will be amazed and enjoy their dedicated products with most competitive price. Bella guarantees total satisfaction from their services and quality. In the future, they will continue to be an efficient and trustworthy provider for quality products at reasonable and competitive prices. They will remain their services that is efficient, responsive, reliable, polite and professional.

Myanmar Bella Co., Ltd (abc Beauty Co., Ltd) is located at 27, Thu Nandar St., Thu Mingalar housing, Thingangyun, Yangon Region. Bella's merchandise classifications are: All In One Dream Matte Power Cushion #BD 20 Crème Beige (Valentine), #BD 30 Honey (Valentine) and Mafia Matte Liquified Matte Long Wear Lipstick – Sparkle, Star, Shine, Fearless, Confidence, Lollipop, Strawberry, Caramel, Cookie, Cupcake and Color – Coded Eye Shadow & Blush and Insta Brow New! 3D Eye Brow Tint – Dark Brown, Gray Brown, 005 Mocha, 009 Espresso and Golden Academy Mafia Matte Creamy Matt Lipcolor – 24K, Orange, Pink, Red, Pink Sapphire, Ruby, Gold, Rose Gold and Golden Academy – Golden Perfection Gold Coded Eye Shadow & Blush and Artist Brush Eyeliner and Thanakha Natural Golden Beauty Perfect Power Pact #25 Peach, #15 Petal and Thanakha Natural Golden Beauty Perfect Liquid To Power Foundation BD 20 – Crème Beige, BD 30 – Honey, BD 10 – Champagne and Sleeping Pack (Water Melon Soothing Gel, Sugar Cane Soothing Gel, Coconut Soothing Gel, Ginseng Honey Sleeping Mask, Ice Cream Sleeping Mask, Yogurt Sleeping Mask) and Magical Brow Express Iconic Brow Most Beautiful Eye Brown Gel Mascara – Dark Chocolate, Mocha and Artist Brush Precise Tiber Tip Smudge Proof, Waterproof Long Lasting Eyeliner – 001 Jet Black and Thanakha Natural Golden Beauty Mineral Loose Power and Kiss Water Rose Essence Mist Water and Love Water Micro Derma Cleaning Water and Thanakha Natural Golden Beauty Perfect Matte Power Cushion # GD 10 Champagne, #GD 30 Honey and Thanakha Natural Golden Beauty Perfect Pore Solutions Deep Foaming Cleanses.

For rainy season, the customer who used the Bella Rainy Days Camera Effect and take the photo post on facebook. Bella company will chose ten lucky customers and give the Rainy Days Collection Set for about 40,000 Kyats. The Bella Rainy Days Camera Effect is an application software in mobile phone that is used for people that don't know which makeup or lipstick color is fit with their face and skin color. People no need to buy or use time go out for try the makeup. They just need to use this application at home for take a photo. The lucky customers that need take a photo use Rainy Days Camera Effect and post public on Facebook on their well, and then tag two best friends. Try to tell all friends how to use this application and need to post where,

when they like to buy, which lipstick color they like best. For rainy season, Bella Company also produced the water proof, tattoo tint and Rainy Day Lipsticks with fair price. Their cosmetic variety are too many to count and very quickly to renovate their items. They also make so many makeup tutorials for interviewers, students, officers and teachers customers. Bella Company also to push out the story series advertising to attract their customers.

VI. Regression Analysis of Marketing Action and Brand Equity

It is important to consider which factors of marketing action out of the five factors can significantly explain brand equity of Bella cosmetic. For this purpose, the multiple regression analysis is conducted, and the results are reported in Table 1.

Table 1. Effect of Brand Equity on Marketing Action

Marketing Action	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.429	.310		1.383	.169
Advertising	.256	.061	.332	4.169	.000
Innovation	.216	.098	.207	2.210	.029
Price Promotion	.195	.083	.229	2.357	.020
Pricing	.044	.072	.049	.614	.540
Market Presence	.130	.079	.126	1.636	1.05
N=120, R2=.527, F = 27.501 (p-value = 0.000) DW = 1.844					

Source: SPSS Output

The above results show that all independent variables in the model are jointly significant at 1% level, which is indicated by the value of F-statistic. In addition, individual coefficients show expected positive signs. Three marketing factors in the model namely advertising, innovation and price promotion are significant while the pricing and market presence are insignificant. The magnitude of each coefficient indicates the amount how much the score of the dependent variable will change if the score of an independent variable increases by 1 unit while other things remain

unchanged. That is, if the score of advertising factor increases by 1 unit, while other thing remain unchanged, level of brand equity will increase by .256 unit. Likewise, if the score of innovation factor increases by 1 unit, while other thing remain unchanged, level of brand equity will increase by .216 unit. If the score of price promotion factor increases by 1 unit, while other thing remain unchanged, level of brand equity will increase by .195 unit.

In terms of the magnitude of standardized coefficient, advertising (beta = 0.332) is relatively the most important in explaining the brand equity, followed by price promotion (beta = 0.229) respectively. As the performance of regression model, the model can explain about 52.7% of the variation of the brand equity on marketing action (R²=.527).

Analysis of Brand Equity on Customer Retention

To find out the effect of customer retention on brand equity, this analysis was undertaken by using multiple linear regression analysis, with customer retention being the dependent variable and brand equity being the independent variable. The results of this analysis are presented in Table 2.

Table 2. Effect of Customer Retention on Brand Equity

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.987	.184		5.368	.000
Brand Equity	.714	.051	.789	13.938	.000
N=120, R ² =.619, F = 194.271 (p-value = 0.000) DW = 1.716					

Source: SPSS Output

The above result shows that the regression model is significant at 1% level, which is conducted by F statistic. In addition, the coefficient of brand equity indicates that one unit increase of the brand equity, the level of customer retention will increase by .714 point. Coefficient enables the construction of the linear regression equations that can be derived to describe the relationship. The unstandardized regression equation of the relationship between brand equity and customer retention can be defined as follow.

$$\text{Customer Retention} = 0.987 + .605 (\text{Brand Equity})$$

All the performance of regression model, the brand equity can explain about 61.9% of the variation of the customer retention (R²=.619).

VII. Conclusions

Brand equity acquisition and maintenance is an important challenge in today's competitive markets. Many marketing researchers emphasize on the interaction between consumers and brands in terms of customer retention, creation of favorable attitude towards a brand and improvement of link between customers and brands. Equity to brand is followed by advantages like increasing sales and income, fighting against competitors, reduction in customer attraction costs and prevention from customers' sensitivity to competitors marketing actions. Brand equity creation involves investment in marketing programs and especially potential customers.

Given this importance, this study address how the marketing actions facilitates the customer retention via promoting of brand equity. The regression analysis of proposed model showed a positive relationship between brand equity and customer retention because being equitable value of customer induce positive customer reaction in the form of repeated purchase. This finding implies that building a brand equity will induce the customers to be repeated: a satisfactory experience with the brand and its characteristics will enable the customers to be loyalty. Thus, there is a clear causal relationship between these variables. This relationship means that brand equity is particularly important for customer retention.

However, the finding demonstrates that not all the efforts of a company's marketing actions are conducive for building the strong brand equity, at least in these cosmetic products. The positive and significant relationship between some of the marketing factors and brand equity suggest that some forms of marketing actions are more helpful in persuading customers and building strong brand equity. The important finding is that marketing actions, brand equity and customer retention are not independent of each other. It is not possible to build brand equity without engaging in marketing actions. The implementation of proper marketing actions will promote the customers behaviors associated with brand equity and, if the brand is properly managed, it will increase customer retention. The findings also suggest that the influence of market actions on customer retention is complex process. Without marketing action, it is impossible to promote brand equity and subsequently on customer retention. While brand building is important, it is equally important to ensure brand equity and fulfilling customer expectations if the company wants to build a long-term repeated customer base.

Overall, based on the findings generated by this study, it can be concluded that marketing actions such as advertising, innovation and price promotion will help achieving outcomes of customer retention via their capacity to cultivate the customer based brand equity of the cosmetics products. It can be said that the more marketing

actions such as advertising, innovation and price promotion are taken; and the more the customer are satisfied with the brand, the more the customers will be have equity towards the brand, and thus the easier for a company to build on the customers retention for its brand.

This finding highlights that marketers of the cosmetics brand ought to pay attention to both marketing actions in order to build brand equity and customer retention. The companies need to raise the customer awareness about the products and services through advertising, to be creative in the substantive products they are offering and to provide customers with the reasonable prices that provides them value. Doing so will able to build brand equity, which means obtaining an improved the customer perception of product differentiation, relevancy, esteem and knowledge, that will lead to gain positive outcomes such as retention of customers. Ultimately, this process will help to improve performance and competitive advantage.

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Relationship between Cosmetic Use and Self-esteem, Psychological Satisfaction of Elderly Women

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ABSTRACT: Elderly women today are changing their past consciousness of life due to nutrition, health status and social activities. In other words, older women living at this age are looking to live freely, thinking that age is a self-realization and a second life. The makeup plays an important role in the appearance and mental health of the elderly, and the makeup has the effect of retarding the progression of dementia and relieving mental retardation and stress, naturally increasing the physical activity of the elderly and depressed patients to strengthen immunity. It is being researched. It is known that make-up enhances self-esteem and stability by beautifying the appearance of the elderly, thereby increasing the self-esteem while satisfying the attractiveness of the body. Therefore, this study aims to provide basic data on the importance of makeup and psychological stability of the elderly by examining the psychological changes in the use of cosmetics by elderly women based on previous studies.

Key words : Cosmetic, Self-esteem, Psychological Satisfaction, Elderly Women,

I. Introduction

The elderly population in Korea has already entered the aging society at 7.2% in 2000, and is expected to enter the aged society at 14.3% in 2018, and the elderly population at 20.8% in 2026, exceeding 20%. As such, the characteristics of the elderly population change in Korea are very rapid, and in combination with the social phenomenon of low birth rate, the increase in old-age support ratio is causing serious

* This paper summarizes the contents of the Fall Conference of the Natural Beauty Society of 2019.

social problems. In the sense that our country's aging has been pushed out suddenly and like a strong gust, it is mentioned that our aging is referred to as the 'silver tsunami' phenomenon. Influence economic, social and political aspects

We generally describe the problem of the elderly in 3 苦 or 4 苦. That is, poverty, disease, loneliness, and trade. Older people have a harder life in old age than in the past, having at least one or more of these problems. However, on the one hand, new elderly generations with economic margins and health have emerged due to the improvement of living standards. They are called the new silver generation. It also challenges new interpretations from the past. As such, today's elderly people have complex problems and various needs at the same time, and when these problems and needs are not solved properly, they can give rise to different problems from the past. In other words, in a remarkably changing life, human beings are shifting to more importantly to satisfy mental and cultural needs, which are qualitative needs rather than physical needs.

We have a high proportion of the elderly in the elderly population, so that the elderly problem is the problem of the elderly. The reason why the number of older women is so high is that the average life expectancy of older women is 6-10 years longer than the average life expectancy of older men. As such, older women live longer than older men, but they have spent all their time devoted to the role of family, and even if they participated in economic activities outside the home, they were economically poor because they were short-term and wages were lower than men.

However, today's elderly women have changed their consciousness of life from the past due to nutrition, health condition, and social activities. It is rising. In other words, older women who live in the present age think that old age is a self-realization and a second life, and they are free from what they have not been able to do so. According to the data from the Korean Dermatological Association (2006), the dermatology visit rate of the 50s and older generations has increased by more than 47% compared to the past, especially in the case of dermatology in terms of skin beauty, up to 74% more than in 2002. It was investigated. In addition, Kim Joo-deok (2007) found that 88.5% of the elderly use cosmetics and 48.3% of the respondents say that they use color cosmetics.

According to a study by Lim Hee-jung (2016) of the elderly who wear makeup, the function of makeup of elderly women plays an important role not only in developing external beauty but also in mental health, so that elderly women themselves perceive their appearance positively. Said to help. In addition, makeup has been reported to have an effect of strengthening immunity by delaying the progression of dementia, releasing mental retardation, and stress by naturally increasing physical activity of elderly women and depressed patients. In this way, make-up has the effect of giving self-esteem while increasing the satisfaction of one's body attractiveness by increasing

the self-esteem and stability by making the appearance beautiful.

Therefore, this study aims to provide basic data for the importance of make-up and the psychological stability of old age by examining the psychological changes of cosmetic use by older women based on previous studies.

II. Theoretical background

1. Old woman and makeup

The elderly can be defined as those who have difficulty adapting to environmental changes due to the complex aging caused by the interaction of physiological and psychological environmental changes with age and those who lack the ability to control themselves. But apart from the actual aging that occurs, women perceive that they are older than men. The reason for this is that women's status and self-concept are largely attributed to their physical appearance, and that menopause and the birth of grandchildren are turning points into old age. Therefore, 84.6% of older women and 58.5% of older men are considered elderly when they are over 60 years old. Due to the difference in life expectancy, the older the age group, the higher the number of older women.

In this situation, it is no exaggeration to say that the solution of the elderly problem is urgently needed for the solution of the elderly. As a result, older women who spend longer periods than men live with many problems that need to be prevented and solved, such as problems with their children, security issues, health problems, and psychological problems.

However, with the development of medical technology, economic growth has led to an increase in the standard of living. In addition, senior citizens living in the present are interested in managing their appearance like young and old, so as to instill a clean and favorable image among family, relatives, friends of the opposite sex and same sex. I never do that. Women are no exception, and this trend is accelerating as their efforts to cultivate their appearance have been higher than in the past and their economic activity has increased. These efforts include the purchase of expensive functional cosmetics for wrinkle improvement and skin care, the purchase of clothing with a young image, wearing accessories, dyeing, and perm.

The interest and effort in appearance contributes to the psychological aspects of the elderly, which promotes the happiness of women as they alleviate aging and satisfy their own image and psychological achievement.

2. Makeup and Self-esteem in Old Age

Man's longing for beauty is a common concern for all mankind, regardless of age, sex, or age. In particular, there is a great expectation that women should be pretty and beautiful. Therefore, this expectation will allow women to spend a lot of time nurturing and dressing themselves, and they want to have skin that is as thin, supple and firm as they were young. However, the physical reality caused by aging is different from beauty, such as skin wrinkles, elasticity, weight gain, skin elasticity, hair whitening and powerlessness. As a result, more sense of loss is felt than positive thinking about aging, and self-esteem is lowered due to depression and shameful self-consciousness.

Self-esteem is a concept related to an individual's psychological well-being, which is a sub-element of the self-confidence of self-confidence through feelings of self, that is, a favorable and unfavorable self-assessment of self (Song Dae-hyun, 1993). In other words, self-esteem is related to one's own evaluation and means the degree of self-esteem and the degree of self-esteem.

Seong Ki-wol (1999) said that self-esteem acts as an important factor in personal adaptation, healthy personality development and self-realization because self-esteem is an acceptance, respect and confidence in the essence. In this sense, self-esteem is a measure of mental, physical and psychological self-evaluation of oneself and a measure of behavior, misery, meaning and meaninglessness of one's life. The self-esteem of the elderly is due to changes related to aging, which is very related to the health of the elderly and successful aging.

Therefore, the appearance management and make-up of older women improve their psychological stability by improving their mental health and psychological satisfaction due to their outward changes. Stormer and Thompson (1996) surveyed that older women were affected by their physical assessment and body consciousness by observing their daily appearances and recognizing their appearance and attractiveness to the body. Older women also said that the appearance of their ideals and their ideals would be synchronized and appearance management behaviors such as clothing and makeup would be synchronized to derive specific behaviors (Lennon and Rudd, 1994). The result is a sense of belonging as a member of society by forming a sense of happiness, participation in social activities and self-esteem. Positive goals for life can be formed, and a happy and pleasant old age can be enjoyed.

In this way, the makeup of older women suggests that they can have a positive attitude in self-esteem and social life for themselves and can help improve their relationship with the other person.

3. Make-up and psychological well-being in old age

In general, nongyeogi experiences physical, psychological, and social aging at the same time, making it more dangerous than any other time in life. However, due to lack of concrete presentation or indicators and the lack of motivation or vitality of the elderly themselves, they live in the quality of life with the problems of old age.

Psychological satisfaction means a comfortable state of mind for the whole life, which means a kind of life satisfaction. In other words, they can accept their life meaningfully as their subjective feelings and attitudes toward happiness and satisfaction in overall life and efficiently adapt to their surroundings and changes so that they can satisfy their individual needs without experiencing emotional and social difficulties. will be.

The act of putting on makeup becomes an important factor to lower the social anxiety by improving the elderly women's self-confidence and satisfaction with their appearance. In addition, there are research findings that facial defects cause depression and negatively affect interpersonal relations, but makeup, especially color tone cosmetics, has improved interpersonal relations (Na Myung-soon, Park Sang-hak, 1998). In addition, makeup increases the physical activity of older women, delays the progression of dementia, frees the mental retardation, and reduces the stress.

Schlenker (1980) states that cremation seeks to make a good impression in order to gain self-satisfaction by gaining recognition from others or by showing a positive image from one's and others' perspectives. Shin Hyo-jung (2002) also said that the main reasons why people want plastic surgery are the desire to improve their appearance, their comfortable mind, the desire to be praised for their appearance, and the reduction of negative self-consciousness. Psychological satisfaction increased by improving self-esteem, decreasing depression and anxiety, and improving human relations.

As shown in the results of these studies, the psychological satisfaction of elderly women is increased by applying makeup.

III. Research method

1. Research subjects and data collection methods

The subjects of this study were elderly women over 60 years old who live in S, Y city in eastern Jeonnam. The survey was conducted from a personal interview with surveyors from August 10 to September 20, 2018. The researchers consisted of graduate students and undergraduate students who were educated on the purpose of

this study. A total of 250 interviewees were interviewed, but they responded insincerely and used a total of 228 parts, except 22, which were not enough data.

2. Research tool

The purpose of this study was to investigate how the use of cosmetics by older women affects their self-esteem and psychological satisfaction. The questionnaire consisted of four parts: the questionnaire about the general characteristics of the elderly woman, the questionnaire about the use of cosmetics by the elderly woman, and the questionnaire about the self-esteem and psychological satisfaction of the elderly woman.

1) General Characteristics of Survey Subjects

The general characteristics of the survey subjects consisted of eight questions including the age, education level, elderly people living together, religion, monthly allowance, main income source, health status, and place of residence.

2) Cosmetic Use Behavior and Actual Condition of Elderly Women

The cosmetic use behavior of the elderly women was based on the measures used by Lee Hwa-jin (2011). The questionnaire about the use of cosmetics consists of 17 questions, but the questionnaire was composed of 12 questions considering the characteristics of the elderly. The response score is measured on a three-point Likert scale that gives 1 point for 'not', 2 points for 'normal', and 3 points for 'yes'. Interpreted as low. On the other hand, the use of cosmetics consisted of 4 questions, which examined the degree of interest in cosmetics, basic cosmetics, functional cosmetics, and color cosmetics. The reliability of the cosmetic use scale used in this study was Cronbach's = .79.

3) Self-esteem scale

In this study, we used the self-esteem scale of Rosenberg (1965). The self-esteem scale consisted of a total of 10 questions, with a response score of 1 for 'not', 2 for 'normal', and 3 for 'yes'. The score was converted. Therefore, the higher the total score, the higher the self-esteem, and the smaller the sum, the lower the self-esteem. The reliability of the psychological satisfaction scale used in this study was Cronbach's = .85.

4) psychological satisfaction scale

The psychological satisfaction of the elderly women surveyed was based on the scale of Medley (1976). The psychological satisfaction scales consisted of 24 questions, and the response scores were measured on a 3-point Likert scale with 1 point for 'not', 2 points for 'normal', and 3 points for 'yes'. The higher the sum, the higher their

psychological satisfaction. The reliability of the psychological satisfaction scale used in this study was Cronbach's $\alpha = .86$.

3. Data Analysis Method

SPSS 25.0 was used for the empirical analysis of this study. The specific statistical techniques used in the empirical analysis are as follows. The frequency of cosmetic use was analyzed and Cronbach's α coefficient was checked to confirm the reliability of the scale. And the average and standard deviation were calculated to find out the degree of cosmetic use, self-esteem and psychological satisfaction of elderly women. In addition, an independent sample t-test and analysis of variance (ANOVA) were conducted to examine the differences in the variables according to cosmetic use.

IV. Results and interpretation

1. General Characteristics of Survey Subjects

The general characteristics of the survey subjects are shown in <Table 1>.

Table 1. General Characteristics of Survey Subjects

Variable	Category	N	%
age(yr)	60~64	85	37.3
	65-70	58	25.4
	71-75	47	20.6
	75-80	38	16.7
education	No education	47	20.6
	Elementary school	61	26.8
	Middle school	46	20.2
	High school	51	22.4
	University graduate or above	19	8.3
	other	4	1.8
living together	alone	77	33.8
	with husband	128	56.1
	With a single child	9	3.9
	With married children	8	3.5
	other	6	2.6
religion	yes	107	46.9
	no	121	53.1
Main source of	Earned income	93	40.8

income	Pension	54	23.7
	Government support	15	6.6
	From children	49	21.5
	other	20	8.8
A month's allowance (won)	100,000 or less	71	31.1
	110,000-300,000	67	29.4
	310,000-500,000	51	22.3
	More than 510,000	39	17.1
Health state	very bad	15	6.6
	bad	68	29.8
	average	102	44.7
	good	37	16.2
	very good	6	2.6
residence	city	133	58.7
	county	53	23.2
	rural	42	18.4
total		228	100

2. Actual Use of Cosmetics by Survey Subjects

The use of cosmetics of the elderly women surveyed is shown in <Table 2>. As shown in the table, 42.8% of people are interested in makeup, 37.1% are "normal", and 20.1% are "not interested", indicating that they are interested in using cosmetics. In terms of the use of basic cosmetics, 88.5% of the respondents said that they use basic cosmetics, and almost all older women are using basic cosmetics. 54.0% of the respondents said that they use functional cosmetics, and 57.7% said that they use 'colored cosmetics' and 42.3% said they don't. These results seem to have high interest in make-up and use of basic cosmetics due to changes in the value management of the elderly, appearance improvement, economic activity, and increased social activities. In terms of functional cosmetics, the level of cosmetic use was much lower than that of Chosun Young's (2009) study.

Table 2. Cosmetic Use Status of Elderly Women

division	Degree	N	%
Interest in Cosmetics	lowness	48	20.1
	usually	84	37.1
	height	96	42.8
Use of basic cosmetics	use	202	88.5
	not use	26	11.5

Use of functional cosmetics	use	123	54.0
	not use	105	56.0
Cosmetic Use	use	132	57.7
	not use	96	42.3
total		228	100.0

3. Use of Cosmetics, Self-esteem, and Psychological Satisfaction of Elderly Women

The results of calculating the mean and standard deviation in order to examine the degree of cosmetic use, self-esteem, and psychological satisfaction of the elderly women surveyed are shown in <Table 3>.

As shown in the table, the average use of cosmetics by the elderly women was 29.7 points, which was higher than the median of 24 points. In addition, the self-esteem of the elderly was 25.3 points, higher than the median of 20 points. Second, the psychological satisfaction of the elderly was 50.3, which was higher than the median of 48.

Table 3. Cosmetic use, self-esteem, and psychological satisfaction of elderly women

Variable	Average (M)	Standard deviation (SD)
Cosmetic use	29.7	3.43
Self-esteem	25.3	4.21
Psychological satisfaction	50.3	5.28

Median use of cosmetics (Median): 24 points

Median self-esteem (Median): 20 points

Median psychological satisfaction: 48 points

4. Self-esteem and psychological satisfaction of socio-demographic variables and cosmetic use of elderly women

The results of the one-way ANOVA analysis to find out the self-esteem and psychological satisfaction of the elderly women and the use of cosmetics are shown in <Table 4> and <Table 5>.

First, as shown in <Table 4>, the self-esteem of the elderly was cosmetic use level ($F = 8.88$), religion ($t = 8.04$), main income source ($F = 5.23$), age ($F = 4.54$), education level ($F = 3.93$), there was a statistically significant difference in health

status ($F = 3.40$) at $P < 0.001$ at $P < 0.001$ level and at $P < .01$ level in monthly allowance ($F = 2.89$). In other words, if the level of use of cosmetics is higher than that of non-religious people, if they have a religion, if they receive pension or government support as their main source of income, the level of education is higher than that of women aged 60-64 who are older than 75 years old. In case of elderly women with high health status, the self-esteem was higher than the case of 110,000-300,000 won for the monthly allowance more than 310,000 won.

Table 4. Self-esteem according to the socio-demographic characteristics and elderly women's use of women

Variable	Category	N	M	SD	t/F	Scheffe
age(yr)	60-64 a	85	29.5	5.41	4.54 ***	a>d
	65-69 b	58	28.9	6.15		
	71-74 c	47	22.5	6.14		
	75-80 d	38	21.0	5.98		b>d
education	No education a	47	22.6	5.46	3.93 ***	a<c
	Elementary school b	61	25.4	6.08		
	Middle school c	46	30.8	5.76		
	High school above d	74	29.2	5.78		
living together	alone a	77	27.4	5.33	1.86*	a>c
	with husband b	128	24.1	6.14		
	With a child c	23	20.4	6.72		
religion	yes a	107	28.1	6.06	8.04 ***	a>b
	no b	121	22.5	5.72		
Main source of income	Earned income a	93	27.4	5.99	5.23 ***	a>b,d
	Pension, Government support b	69	36.4	4.03		
	From children c	49	22.8	5.68		
	others d	20	24.3	4.01		
A month's allowance (won)	100,000 or less a	71	26.3	5.30	2.89 ***	c<b
	110,000-300,000 b	67	20.1	6.29		
	31,000 above c	90	28.2	5.64		
Health state	bed a	113	21.6	5.95	3.40 ***	a<c
	average b	102	25.0	4.97		
	good c	43	28.5	5.97		
residence	city a	133	27.6	5.97	1.23	
	county b	53	22.4	5.99		
	rural c	42	24.3	6.41		
Use of Cosmetics	upper a	77	31.4	6.34	8.88 ***	a>c
	middle b	75	26.3	5.08		
	under c	76	18.2	5.46		

* $p < .05$, *** $p < .001$

Next, the socio-demographic characteristics of elderly women and the psychological satisfaction according to the use of cosmetics were as shown in <Table 5>. The degree of cosmetic use ($F = 11.60$), religion ($t = 10.23$), and age ($F = 5.90$) were P For health status ($F = 5.40$), main source of income ($F = 3.22$), education level ($F = 3.93$), and monthly allowance ($F = 2$.) At $P < 0.001$ level, those currently living together at $P < .01$ level ($F = 1.95$) showed statistically significant difference at $P < 0.05$ level. In other words, if the level of use of cosmetics is higher than that of non-religious women, the level of education is higher than middle school students who receive pension or government support as the main source of income, rather than the case of women aged 60-64 who are older than 75 years old. If you live alone with a single or married child, than if your health status is higher than if you are a primary school graduate, or if your health allowance is more than 310,000 won per month, Psychological satisfaction was high.

Table 5. Psychological Satisfaction According to the Socio-demographic Characteristics of Elderly Women and the Degree of Cosmetic Use

Variable	Category	N	M	SD	t/F	Scheffe
age(yr)	60-64 a	85	58.4	7.48	5.90 ***	a>d
	65-69 b	58	53.2	6.31		
	71-74 c	47	49.2	6.54		
	75-80 d	38	40.8	5.77		
education	No education a	47	45.6	5.29	1.04	
	Elementary school b	61	48.3	6.03		
	Middle school c	46	53.9	6.78		
	High school d	74	52.1	6.92		
living together	alone a	77	52.0	7.81	1.95*	a>c
	with husband b	128	50.7	5.76		
	With a child c	23	46.3	5.09		
religion	yes a	107	56.7	6.98	10.23 ***	a>b
	no b	121	43.9	5.33		
Main source of income	Earned income a	93	42.7	5.21	3.22 **	a<b
	Pension,Government support b	69	53.4	6.03		
	From children c	49	46.4	5.55		
	others d	20	48.1	4.98		
A month's allowance (won)	100,000 or less a	71	47.3	5.29	2.56 **	c>b
	110,000 ~ 300,000 b	67	43.5	5.90		
	310,000 above c	90	53.4	6.23		
	c					

Health state	bed	a	113	42.7	5.45	5.40 **	a<c
	average	b	102	47.3	6.02		
	good	c	43	52.4	6.38		
residence	city	a	133	50.4	6.77	0.98	
	county	b	53	49.3	5.02		
	rural	c	42	45.2	4.98		
Use of Cosmetics	upper	a	77	56.3	7.31	11.60 ***	a>c
	middle	b	75	50.0	6.21		
	under	c	76	44.6	4.88		

* p<.05, ** p<.01, *** p<.001

5. Relationship between the Use of Cosmetics and Self-esteem and Psychological Satisfaction in Elderly Women

The results of the correlation analysis to find the relationship between the degree of cosmetic use and self-esteem and psychological satisfaction of elderly women are shown in <Table 6>. As shown in the table, the relationship between cosmetic use and psychological satisfaction of elderly women was very high ($r = .489$, $p < .001$). In addition, there was a statistically significant correlation between the use of cosmetics and self-esteem, $r = .375$, and $r = .449$ between self-esteem and psychological satisfaction.

Table 6. Relationship between cosmetic use, self-esteem, and psychological satisfaction

	1	2	3
	cosmetic use	self-esteem	psychological satisfaction
1	1		
2	.375 (***)	1	
3	.489 (***)	.449 (***)	1

*** p<.001

VI. Conclusions and Implications

The purpose of this study was to examine the use of cosmetics of elderly women

and to examine the relationship between the degree of cosmetic use, self-esteem and psychological satisfaction. The conclusions and suggestions of this study are as follows.

First, as a result of examining the use of cosmetics by older women, most of the respondents were interested in makeup, and almost all older women were using basic cosmetics. Functional cosmetic use and color cosmetic use was almost half of the survey subjects.

Second, the average level of use of cosmetics by the elderly was 29.7 points (center point: 24 points), self-esteem was 25.3 points (center point: 20 points), and psychological satisfaction was 50.3 points (center point: 48 points), which is higher than the median. appear.

Third, the self-esteem of the elderly was the level of use of cosmetics ($F = 8.88$), religion ($t = 8.04$), main income source ($F = 5.23$), age ($F = 4.54$), education level ($F = 3.93$), health status ($F = 3.40$) and monthly allowance ($F = 2.89$) showed differences among the groups. In other words, if the level of use of cosmetics is higher than that of non-religious people, if they have a religion, if they receive pension or government support as their main source of income, the level of education is lower than that of women aged 60-64 who are 75 or older. In case of older women who had higher health status, self-esteem was higher than those who spent more than 310,000 won per month for 110,000-300,000 won. In addition, the psychological satisfaction of the elderly women, the use of cosmetics ($F = 11.60$), religion ($t = 10.23$), age ($F = 5.90$), health status ($F = 5.40$), the main source of income ($F = 3.22$), education level ($F = 3.93$), monthly allowance ($F = 2.$), And people living together ($F = 1.95$) showed significant differences among the groups. In other words, if the level of use of cosmetics is higher than that of non-religious women, the level of education is higher than middle school students who receive pension or government support as the main source of income, rather than the case of women aged 60-64 who are older than 75 years old. If you live alone with a single or married child, than if your health status is higher than if you are a primary school graduate, or if your health allowance is more than 310,000 won per month, Psychological satisfaction was high.

Fourth, there was a very high correlation between cosmetic use, self-esteem, and psychological satisfaction of elderly women.

Suggestions based on the above results are as follows. First, most of the elderly have been educated by the influence of Korean education policy, their economic independence has not improved, and they have a happy and affluent life and self-esteem by utilizing their spare time due to the decrease of social activities after retirement. It also tells the social phenomenon that it will change its active attitude to appearance management behavior for its own physical attractiveness. Therefore, as one of the silver products that can reflect the needs of the elderly, it can be seen that the development of elderly cosmetics, which is the center of appearance management, is

necessary.

Second, according to the results of this study, the self-esteem and psychological satisfaction were also increased by the use of cosmetics in the elderly ages where economic and time were spared due to the conversion of active thinking that regarded self-esteem as important. Most of the cosmetics industry is centered around young and old people, but the fact that Korea is entering an aging society at a rate not seen in any other country in the world shows that various silver cosmetics needed for the elderly's appearance management behavior as soon as possible. It will have to be developed.

Third, cosmetics are already being developed in the West as one of the silver industries related to the elderly, but there seems to be insufficient preparation in Korea. Therefore, in-depth study is needed to grasp the usage status and purchase status of all silvers in Korea and to satisfy the diverse and detailed needs of elderly women who are the main consumers.

Fourth, the makeup image preferred by the elderly could be seen to be young and to seek comfort. In addition, since they have worries about solving wrinkles, blemishes and blotch caused by aging, attention should be paid to the development of color cosmetics as well as the development of functional cosmetics.

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The Effect of Relationship Marketing on Customer Loyalty in Private Banks of Myanmar

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ABSTRACT: This study attempts to analyse the effect of relationship marketing on customer loyalty of private banks in Myanmar. Descriptive statistic and quantitative research method are used in this study. Both primary and secondary data are also used to achieve the objective. Two stage simple random sampling method is used in this study. Primary data was collected from 200 customers who use the selected private service by using structured questionnaire. In this study, Relationship Marketing dimensions including conflict handling, communication, trust, and commitment are independent variables and customer loyalty is dependent variable. The study revealed that relationship marketing is associated with customer loyalty in selected private banks. Among the relationship marketing dimensions, communication is the most associated with customer loyalty. Therefore, to improve the communication with customers, private banks should provide timely and accurate information on their banking products and financial data and should regularly update their websites to provide their information through internet to be easy for the bank customers to get information needed. In additions, trust has the most significant effect on customer loyalty in private banks of Myanmar. Therefore, management of private bank needs to keep confidential information of customers, ensure the security of customers' banking and financial transactions, upgrade the security features, and provide quality service to get the confidence and trust of their customers.

Key words : Relationship Marketing, customer loyalty, communication, trust, private banks of Myanmar

I. Introduction

The survival of all business organizations depends on their customers because they

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are only source for present earnings and future growth and development of the business organizations. Keller and Kotler (2012) stated that creating and maintaining loyal customers are the heart of every business organization. Nowadays, relationship marketing becomes very essential concept and also a strategy to create and maintain the loyal customers for the success of business organizations. Myanmar government has been significant reformed and liberalized in banking industry since last two decades. Therefore, Myanmar banking industry becomes competitive increasingly. Nowadays there are (27) private banks, and (4) state-owned banks operating and providing banking and financial services. Moreover, Myanmar government allowed to operate (13) foreign banks to provide banking service. Since Myanmar banking sector faces the intense competition, building customer loyalty has become an important strategy for success in banking industry.

Therefore, Myanmar banking industry needs to build strong relationships with their customers to achieve competitive advantage in the competitive business environment. Furthermore, Taleghani (2011) asserted that fragmentation of markets, intense competition, short product life cycles and increasing customer awareness and complexity are the main recent challenges of the banking industry. To overcome these challenges, banks can use the relationship marketing strategy to create, maintain, and enhance strong relationships with their customers to create and maintain the loyalty. Customer loyalty is considered as backbone for firms because it is way for increasing sales and then increasing profits. Moreover, since the cost to maintain current customers is much less than cost of obtaining new customers majority of the business organizations try to build relationship, and then, maintain and retain their customers. Therefore, this study attempts to analyse the effect of relationship marketing on customer loyalty. Ndubisi, (2006) pointed out that such finding and understanding will help to banks to establish the better management of bank and customer relationship and to achieve the high level of loyalty among its customers.

There were interconnecting between Relationship marketing and customer loyalty and this study attempt to confirm that relationship marketing has a significant effect on customer loyalty. Moreover, the study tries to prove that conflict handling, communication, trust, and commitment effectively and efficiently affect a loyal customer

1. Objectives of the Study

The main objectives of the study are as follows:

- to analyse the association between relationship marketing and customer loyalty and
- to examine the effect of customer relationship marketing on customer loyalty in the banking industry in Myanmar.

2. Scope and Method of the Study

This study only focuses on the customer relationship marketing and customer loyalty of private banks in Myanmar. Descriptive and quantitative research methods are used in this study. Two stage simple random sampling method is also used in this study. Both primary data and secondary data are also used to achieve the objectives. According to the data from Central Bank of Myanmar (2019), there are (27) private banks in Myanmar. Among them, 20 percent of private banks are selected as the first stage. As the second stage, primary data is collected from 50 customers who render the services from head office of each selected banks by using structured questionnaires. Secondary data is obtained from reports of selected banks, relevant text books, previous research papers and articles from internet websites.

II. Theoretical Background of the Study

1. Relationship Marketing and Customer Loyalty

Lindgreen et al., (2004) stated that relationship marketing is under the fields of industrial marketing and service marketing. Gronroos (1994) asserted that the main purpose of relationship marketing is to establish, maintain, and enhance relationships with stakeholders including customers at a profit, so that the objectives of each party concerned can be achieved. Zeithaml and Bitner, (2003) stated that relationship marketing is a philosophy of doing business and it is a strategic orientation on maintaining and enhancing current customers rather than on attracting new customers. Gummesson (1994) also mentioned that relationship marketing is a continuation of the mutual relationship among service providers and customers who will lead to the formation of profitability. Customer loyalty is considered as the intention of the buyers to make the buying repeated to build a long- term relationship with the organization (Dick and Basu, 1994). Oliver, (1999) mentioned that deep commitment or overall attachment of a buyer to a brand, organization, product or service is customer loyalty. Banks are the financial and banking service providers and they can maintain profitable customers and enhance their loyalty by developing and implementing their marketing strategies (Kim, Park, & Jeong, 2004).

2. Relationship Marketing Dimensions

Ndubisi (2006) stated that the four key dimensions of relationship marketing that includes conflict handling, commitment, trust, and communication.

3. Conflict Handling

Palmatier, (2008) mentioned that conflict means the overall disagreement level among exchange partners. Boonsathorn, (2007) defined that people considered conflict as a destructive and harmful experience, but it is more invasive and natural characteristic in their understanding. From an organizational perspective, conflict can be healthy and normal in, lack of tension is ultimately dull and stagnant and unlikely to foster creativity and growth. Putnam & Poole (1987) consider conflict from the communicational point of view. Conflict handling was described by Dwyer et al. (1987) as the firm's capability to reduce the harmful outcomes of apparent and possible conflicts. When conflicts are known, accepted, and managed in an appropriate approach, organizational and personal benefits will end result (Silverthorne, 2005).

4. Commitment

Morgan & Hunt, (1994) highlighted that the possible antecedent of customer loyalty is relationship commitment. Meyer & Allen, (1997), commitment is an aspiration to sustain a relationship. Morgan and Hunt, (1994) stated that an enduring desire to maintain a valued relationship can be defined as commitment.

5. Trust

Patrick (2002) asserted that all social relationships cannot function regularly without trust. Patrick (2002) also defined customer trust as behaviours manifested, emotions, and feelings, when customers feel that a service provider can be relied upon to act in their best interest when they give up their control. Morgan and Hunt, (1994) asserted that Trust is confidence of partners in an exchange their integrity and reliability. Trust is one of the determinants of brand loyalty because it can establish an important bond between customers and brand (Morgan and Hunt, 1994). In additions, Ranaweera and Prabhu (2003) asserted trust can better predicts loyalty and it is a stronger emotion than satisfaction of customer.

5. Communication

Palmatier, (2008) stated that communication is the frequency, quality and amount of information shared among exchange parties. Communication and sales are necessary elements of transaction marketing. Morgan & Hunt (1994) stated that trust can be built through communication. In banking sector, communication can be done through telephone, letters, email, interactions on websites and other machine related interactions before, during and after banking transactions. Effective communication has a positive effect on trust, loyalty, and customer satisfaction. From the view of relationship marketing, marketing communication is an effort to develop a two-way or a multi-way communication procedure.

6. Conceptual Framework of the Study

The conceptual framework of this study is adopted from Mudassir Husnain & M Waheed Akhtar (2015) who conducted the research on Relationship Marketing and Customer Loyalty of Banking Sector in Pakistan. The conceptual framework of this study is presented in Figure (1).

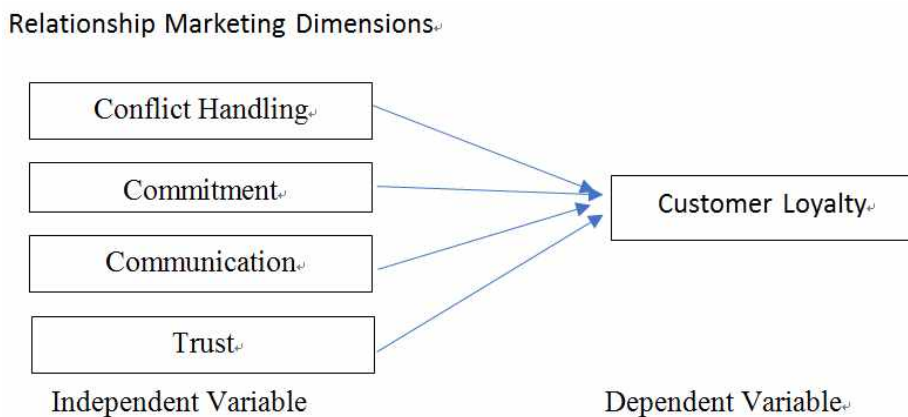


Figure 1. Conceptual Framework of the Study

Source: Adopted from Mudassir Husnain & M Waheed Akhtar (2015)

III. Analysis of the Study

Demographic profile of the respondents, association among relationship marketing dimensions and customer loyalty and the effect on relationship marketing dimensions on customer loyalty are presented in this section.

1. Demographic profile of the Respondents

Table (1) presents the demographic profile of the respondents. In this study, demographic factors that consist of gender, age, salary, and strength of the organization are presented. According to Table (1), with respect to the gender of the respondents, majority (74%) of the respondents are female in this study. With regard to the respondent age, majority (44%) of the respondents are at the age group of under 29 years. Regarding the salary of the respondents, majority (61%) of the respondents earn over 500,000 kyats per month as their salary. With respect to the educational level, the majority of respondents are bachelor degree holders. Regarding the strength of relationship with banks, majority (56%) of the respondents are between 5 to 10 years in banking and financial relationship with banks.

Table 1. Demographic Profile of the Respondents

Gender	No. of Respondents	Percentage
Male	74	37
Female	126	63
Total	200	100
Age	No. of Respondents	Percentage
<29 years	88	44
30 to 40 years	60	30
41 to 50 years	30	15
>50 years	22	11
Total	200	100
Salary per month	No. of Respondents	Percentage
< 300,000 Kyats	26	13
300,000 to 500,000 Kyats	54	27
>500,000 Kyats	120	60
Total	200	100
Education level	No. of Respondents	Percentage
Undergraduate	24	12
Bachelor degree	164	82
Master degree	12	6
Total	200	100
Strength of the relationship	No. of Respondents	No. of Respondents
less than 5 years	53	23
6-10 years	112	56

over 10 years	48	21
Total	200	100

Source: Survey Data (2019)

2. Reliability of the Scale

In this study, Cronbach alpha coefficient is employed to assess the reliability of the scale. According to Nunnally (1978), Cronbach α level of 0.60 or above is considered to be acceptable for construct.

Table 2. Reliability of the Scale on Dependent and Independent Variables

Sr. No.	Particular	Cronbach α	Number of Items
1	Conflict handling	0.751	4
2	Commitment	0.724	4
3	Trust	0.811	4
4	Communication	0.612	4
5	Customer loyalty	0.707	5

Source: SPSS output based on Survey Data (2019)

Table (2) presents conflict handling, commitment, trust, communication, and customer loyalty with internal consistency values of 0.751, 0.724, 0.811, 0.612, and 0.707, respectively which are greater than recommended alpha value of 0.60. As per Table (2), while customer loyalty alpha coefficient was 0.707; all alpha coefficients of influencing factors were obtained over 0.60. Therefore, internal consistency of items to the concept in this study is good and it is reliable to measure relationship marketing dimensions.

3. Correlation Analysis

In this study, Correlation analysis was used to measure the association between relationship marketing (independent variables) including complaint handling, commitment, trust, communication and customer loyalty (dependent variable).

Table 3. Association between Independent and Dependent Variables

	Chand	Commit	Tru	Commu	Cloy
Chand	1				
Commit	0.412**	1			

Tru	0.291*	0.412**	1		
Commu	0.301**	0.422**	0.493**	1	
Cloy	0.417**	0.201**	0.218**	0.424**	1

* 0.05 level, ** 0.01 level (significant correlation)

CHand = Complaint Handling, Commit = Commitment, Tru= Trust, Commu = Communication

Cloy = Customer Loyalty

Source: SPSS output based on Survey Data (2019)

Table (3) presents association values of independent and dependent variables. According to Table (3), it can be seen that communication had the strongest association with customer loyalty in retail banking, followed by conflict handling, trust and commitment. Moreover, statistical results revealed that conflict handling, commitment, trust, and communication are positively associated with customer loyalty at 1 percent significant level. In a particular, among the independent variables, the study found that there is a medium association between communication and customer loyalty since correlation coefficient for commitment is 0.424 at 99% confidence level. Similarly, it can be seen that there is a medium association between conflict handling and customer loyalty with 0.417 correlation coefficient. Moreover, trust and commitment have small positive association with customer loyalty and correlation coefficients are 0.218, and 0.201, respectively.

4. Regression Analysis

Regression Analysis is used to analyse the effect of relationship marketing on customer loyalty in private banks of Myanmar. In this study, customer loyalty is used as the dependent variable and four dimensions of relationship marketing are used as the independent variables.

Table 4. The Coefficients of Independent and Dependent Variables

Factors	B	Stand. Beta	t	Level of significance
Constant	3.169			0.000
Conflict handling	0.237	0.210	2.961	0.004
Commitment	0.045	0.055	0.709	0.001
Trust	0.518	0.577	6.887	0.000
Communication	0.146	0.152	1.831	0.011

Source: SPSS output based on Survey Data (2019)

Appendix (A2) represents the ANOVA table that shows the significant value of the F statistic is less than 0.01. Therefore, it can be seen that the model is significant statistically. According to the results shown in Appendix (A2), it can be found that 51% change in the dependent variable (customer loyalty) is due to the independent variables (relationship marketing dimensions).

In Table (4), unstandardized coefficients showed that the extent of the dependent variable varies with an independent variable, when remaining independent variables are constant. The beta coefficients revealed that how and what extent relationship marketing dimensions affect customer loyalty. Regression analysis showed that among the four dimensions, trust is the highest effect on the dependent variable, customer loyalty with standard coefficient 0.577 at 1% significant level whereas conflict handling, communication and commitment had low positive effects on customer loyalty at with standardized beta 0.210, 0.152, and 0.055, respectively at 99% confident level.

IV. Findings and Discussions

This study found that there is an association between relationship marketing and customer loyalty in private banks. In particular, statistical results proved that although communication had the strongest association with customer loyalty in retail banking the association of these factors are medium level. Complaint handling has the second strongest associated with customer loyalty followed by trust and commitment. The results revealed that each dimension of relationship marketing is associated with customer loyalty in private banks of Myanmar. This means that if the banks make more effort in communication, trust building, commitment and conflict handling activities, the customer loyalty will enhance in private banks in Myanmar.

Concerning the effect of relationship marketing on customer loyalty, the study found that trust had the most significant and positive effect on customer loyalty, followed by conflict handling, communication, and commitment. The positive signs of the coefficients of four dimensions revealed that when the banks increase in emphasis on these dimensions of customer relationship, the loyalty of the customers will increase in banking sector of Myanmar. Similarly, when the higher the level of these dimensions (trust, communication, commitment and satisfactory level of conflict handling), the greater the extent of customer loyalty will tend to be.

V. Suggestions and Recommendations

The management of the Myanmar private banks should concentrate on all dimensions of Relationship Marketing to improve customer loyalty that will provide and support them to achieve competitiveness because the study found that all dimensions of Relationship Marketing have significant effect on customer loyalty. In additions, the private banks should arrange and provide the trainings for their staff to improve the understanding of customer relationship marketing activities. Among the dimensions of Relationship Marketing, it can be found that trust has the most significant effect on customer loyalty in banking industry of Myanmar. Therefore, management of private bank needs to keep confidential information of customers, ensure the security of customers' banking and financial transactions, upgrade the security features, and provide quality service to get the confidence and trust of their customers.

This study found that conflict handling has also an effect on customer loyalty. Therefore, management of banks should forecast the potential sources of conflict and develop effective proactive strategy for the solutions of conflicts with quick and satisfactory responses. Moreover, the private banks need to avoid conflict with customers. If conflicts arise with their customers, the banks should discuss openly and show sincere interest to get the satisfactory solutions.

This study highlighted that communication has significant effect on customer loyalty. Therefore, the private banks and customers need to be interactive which can ensure the robust relationship for banks and customers. In additions, private banks should provide timely and accurate information on their banking products and financial data. The private banks should regularly update their websites to provide their information through internet to be easy for the bank customers to get information needed. Besides, the private banks should indicate the contact email address, and phone numbers with 24/7 call centres when customers encountered the problems on banking and financial services. The study reveals that commitment has a significant effect on customer loyalty. Therefore, the bank should offer personalized services to meet customer need and be flexible when its services are changed.

VI. Conclusion

The main objectives of this study are to analyse the association between relationship marketing and customer loyalty and the effect of relationship marketing on customer loyalty in private banking sector in Myanmar. Two hundred customers who use the banking and financial service from selected private banks were drawn as the sample. It

is concluded that relationship marketing is associated with the loyalty of customer and trust contains the strongest effect on the loyalty of customer. As a conclusion, when the private banks should emphasize the trust building activities to create and enhance customer loyalty that ultimately leads to building strong, stable, long-term relationships.

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Appendix A.

Table A1. Summary of Model

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.713a	0.508	0.491	.51332

Predictors: (Constant), PerEUsed, PerUF, PSec, PRisk, Trust, Conve
 Source: SPSS output based on Survey Data (2019)

Table A2. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.373	4	9.012	17.568	0.000
	Residual	109.345	194	0.513		
	Total	125.719	198			

Dependent Variable: Customer loyalty
 Source: SPSS output based on Survey Data (2019)

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Effect of Strategic Thinking Competencies on Intelligent Organization Management of Myanmar Business Executives

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ABSTRACT : This paper aims to explore the strategic thinking competencies of Myanmar business executives, and to analyse the effect of such competencies on their intelligent organization management. In this turbulent time, competition is fierce and only the intellect of all employees can pave the road for businesses to live with the ups and downs. Thus, intelligent organization management is vital for competitive advantage, and for which strategic thinking competencies are necessary. Intelligent organizations have the intrinsic capabilities to adapt to changing environment, to respond to technology advancement, to get the information, to make the real change by novel ideas, and to explore the new strategies to contribute to society through business gains. In this research, the primary data are collected from 102 Myanmar business executives through the Myanmar Business Executives Association (MBE) which was established since 2007, and have a total of 137 members as of 2019. In this research, 102 business executives are randomly selected from total 137. The personal interview method is applied with structured questionnaire to collect data from these 102 business executives. The responses were received back only from 77 executives. From descriptive analysis it is found that surveyed Myanmar business executives are relatively stronger in intent-focused competency and environment monitoring practice is relatively stronger at their organizations. With multiple linear regression analysis, it is found that system perspective, thinking in time and hypothesis driven competencies have significant effect on all practices of intelligent

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organization management, the intent-focused and hypothesis driven competencies have effect on shared vision and team learning practices, thinking in time and hypothesis driven competencies have effect on mental models practice, system perspective and hypothesis driven competencies have effect on knowledge management, and hypothesis driven competency significantly influence on environment monitoring practice of intelligent organization management.

Key words : Myanmar Business Executives, Strategic Thinking Competencies, Intelligent Organization Management,

I. Introduction

Today businesses have to be managed intelligently to overcome the new challenges and limitations encountered in their new environment. In this world of fierce competition with world turbulent changes such as legal changes, political issues, socio-cultural changes, technological changes and economic changes of business environment are highly effecting on the survival of businesses. Only their intelligent management can assist businesses to live with ups and downs and chaos of new environment. These changes and challenges will be opportunities for intelligent organizations although these are threats for average organizations. Intelligent businesses are acting as entities which are very responsive to changes of environment. They can produce products and services which can satisfy new needs of customers such as products and services for convenience and for solving social problems through their intelligence.

In Myanmar, top level executives are leading their businesses. The business competencies closely tied with competencies executives. If executives have strategic thinking competencies they will do everything strategically for their businesses. Strategic executives will make their organization and themselves well positioned and prepared for gaining market insights, they will respond effectively to changes of business environment, they will practice strategies which will be fitted to the firm's capabilities and environmental challenges, they will find the gaps in markets to fill with innovative products and services, they will shape their businesses as intelligent businesses. If business is intelligent; it will offer conditions for achieving personal and professional development of employees, it will provide the stimulus to employees to be creative and innovative, it will provide team learning and sharing each other among employees, it will manage employees' knowledge, and it will give employee the feeling of belongingness.

1. RATIONALE OF THE STUDY

Myanmar is now in transition time to transform its economy to progressive economy. Real change will lead to progressive economy. However, at the other hand, businesses must find strategies to overcome new challenges. During this turbulent time; competition will be fierce in many industries, challenges from business-environment will be very new, and businesses have to face more difficulties for sustainable competitive advantage. Business which are intelligent will survive. This organizational intelligence is largely depending on strategic thinking competencies of top level executives. If top level executives have strategic thinking competencies, they will consider their businesses as coherent and consistent system: a set of interrelated and interdependent departments, they will understand the relationship among departments of their organizations, they will have the enough knowledge to develop a long term plan, they will have the ability to forecast the long term effect of current activities, they can persuade employees to show their creativity, they can do for employees' clearness on vision, they can modify their action plans to be adaptable to changes of business environment, they will consider previous experiences of the past when they develop future plans, they will focus on results of experiments rather than estimates of planning stage. If business executives have such strategic thinking competencies, they will try for their businesses to be intelligent. If they do not have these competencies, their businesses would not be progressive: not able to adapt to new challenges, and even would be out of the industry.

In this challenging era, there is no much rooms for misjudgment of top level business executives. Thus, top level business executives urgently need to focus on intelligent organization management. To do so, they must have strategic thinking competencies. This research intends to investigate the strategic thinking competencies of Myanmar business executives, and to analyse the effect of these competencies on intelligent organization management practices of their businesses.

2. RESEARCH QUESTIONS

1. Are Myanmar business executives thinking strategically for their businesses?
2. Do they have strategic thinking competencies?
3. Are Myanmar businesses intelligent?
4. How do Myanmar business executives manage their businesses to be intelligent?
5. Are the strategic thinking competencies of Myanmar business executives supporting to intelligence of businesses?

From above research questions, only three research questions are finally selected to

do this research. These selected questions are:

1. To what extent, do Myanmar business executives possess strategic thinking competencies?
2. To what extent, are Myanmar business executives practicing intelligent organization management?
3. How are strategic thinking competencies of Myanmar business executives effecting on intelligent organization management practices of their businesses?

3. RESEARCH OBJECTIVES

1. To analyse the strategic thinking competencies of Myanmar business executives
2. To analyse the intelligent organization management practices in companies of Myanmar business executives
3. To analyse the effect of strategic thinking competencies on intelligent organization management of Myanmar business executives

4. RESEARCH HYPOTHESES

1. Intent focused competency of Myanmar business executives will effect on personal domain practices in their companies
2. Intelligent opportunism competency of Myanmar business executives will effect on practices of mental models in their companies
3. System perspective competency of Myanmar business executives will affect on shared vision and team learning practices in their companies
4. Intent focused and intelligent opportunism competencies of Myanmar business executives will effect on knowledge management practices in their companies
5. Thinking in time and hypothesis driven competencies of Myanmar business executives will effect on environment monitoring practices in their companies

II. LITERATURE REVIEW

1. Strategic Thinking Competencies

(Al-Nawasrah, 2017) stated that the roots of strategic thinking began in organizations in the early 20th century. (Lin, C., Ching-Huai, P. & Danny, T., 2008) explained that strategic planning began in the 1950s, and then shifted the focus from strategic planning to strategic management, and now to strategic thinking.

According to (Karimi, E., Aslizadeh, A. & Khalilinaghadeh, M., 2014), strategic thinking enables managers to understand what is effective and what is not effective to achieve the desired goals. There are various definitions of strategic thinking. (Horne, 2000) stated that strategic thinking involves gathering information, formulating ideas and planning action. (Swayne, W., Jack, D & Peter, G., 2012) describes strategic thinking as an individual intellectual process, a mind-set, or a method of intellectual analysis that asks people to position themselves as leaders and see the big picture. (Al Ghalibi, 2007) defined strategic thinking as an intellectual channel that sends and receives images and ideas that agree with the desired aim. This channel doesn't receive images or ideas from other channel that exhausts mind and weakens its rapid and effectiveness except those that relate to the issue (Matar, 2015). Strategic thinking is a means of solving strategic problems that combine rational and convergent approaches with both innovation and a differentiated thought process (Bonn, 2005). In another context, strategic thinking is the process of finding alternative ways to compete and provide value to customers (Abraham, 2005).

(Liedtka, 1998) presented the five dimensions of strategic thinking competencies such as system perspective, intent-focused, intelligent opportunism, thinking in time and hypothesis-driven.

System Perspective strategic thinking competency: System is a set of interrelated parts that function as a whole to achieve a common purpose (Daft, 2010). A system perspective strategic thinking is built on the foundation of a system concept. A strategic thinker views the organization as a system, and he or she will understand the interdependencies within organization.

Intent-Focused strategic thinking competency: If executives have intent-focused strategic thinking, they will provide focus to employees to pay full attention to current required tasks, to resist distraction, and to concentrate on goal as long as to achieve the goal. In an organization led by such managers, employees can leverage their energy to focus on the direction to organization's goal.

Intelligent Opportunism strategic thinking competency: If executives have intelligent opportunism competency, they will be alert to changes in business environment and also concern the strong and weak points of their companies. They can modify current strategies to be in line with internal and external conditions. They also open the rooms for new strategies regarding the new opportunities and threats from changing environment and new capabilities of their companies. This competency partly originated from natural curiosity and creativity of executives.

Thinking in Time strategic thinking competency: If executives have thinking in time competency, they will count the past and historical evidences and experiences for developing current action plans. They will analyse the analogies between past and current, and set the appropriate pattern based on the events.

Hypothesis-Driven strategic thinking competency: If executives have hypothesis-driven competency, they will be strong in thinking future scenarios, they will try to link current and future, and they will do assumptions to be tested with experimentations before starting the large scale implementation.

Different authors presented various approaches to strategic thinking competencies. Example; (Kargin, 2012) stated three competencies such as systematic thinking, reflecting, and reframing, and (Moon, 2013) described four strategic thinking competencies such as systematic thinking, innovative thinking, vision-oriented thinking and market-oriented thinking. However, this research follows the five dimensions shown by (Liedtka, 1998) because of importance of these competencies to be applied by today Myanmar business executives.

2. Intelligent Organization Management

Intelligent organizations are organizations act effectively in the present and have the ability to deal effectively with the challenges of the future (Wiig, 2000). Intelligent organization can be seen as successful organization that uses long-term strategies to achieve long-term sustainable gains and that lead them to sacrifice short-term gains (Vickers, 2000).

(Schwaninger, 2009) presented the characteristics of intelligent organizations: continuous learning, generation of strategic alternatives, and understanding of environment. (Angle Adrianis Gomez Degraives, 2012) presented the practices of intelligent organizations: personal domain practice, mental models practice, shared vision practice, team learning practice, knowledge management practice, innovation practice and environment monitoring practice. This research covered the five characteristics except innovation practice. In this research, data are collected from Myanmar business executives from various companies including companies with no innovation intention. Thus, innovation practice is excluded from this scope.

Personal Domain Practice: According to (Angle Adrianis Gomez Degraives, 2012), in an intelligent organization, people work with enthusiasm, passion for what they do, they feel in their company, they are constantly developing their personal vision on learning, know their strengths and anticipate changes in the environment, align their vision and the organization. The company implements mechanism for employees to sustain their creative behavior. Employees will be clear their personal vision and future image, they will try to grow relating to the world, they will centralize energy and see reality objectively, and they will relate personal learning to team and organizational learning. They are aware of their strengths and weaknesses in the organization. They want to learn continuously, which will lead to self-realization, and will do things right for both own benefit and for organization.

Mental Models Practice: (Angle Adrianis Gomez Degraives, 2012) defined mental models as deeply rooted assumptions, generalizations and internal images that influence the way of think, feel, understand and act of a person. Thus, in organizations which have such practice, employees will see the world in different perspectives. They will be aware their mental models with effects in reality. Thus, mental models will be changed with changes in reality. Mental models are platform for thinking and decision making.

Shared Vision Practice: According to (Angle Adrianis Gomez Degraives, 2012), this practice provides employees the sense of belonging and commitment because everyone feels part of a common identity. Organizations also allow employees to understand what expect from them. Employees have clarity in roles between each other. Employees will try to align their individual vision with team vision and organization's vision. Thus, they will share their knowledge and experiences each other. Moreover, they will defend their organizations. Employees learn how to achieve organization's vision because they want to, not because it is demanded. They have participated in developing organization's vision, and vision gives unity and alignment to employees and organization.

Team Learning Practice: (Angle Adrianis Gomez Degraives, 2012) explained that team learning is a process of aligning and development of the capacity of a team to create the results its members and the organization want. Team learning would allow employees to contrast the mental models and shared vision. Team learning more emphasize on learning rather than team development for share vision, images, future, and work in teams using the knowledge, skills, abilities and competencies of individuals. Team learning intends to use principles, strategies, methods and procedures for achieving the objectives of the organization.

Knowledge Management Practice: (Pan, 1999) stated that knowledge management is how companies build, store, communicate, organize and apply knowledge about its activities and organizational culture, and improving the learning of their employees. It is the practice of nurturing ability to transform information into knowledge and incorporate it as learning in the mindset (Nonaka, 1995). This organizational practice is vital to gain success in this turbulent environment. Companies need to strengthen the alignment between knowledge and learning processes. (Angle Adrianis Gomez Degraives, 2012) described the knowledge management practice as the way organizations perceive both tacit and explicit knowledge, achieving in this way, identify skills that went unnoticed in the organization.

Environmental Monitoring Practice: (Angle Adrianis Gomez Degraives, 2012) presented that any organization, especially an intelligent organization, must have an active attitude towards the environment. Thus, intelligent organization develop people abilities to adapt to changes in business environment. Organizations may establish mechanisms (e.g., benchmarking) to have contacts with staff, suppliers, customers, competitors, research

centers, universities and so on. They will identify the opportunities and threats come out from business environment.

3. CONCEPTUAL FRAMEWORK

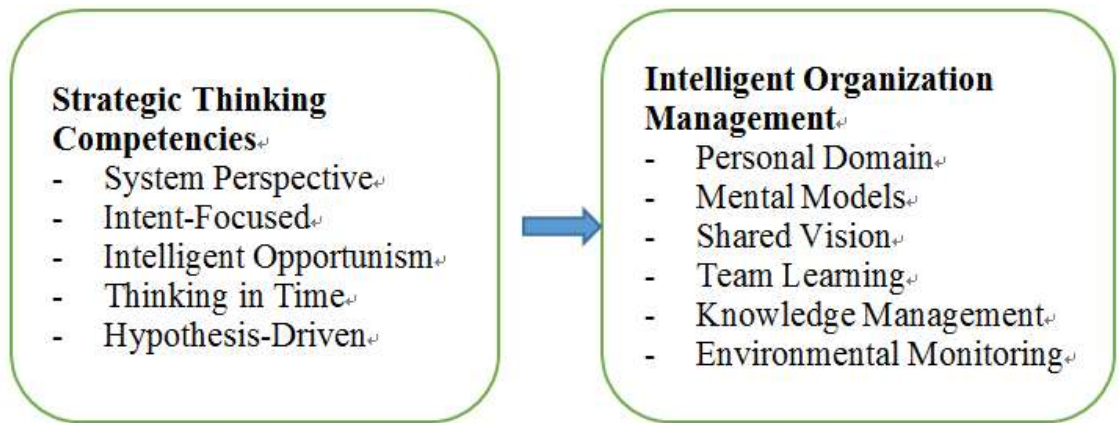


Figure 1. Conceptual Framework of the Study

Source: Own Compilation: Adapted to (Al-Nawasrah, 2017),(Matar, 2015),and(Angle Adrianis Gomez Degraeves, 2012)

In this research, the concept of strategic thinking competencies will lead to intelligent organization management practices (Al-Nawasrah, 2017) is adopted. The dimensions of strategic thinking competencies are adopted from (Matar, 2015) and the intelligent organization management practices are adapted to (Angle Adrianis Gomez Degraeves, 2012).

III. METHODOLOGY

1. Sample and Population

This research focuses on Myanmar business executives' strategic thinking competencies and intelligent organization management practices of their companies. In Myanmar, Myanmar Business Executives (MBE) Association was established in 2007, and in 2019 there are 137 members. The recommended sample size is 102 according to the

result of Raosoft sample size calculator (with margin of error 5%, confidence interval 95%, and response distribution 50%). Questionnaires are distributed to randomly selected 102 members of MBE. Responses come from only 77 members (about 75% response rate which is acceptable).

2. Measures

Dependent variables are intelligent organization practices such as personal domain, mental models, shared vision, team learning, knowledge management, and environmental monitoring. The independent variables are strategic thinking competencies such as system perspective, intent-focused, intelligent opportunism, thinking in time and hypothesis-driven. All these variables are measured with Likert type 5 point scales.

3. Data Collection

Secondary data are gathered from books, periodicals, articles, previous research dealt with the main assumptions of this study. The primary data are collected from randomly selected Myanmar business executives by distributing structured questionnaires developed for this study.

4. Instrument Validity

The questionnaire items are adopted from previous researchers. The draft questionnaire is reviewed by five professors who specialized in business management and strategic management. Then, the pilot survey was done by using their approved questionnaire. After the pilot study, some question wordings and sentences are modified, and some unrealistic questions are removed.

Instrument Reliability

The question items consistency test (Cronbach Alpha) is used to measure the consistency of respondents' answers to the questions, and to obtain alpha (Alpha ³ 0.06) is generally acceptable to human sciences (Sekaran, 2010). After the test, all the values of the study variables are greater than the minimum acceptable value (See in Appendix).

IV. FINDINGS FROM ANALYSIS

The analysis on data collected from respondents are conducted by two approaches:

descriptive analysis and linear regression analysis. From descriptive analysis on strategic thinking competencies of respondents, it is found that most of the respondents are relatively stronger in intent-focused competency with highest mean score (See in Appendix). They encourage their employees to focus on current work requirements, to work hard for optimal performance, to exploit energy for creativity, and they are also focusing on link between employees' performance to company's goals and trying to predict what should be achieved in long term.

From descriptive analysis on intelligent organization management practices of companies operated by respondents, it is found that they emphasize relatively more on environment monitoring practices with highest mean score (See in Appendix). Companies allow employees to pose problems to superiors, gather their suggestions when making decisions, give trust to employees to report on matters that do not work, employees have chance to participate in developing vision and mission so that they comply with vision and mission, companies also provide the information technology to employees to obtain necessary information easily, managers can also access employees' information easily and quickly, companies also provide open communication between managers and employees, and employees share knowledge and experiences each other, companies also have mechanisms to get knowledge from both internal and external sources.

From multiple linear regression analysis, it is found that system perspective, thinking in time and hypothesis driven competencies of business executives are positively significantly effecting on personal domain practice in their companies. It can be concluded that companies will practice ongoing plan for employees learning, will provide opportunities for their personal and professional development, will provide tools for individual learning, will practice performance appraisal system, will arrange business meetings to promote learning if the business executives have competencies to view their companies as systems, to think for present by referring the past lessons, and to forecast future by linking the current actions. Table (1) shows the outputs from multiple linear regression analysis with SPSS on the effect of strategic thinking competencies on personal domain practice of companies operated by respondents.

Table 1. Effect of Strategic Thinking Competencies on Personal Domain Practice

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
System Perspective	0.540***	0.128	4.213	0.000	2.717
Intent-Focused	-0.092	0.129	-0.714	0.478	2.847

Intelligent Opportunism	-0.020	0.123	-0.165	0.869	2.937
Thinking in Time	0.313**	0.124	2.522	0.014	2.398
Hypothesis-Driven	0.340***	0.120	2.839	0.006	2.630
R Square	0.686				
Adjusted R Square	0.664				
F Value	30.983***				
Durbin Watson	1.987				

Source: SPSS Outputs (Survey Data, 2019)

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

Dependent Variable: Personal Domain

Table (2) shows the outputs from multiple linear regression analysis with SPSS on the effect of strategic thinking competencies on mental models practice of companies operated by respondents. It is found that executives' thinking in time and hypothesis driven competencies are positively significantly effecting on mental models practice in their companies. It can be concluded that companies will encourage employees for reality-based thinking, will allow them to modify the old ways (models) with logical reasons, will train new technologies and new methods, will urges employees to think about future possibilities if the business executives have competencies to think for present by referring the past lessons, and to forecast future by linking the current actions.

Table 2. Effect of Strategic Thinking Competencies on Mental Models Practice

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
System Perspective	0.140	0.164	0.854	0.396	2.717
Intent-Focused	0.143	0.166	0.866	0.390	2.847
Intelligent Opportunism	0.044	0.158	0.277	0.782	2.937
Thinking in Time	0.292*	0.159	1.836	0.071	2.398
Hypothesis-Driven	0.481***	0.154	3.132	0.003	2.630
R Square	0.572				
Adjusted R Square	0.541				
F Value	18.945***				
Durbin Watson	1. 739				

Source: SPSS Outputs (Survey Data, 2019)

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level
 Dependent Variable: Mental Models

Table (3) shows the outputs from multiple linear regression analysis with SPSS on the effect of strategic thinking competencies on shared vision practice of companies operated by respondents. As shown in table, the intent-focused and hypothesis-driven competencies are positively significantly effect on shared vision practice in companies of Myanmar business executives.

Employees will have the chance to participate in developing vision and mission and they will do in right direction to these vision and mission if their business executives have competencies to encourage them to focus on current work requirements and also to exploit their creativity and also capable for forward looking. If executives have intent-focused and hypothesis driven competencies, they will link present not only with past but also with future, and they will persuade their employees to balance personal and professional development, and elicit the genuine commitment from employees. Employee will like each other and will feel belong to the companies.

Table 3. Effect of Strategic Thinking Competencies on Shared Vision Practice

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
System Perspective	-0.001	0.190	-0.005	0.996	2.717
Intent-Focused	0.377**	0.192	1.964	0.053	2.847
Intelligent Opportunism	0.087	0.183	0.477	0.635	2.937
Thinking in Time	0.278	0.184	1.511	0.135	2.398
Hypothesis-Driven	0.314*	0.178	1.769	0.081	2.630
R Square	0.468				
Adjusted R Square	0.431				
F Value	12.513***				
Durbin Watson	1.742				

Source: SPSS Outputs (Survey Data, 2019)

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level
Dependent Variable: Shared Vision

Table (4) shows the outputs from multiple linear regression analysis with SPSS on the effect of strategic thinking competencies on team learning practice of companies operated by respondents. As shown in table, the intent-focused and hypothesis-driven competencies are positively significantly effect on team learning practice in companies of Myanmar business executives. Companies will provide places, spaces, facilities to

employees to meet, to debate, to share ideas and experiences if their business executives have competencies to encourage them to focus on current work requirements and also to exploit their creativity and also capable for forward looking. If executives have intent-focused and hypothesis driven competencies, they will encourage team work, allow employees to know information about working in teams, and they can share their skills each other.

Table 4. Effect of Strategic Thinking Competencies on Team Learning Practice

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
System Perspective	0.198	0.176	1.125	0.264	2.717
Intent-Focused	0.311*	0.178	1.750	0.084	2.847
Intelligent Opportunism	0.250	0.169	1.473	0.145	2.937
Thinking in Time	0.234	0.171	1.368	0.176	2.398
Hypothesis-Driven	0.342**	0.165	2.077	0.014	2.630
R Square	0.622				
Adjusted R Square	0.595				
F Value	23.365				
Durbin Watson	2.202				

Source: SPSS Outputs (Survey Data, 2019)

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level
 Dependent Variable: Team Learning

Table (5) shows the outputs from multiple linear regression analysis with SPSS on the effect of strategic thinking competencies on knowledge management practice of companies operated by respondents. As shown in table, the system-perspective and hypothesis-driven competencies are positively significantly effect on knowledge management practice in companies of Myanmar business executives.

Companies will allow freedom to employees to pose their problems to superiors, will give chance to employees to give suggestions in decision making, will provide information technology to employees to obtain necessary information, will provide open communication to exchange ideas quickly, will allow them to know what is expected from them if their business executives have system views over companies and have capacity also to exploit employees' creativity and also capable for forward looking. If executives have system-perspective and hypothesis driven competencies, companies will ensure that all knowledge from internal and external are available where required by business processes.

Table 5. Effect of Strategic Thinking Competencies on Knowledge Management Practice

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
System Perspective	0.430***	0.144	2.997	0.004	2.717
Intent-Focused	0.023	0.145	0.157	0.876	2.847
Intelligent Opportunism	0.133	0.138	0.963	0.339	2.937
Thinking in Time	0.039	0.139	0.280	0.780	2.398
Hypothesis-Driven	0.229*	0.134	1.702	0.093	2.630
R Square	0.521				
Adjusted R Square	0.488				
F Value	15.462***				
Durbin Watson	1.922				

Source: SPSS Outputs (Survey Data, 2019)

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level
Dependent Variable: Knowledge Management

Table (6) shows the outputs from multiple linear regression analysis with SPSS on the effect of strategic thinking competencies on environment monitoring practice of companies operated by respondents. As shown in table, the hypothesis-driven competency is positively significantly effect on environment monitoring practice in companies of Myanmar business executives.

Companies will focus on market, will seek opportunities and threats of business environment, will highly responsive to changes in markets, will practice benchmarking, and will emphasize on institutionalized research if their business executives have capacity to exploit employees' creativity and also capable for forward looking. If executives have hypothesis driven competency, companies will scan environment to get information about changes in political, social, economic and technological situations.

Table 6. Effect of Strategic Thinking Competencies on Environment Monitoring Practice

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
System Perspective	0.223	0.173	1.290	0.201	2.717
Intent-Focused	0.127	0.175	0.727	0.470	2.847
Intelligent Opportunism	0.061	0.166	0.369	0.713	2.937
Thinking in Time	-0.033	0.168	-0.198	0.843	2.398
Hypothesis-Driven	0.499***	0.162	3.077	0.003	2.630
R Square	0.451				
Adjusted R Square	0.413				
F Value	11.678***				
Durbin Watson	2.129				

Source: SPSS Outputs (Survey Data, 2019)

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level
 Dependent Variable: Environment Monitoring

V. CONCLUSION

From this research, it is found that business executives' hypothesis driven competency is the most essential competency for managing companies to be intelligent because it has the influence on each and every elements of intelligent organization management. Hypothesis driven with intent-focused competencies will lead to shared vision and team learning practices in companies, and hypothesis driven with thinking in time competencies will lead to mental models practice in companies. Business executives' hypothesis driven with system perspective competencies influence on knowledge management in their companies. For personal domain practice, business executives need hypothesis driven, thinking in time and system perspective competencies.

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APPENDIX

Results of Reliability Test

Sr. No.	Variables	Number of Items	Cronbach Alpha
1	System Perspective	5	0.789
2	Intent-Focused	5	0.796
3	Intelligent Opportunism	5	0.860
4	Thinking in Time	5	0.738
5	Hypothesis-Driven	5	0.820
6	Personal Domain	6	0.862
7	Mental Models	6	0.900
8	Shared Vision	5	0.896
9	Team Learning	6	0.933
10	Knowledge Management	14	0.930
11	Environmental Monitoring	6	0.880

Source: Survey Data, 2019

Mean Values of Variables

Sr. No.	Variables	Mean Values
Strategic Thinking Competencies		
1	System Perspective	3.83
2	Intent-Focused	3.86
3	Intelligent Opportunism	3.76
4	Thinking in Time	3.84
5	Hypothesis-Driven	3.83
Intelligent Organization Management		

6	Personal Domain	3.66
7	Mental Models	3.51
8	Shared Vision	3.43
9	Team Learning	3.68
10	Knowledge Management	3.63
11	Environmental Monitoring	3.74

Source: Survey Data, 2019

QUESTIONNAIRE

Objective: This questionnaire is intended to apply for interview with Myanmar business executives. It will be used only for academic purpose, and data and information will be used in analysis part of the research that will be submitted to the Joint Conference of Meiji University and Yangon University of Economics in September, 2019. Research topic is "Effect of Strategic Thinking Competencies on Intelligent Organization Management of Myanmar Business Executives"

Please Fill in the Following Tables by Checking the Responses that You Feel Apply to Your Company's Top Level Executives

Scales–1: Totally disagree, 2: Somewhat disagree, 3: Neutral 4: Somewhat agree, 5: Totally agree

SECTION-A (STRATEGIC THINKING COMPACTENCIES OF EXECUTIVES)

Strategic Thinking Competencies: System Perspective

Sr. No.	Details	1	2	3	4	5
1	Executives have sufficient knowledge of long-term plan of your company.					
2	Executives know well the relationship among different management levels and ways of dealing with each other					
3	There is an absolute clearness among employees about general trend of work in next step					
4	Your employees have knowledge of specific role of each other					
5	Executives consider company as a coherent and consistent system (a set of interdependent and interrelated elements)					

Strategic Thinking Competencies: Intent Focused

Sr. No.	Details	1	2	3	4	5
1	Executives have obvious prediction of what should be achieved in long term					
2	Executives intend to exploit the energy of employees for creativity					
3	Executives have strategic plan to link employees' performance to company's long term goals					
4	Executives urges employees to work hard for optimal performance					
5	Executives urges employees to focus on current required tasks					

Strategic Thinking Competencies: Intelligent Opportunism

Sr. No.	Details	1	2	3	4	5
1	Executives have readiness to adjust strategy to adapt to changes of business environment					
2	Executives constantly seeks new ideas and information from multi sources to develop action plan within company					
3	Executives prepare applicable plan in line with conditions and possibilities within company					
4	Executives have alternative plans to adapt to changes in surroundings					
5	Executives have ability to establish new strategies that enhance strong points and treat weakness within the company					

Strategic Thinking Competencies: Thinking in Time

Sr. No.	Details	1	2	3	4	5
1	Executives uses previous experiences to set current action plan					
2	Executives develop current action plan as part of comprehensive prediction for future plans					
3	Executives place an action plan with specific timetable to carry out various tasks					
4	Executives have ability to adjust the action plan when it fails to achieve the goals					
5	Executives have thinking skills that enable them to make plans without supporting of anyone from the company					

Strategic Thinking Competencies: Hypothesis Driven

Sr. No.	Details	1	2	3	4	5
1	Planning in company depends on analysis of business environment					
2	Executives have ability to predict the possible outcome of the plans that they place					
3	When they do planning, executives depends on hypothesis and testing it through experiment to achieve results					
4	Executives encourages employees to provide the ideas come out from experiences with results					
5	Executives draw conclusions from their experiences, and these conclusions are used in planning					

SECTION-B (INTELLIGENT ORGANIZATION MANAGEMENT OF COMPANY)

Intelligent Organization Management: Personal Domain Organizational Practices

Sr. No.	Details	1	2	3	4	5
1	Company offers suitable conditions for personal and professional development of employees					
2	Employees have a sustained creative behavior for the benefit of company					
3	Company provides the tools for individual learning					
4	Company promotes and implements a system of performance evaluation					
5	Business meetings are held regularly to promote learning					
6	Company has an ongoing plan to improve learning of individual employees					

Intelligent Organization Management: Organizational Practices of Mental Models
(Mental models are deeply rooted assumptions, generalizations and internal images that influence the way of think, feel, understand and act of a person)

Sr. No.	Details	1	2	3	4	5
1	Company promotes openness to new thoughts and reflect on them in order to rethink the way to see reality					
2	Within company, new scenarios are simulated that modify the old ones					

3	Company has mechanism to explain the advantages and disadvantages of introducing new models of thought					
4	All staff share their ways of thinking					
5	Staff are trained in new technologies, procedures and practices					
6	Within company, it is identified, eliminated or modified inappropriate mental models rooted					

Intelligent Organization Management: Organizational Practices of the Shared Vision

Sr. No.	Details	1	2	3	4	5
1	In company, management and employees construct together the vision					
2	Employees feel they belong to the company					
3	There is agreement between company and its staff as they like from each other					
4	Company fosters employees' genuine commitment					
5	Within company, there is alignment between personal and professional interests of its members					

Intelligent Organization Management: Team Learning Practices

Sr. No.	Details	1	2	3	4	5
1	Team work is encouraged and facilitated by company					
2	In the company, there are suitable places for people to meet, share, and learn from each other					
3	Best practices, models and skills are shared across the teams					
4	Company knows the capacity of employees to work in teams					
5	Employees receive from company, the information about working in teams					
6	Company facilitates dialogue, debate, and develops a real thought together in teams					

Intelligent Organization Management: Knowledge Management

Sr. No.	Details	1	2	3	4	5
1	The views of employees influence decisions that are taken daily at work					
2	Company allows freedom to employees to pose problems to superiors					
3	Executives delegated others to solve					

	specific problems					
4	Executives seek learning opportunities for them and for employees					
5	Company provides trust to employees to report on matters that do not work					
6	Members of the company comply with its mission and vision					
7	Employees involved in formulating the vision of company					
8	Company has systems and information technology (Internet, intranet, etc.) which allow employees to obtain necessary information					
9	Communication to employees is timely and smoothly in any direction with exchange of ideas through different media					
10	Information regarding employees are available at any time quickly and easily					
11	Every employee has access to the internet in the company					
12	There are strategies for the dissemination of knowledge for all members of it, to use in their daily activities					
13	Senior executives, managers, supervisors of the company are open and honest in their communications, ensuring that employees know what is expected of them					
14	Company ensure that all knowledge from internal and external, is available where required by business processes					

Intelligent Organization Management: Environment Monitoring Practices

Sr. No.	Details	1	2	3	4	5
1	Company has mechanisms to know and understand the market and the behavior of customers and suppliers, and their changes					
2	Company adapts to changes in political, social, economic and technological environment					
3	Company has constantly highly responsive to customer requirements					
4	Company conducts institutionalized market research					
5	Company used benchmarking techniques					
6	Company has databases with customer information, which is used to making decisions					

Your Information (Optional)

Your Position at work: -----

Type of Your Company: -----

Number of Employees at Your Company: -----

Thank you so much for your kind participation

Customer perception towards Telecommunication Services in Myanmar

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ABSTRACT: his study mainly focuses on to analyze the perception of customers towards telecommunication service. Two major Telecom Service providers Telenor Myanmar and Ooredoo have been chosen for the study. The developed model of this research is consisting of five variables which have a lot of impact on perception of consumer towards adoption of telecom services. The results of this research have numbers of practical applications both for marketer and telecom service consumer. The customers want that, the mobile service providers have to gives sufficient time to explain the features of service to their customers. This factors is highest agree factor in the user friendly factors of customer perception.

Key words : Customer Perception, Telecommunication, Telenor Myanmar, Ooredoo, service providers.

I. Introduction

The ways of communications become dramatically change in the world. Among the ways of communication, the telecommunication is the most popular used communication tools in today. The first and foremost role that telecommunication plays in our live is that it provides us an easy and fast way of communications. It can save money, ensure safety and can help in businesses transactions.

The use of Telecommunication services has been strikingly increased in recent decade. Hence it has become more and more crucial to investigate the reasons behind telecom usage patterns and understand factors playing an important role for perception

of telecom services. The success of the telecommunication service providers depends on customer satisfaction. So, it is very important for both consumers and telecommunication service provider in order to build a strong relationship towards better delivery of telecom services which may result in satisfied customer.

Perception is the cognitive process which involves the organism, organizing and interpreting the stimulus. Thus perception is the process of selecting, organizing and interpreting or attaching meaning to the events happening in the environment. According to the Robbins, "Perception may be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to the environment."

The customer perceives services in terms of the quality of the service and how satisfied they are with their experiences in receiving the incoming and outgoing calls. It can be defined in a precise manner as the experience of the consumers regarding the service provided by the cellular mobile service provider (CMSPs).

In Myanmar, telecommunications environment has seen immense changes over the past few years. Until around the year 2012, telecommunications were handled exclusively by MyanmarPosts and Telecommunications(MPT). Since the company had a monopoly on telecommunications quality was extremely low, and often telephone calls from Tokyo would not go through, and even if one could connect, the quality of the sound was so bad that it was sometimes impossible to carry on a conversation. The low quality of the telecommunications environment became an issue in attempting to do business in Myanmar.

The Myanmar government licensed Telenor of Norway and Ooredoo of Qatar to operate as telecommunications carriers in Myanmar, and KDDI began providing technical support to Myanmar Posts and Telecommunications in 2013. This brought major changes in the situation. With foreign corporations directing Myanmar's telecommunications field, investment in telecommunications infrastructure has been taking place nonstop since that time, bringing major improvements to the telecommunications environment.

In June 2013, Ooredoo was chosen as one of the two successful applicants among 90 bidders to be awarded a license to operate in Myanmar, considered one of the Asia's last remaining Greenfield telecom market. Formal licenses were granted in January 2014, and Ooredoo pledged an investment of \$ 15 billion to develop Myanmar's telecom sector, with plans to cover 75 percent of the population in five years. Ooredoo service helps to deliver great quality voice and fast data services with its own fiber network.

According to this, the rising demand of telecom solutions in Myanmar have also resulted in an influx of internet service providers (ISPs). As a result of this, Myanmar mobile operators are pushing down the price of their phone data packages to capture

market share. Customers not only can expect to pay lower prices for the same services offered before, but also get better telecom quality and services as every Myanmar mobile operator improves their offerings to stay competitive.

This study explores the perception on customer service of Telecom Services in Myanmar. In order to implement the objectives of the study, both secondary and primary data are used in this study. Secondary data are mainly used for exploring the availability of service information. These secondary data are got from the source of internet of Telecom Services in Myanmar. Primary data are collected from a sample of 100 customers with an individual by using structured questionnaire.

II. Literature Review

Customer perception is the process to assess how customers perceive service, how they assess, whether they have experienced quality service and whether they are satisfied or not. Customer perception is directly related to customer expectation. Due to the dynamic nature of expectation perception of any person may also shift over time, person, place or culture.

Debnath, (2008), in his study, he explained that the prime focus of the service providers is to create a loyal customer base by benchmarking their performances and retaining existing customers in order to benefit from their loyalty.

Product offering can be best communicated through promotion /advertisement and considered to be a one of most important medium (Rowley, 1998). All companies are using promotion for introduction of new product in a market (Kotler, Armstrong, Saunders, Wong, 1999). In order to compel potential customer to purchase new product or service, promotion is considered to best medium for communication. This is providing awareness about new product/services and company as well (Root, 1994).

Quality of service has been proved successful to create competitive advantage to increase sales of product and services. Telecommunication has been successful to win profitable and loyal customer by improving Quality of services (Leisen and Vance, 2001) By increasing service quality and getting feedback from satisfied customer is helpful for telecommunication service manager to enhance company sales through better service delivery system (Sirikit & Johson, 2002)

It is a common sense that people prefers that services which is of many uses and which offers a lot of benefits and usefulness to them. The user friendly product and service doesn't require extra skills/efforts on the part of consumer so easily perceived and adopted (Tornatzky & Klein, 1982). Innovative complex services are perceived less than user friendly services Hence services which are easy to use will adopt easily

(Rogers & Shoemaker, 1971). The same phenomenon is studied and observed easy applications are frequently adopted by consumers compare to complex one (Davis, Bagozzi, & Warshaw, 1989).

There are a lot of same services, telecommunication service provider offers its customers. Each day comes with hundreds of new advantages of these services. Now it comes to the consumers whom, why and which services they should use and adopt (Rogers, 1995). The phenomenon is defined as to perceive and adopt new service better than the service it supersedes. Hence relative advantage is conceived to best indicator of its acceptance among customers and directly proportional to adoption of new services.

Enjoyment is considered to one of importance factors which apply a greater impact to adopt innovative telecommunication services among user (Hoflich & Rossler, 2001). While using telecom services increase intrinsic rewards will further enhance enjoyment in and raise the chances to adopt and use the service. In addition to this one more research has studied that perceived enjoyment impacts a lot for experimental services like there is chance to win or lose a situation which provide fun and relaxation e.g. gaming (Lexhagen, Nysveen, & Hem, 2005).

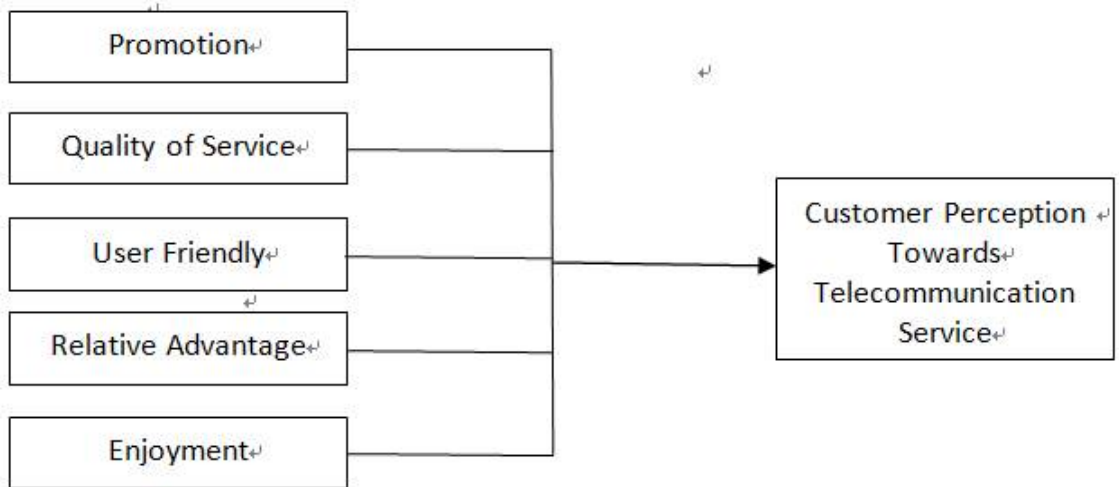


Figure 1. Conceptual Framework of this study

Source: Adopted from Yasser Khan. (2012)

Based on the previous studies, the developed model of this paper is consisting of five variables which have a lot of impact on perception of consumer towards adoption of telecom services. There are promotion, quality of service, relative advantage and

enjoyment. This study reveals high satisfaction level of customer towards telecommunication service providers.

III. Statement of the Problem

In recent year mobile phone use has spread rapidly amongst the people of Myanmar, and has now become an essential part of everyday life. Mobile phone coverage is also expanding, and now encompasses all of the major domestic regions. In terms of quality, telecommunications has become more stable, and use for business has also improved greatly. There were three companies providing telecommunication services in Myanmar as of 2016, including MPT, Telenor Myanmar, and Ooredoo. In January 2017, Viettel of Vietnam also entered the market by establishing a tie-up with a Myanmar company. The new company is Myanmar National Tele & Communications Co., Ltd (Mytel). Mytel plans on carrying out USD 2 billion in investment in the future, with a target of mid-2018 for start of business.

From the customer point of view has faced many issues relating to service quality, trust, innovative plans and value added services attached by the telecommunication service providers. The study aims in determining the customer perception towards telecommunication service providers by selected companies in Myanmar. Therefore, the research questions are as follows:

- (1) What are the telecommunication services in Myanmar?
- (2) What are the promotion factors on good perception of customers?
- (3) What is the quality of service factors on customer perception?
- (4) What are the user friendly factors for god perception of customer?
- (5) What are the relative advantage factors on customer perception towards telecommunication service?
- (6) What are the enjoyment factors on good perception of customer?

Research Objectives are AS follows;

- (1) to identify the telecommunication service in Myanmar
- (2) to analyze the customer perception on telecommunication service of selected companies in Myanmar.

IV. Methodology

The primary data for the study has been collected from 100 respondents who using

the Telenor and Ooredoo Myanmar telecom service, on the basis of 34 item structured questionnaire. Generally, five point likert scales was used but some questions may also be included. Simple statistical tools were used to analyse the responses will collect from questionnaire. A sample of 100 respondents on random basis includes consumers from Telenor and Ooredoo.

V. Analysis of Data and Interpretation.

This paper has observed the following findings on the Demographic Background (such as Gender, Education, Occupation, Family size and Income level, etc ;) as well as customer perception on Telenor and Ooredoo services by using Survey Questionnaires.

1. Demographic Background

The study of demographic background consists of the followings:

Table 1. Demographic Characteristics of Respondents

Gender	No of Respondents	Percent
Male	26	26.0
Female	74	74.0
Total	100	100.0
Education		
Primary	0	0
Middle	2	2.0
High	6	6.0
Institute	76	76.0
Graduate	6	6.0
Post graduate	10	10.0
Total	100	100.0
Occupation		
Student	86	86.0
Government employee	0	0
Company Staff	2	2.0
Freelance	8	8.0
No job	2	2.0
Other	2	2.0
Total	100	100.0
Family Size		
3	5	10.0
4	20	40.0
5	16	32.0
6	4	8.0

7	5	10.0
Total	50	100.0
Income Level		
< 200,000	74	74.0
200,000-500,000	22	22.0
500,001 and above	4	4.0
Total	100	100

Source: Survey data (2019)

According to the Table (1), in the customers who using the Telecom Service in Myanmar, male users are 26% of the respondents and the rest are female users. In the education level of customers who using the Telecom services, most of the customers are from Institutional level (about 76%) and the lowest amount of the customers are from post-graduate level (about 2%). In the occupational level of customers who are using Telecom Myanmar Services, most of the customers who are using the Service of Telecom Myanmar are Students (about 86%) and the lowest amount of the customers are employee from companies, Other occupation (in this case some people may not want to reveal their occupation) and people with no job (such housewives) (about 2%).

According to the Table (1), in the customers who using the Telecom Services in Myanmar, most of the customers come from the families which have the size of 4 (about 40%) and the lowest amount of the customers are from the size of 3 and 7 (about 10%). In the income level of customers who using the Telecom Myanmar Mobile Services, most of the customers from the income level of 0-Kyats 200,000 range, Level 1 (about 74%) and no one answers Level 4.

2. Customer Perception on Selected Telecom Services in Myanmar

The customer perception on Telecom Services in Myanmar is presented in Table 2.

Table 2. Customer Perception on Telecom Services in Myanmar

Sr	Items	Mean	Std. Deviation
	Promotion		
1	I like to use the service of free calls to the mobiles using	3.8200	.84543
2	I like that I get long duration recharge which prevents the bother of recharge frequently.	3.7000	.89330
3	I like the cheap roaming facility provided by the service provider	4.0500	.89188
4	I like that my service provider updates me on regular basis about new pricing schemes.	3.5400	.98903

5	The service provider provides the best price or at least match the best price provided by competitors	3.7800	.82364
	Quality of Service		
1	I like, I don't get erroneous bills (I am not over charged)	4.2800	.91099
2	The mobile service provider attends complaints quickly.	3.8300	.68246
3	The service provider provides different value added schemes regularly	3.6600	.92354
4	You face any problem in connection while in roaming	3.8200	.71605
5	Network becomes busy in peak hours	3.8800	.86783
6	How often do you face the problem "Message sent failed"	3.8300	.88825
7	I rely on my own knowledge while making a purchase decision.	3.9800	.81625
	User Friendly		
1	The mobile service provider gives sufficient time to explain the features of service	4.2300	.81470
2	The mobile service provider gives your prompt response of your queries.	3.9000	.70353
3	I choose a scheme randomly	3.7800	.69019
4	The service provider takes the customer feedback on a regular basis and implements them in their new scheme.	3.6600	.78135
5	I like the mobile service that easy to use their application	3.5900	.80522
6	I like the mobile service that easy to understand their application	3.6900	.80019
	Relative Advantage		
1	I choose a scheme after considering all the alternatives provided by the service provider.	3.8400	.82536
2	I choose a scheme which has lowest price.	4.1800	.91431
3	I choose a scheme which has best connectivity.	3.3900	.90893
4	I choose a mobile service which has near tower station	3.5700	.81965
5	I have interest to the new services	3.5400	.89239
	Enjoyment		
1	I value the advice the mobile service provider while making a purchase of mobile phone service.	3.6200	.82609
2	I take the advice of family/friends before making a purchase decision	3.5500	.82112
3	I have interested the innovative feature in their service	3.7100	.82014
4	I get the intrinsic rewards by using their	4.0400	.82780

	application		
5	I get the fun and relaxation from their service	3.6300	.83672

Source: Survey Data(2019)

According to the Table 2, most of the customers like the cheap roaming facility provided by the Telecom service provider in promotion factors. But customers like that Telecom service provider update me on regular basis about new pricing schemes.

In the quality of telecom service factors, the strongly desired factors that customers do not want to pay more charge than they used. And then, when customer face any problem in connecting while in roaming, customer very like the supporting of telecom service providers.

The customers want that, the mobile service providers have to gives sufficient time to explain the features of service to their customers. This factors is highest agree factor in the user friendly factors of customer perception.

In the relative advantage factors, lowest price factor is the most customers want to use telecommunication service in Myanmar. And also customers do not want to choose the telecom service scheme which has best connectivity.

Customers get the intrinsic rewards by using telecommunication application factor is the most customers want to get enjoyment. But, the most customers do not want to take the advice of family/friends before making a purchase decision. The customers enjoy making the decision their self.

The customer satisfaction factors on telecommunication service in Myanmar are presented in Table 3.

Table 3. Customer Satisfaction on Telecommunication Service

Sr	Items	Mean	Std. Deviation
1	The customer care services provided by the service provider are satisfactory	3.7500	.71598
2	You are satisfied with the internet services provided by the service provider	3.6800	.66485
3	You are satisfied with the songs facilities provided by the service provider.	3.9200	.72027
4	The service provider gives you a proper news or finance facility.	3.8500	.72995
5	You are satisfied with the bonus scheme.	3.9500	.68718
6	I have no problem in changing to a new service provider if I get a better offer.	4.0400	.72363

Source: Survey Data(2019)

According to the Table 3, the most satisfaction factor is those customers have no

problems in changing to a new service provider while respondent get a better offer from the new providers. It means that, those respondents have not the loyalty to the own service provider. Therefore, the respondents are not satisfied with the internet services provided by telecommunication service providers.

Table 4. Overall Means

	Mean	Std. Deviation
CSM	3.8650	0.47773
PM	3.7780	0.57693
SM	3.8971	0.51651
FM	3.8083	0.48338
RM	3.7040	0.63531
EM	3.7100	0.58973

Source: Survey Data (2019)

Table 5. Correlations

		CSM	PM	SM	FM	RM	EM
CSM	Person Correlation	1	.287**	.478**	.446**	.454**	.483**
	Sig. (2-tailed)		.004	.000	.000	.000	.000
	N	100	100	100	100	100	100
PM	Person Correlation	.287**	1	.525**	.523**	.381**	.360**
	Sig. (2-tailed)	.004		.000	.000	.000	.000
	N	100	100	100	100	100	100
SM	Person Correlation	.478**	.525**	1	.562**	.456**	.536**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
FM	Person Correlation	.446**	.523**	.562**	1	.596**	.454**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
RM	Person Correlation	.474**	.381**	.456**	.596**	1	.686**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100
EM	Person Correlation	.483**	.360**	.536**	.454**	.686**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data (2019)

The correlation coefficient is measured by the relationship between two variables. The correlations are regarded as significant if P value is less than or equal to 0.01 ($p \leq 0.01$). The relationship between the variables are regarded as r is such that $(-1 \leq r \leq +1)$. The plus (+) and minus (-) signs are used for positive correlations and negative

linear correlations, respectively. The correlation is weak if r is less than or equal to 0.1 ($r \leq 0.1$); modest if r is less than or equal to 0.3 ($r \leq 0.3$); moderate if r is less than or equal to 0.5 ($r \leq 0.5$); strong if r is less than or equal to 0.8 ($r \leq 0.8$) and very if r is greater than 0.8 ($r > 0.8$).

The correlations of the independent variables (promotion, quality of services, user friendly, relative average, and enjoyment) were measured to explore their correlation with dependent variable (customer satisfaction). The results are shown in Table.

According to Table, all independent variables are significant at two-tailed with 0.01 levels ($r=0.287, p<0.01$), ($r=0.478, p<0.01$), ($r=0.446, p<0.01$), ($r=0.474, p<0.01$), and ($r=0.483, p<0.01$). Promotion is weak and positive relationship with customer satisfaction and the rest of variables are moderate and positive relationship with customer satisfaction. The correlation results highlight that enjoyment and quality of services are essential to achieve customer satisfaction.

VI. Conclusion

Myanmar is the most technology-based economy in the ASEAN. Most of the Myanmar people are lack in knowledge of advanced technology. However, Telecommunication service firms support the economic development of country and improve the knowledge of telecommunication technology. Therefore, this paper strong support to the service providers getting the benefits from business transactions.

1. Findings

Customer perception is one of the most important factors for the success of telecommunication services providers. Thus, these providers should always emphasis on their customer satisfaction. As a survey result, it is found that customers are highly satisfied in all area with than mean score above 3 in those. Customers are satisfied with the customer service method of telecommunication service providers in Myanmar.

This paper found that service provider's strength are its resources and capabilities that can be used as a basis for developing a competitive advantage. It has good reputation among customers, quality processes and procedures and a new innovative product or service, so on. The absence of certain strengths may be viewed as a weakness. It has high cost structure, lack of access to key distribution channels and lack of marketing expertise and so on. The main weakness is cutting extra bills from the customer who does not really use. So, Telenor Myanmar should consider these problems to prevent the customer's dissatisfaction from this case. Most customers

satisfy the method of customer service of Telenor Myanmar but they still have some problems concerning bill payments. Telenor Myanmar should consider how to change their bill paying system.

2. Need for further study

This study mainly accessed and analyzed customer perception on the telecommunication service with Telenor Myanmar and Ooredoo Myanmar. Therefore, a longer sample size encompassing all demographic categories of customers should be employed for the better examination of the occurrences of dissatisfaction on telecommunication service in Myanmar and the organization should assess their customer satisfaction regularly for their sustainable development.

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FACTORS INFLUENCING ON PURCHASE INTENTION OF LIPSTICK OF FEMALE STUDENTS IN YANGON UNIVERSITY OF ECONOMICS

hida Khine

Yangon University of Economics

ABSTRACT: This study intends to examine factors affection brand resonance of Shayi Women Wear Clothes and to analyze the effect of brand resonance on consumer repurchase intention of Shayi by using structured questionnaire. According to the findings, perceived brand quality, brand image and brand experience have positive effect on behavioral loyalty. Then, these three marketing factors have positive effect on attitudinal attachment and sense of community as well. It is also found that among the four dimensions of brand resonance, behavioral loyalty, attitudinal attachment and sense of community have positive significant effect on repurchase intention. Finally, the firm should focus on social engagement to maintain brand image among customers and create more attractive marketing programs.

Key words :Brand image, Behavioral loyalty, Purchase Intention, Attractive marketing programs, Consumer behavior

I. Introduction

Consumer behavior encompasses a vast area including consumption pattern, consumer preferences, consumer motivation, and consumer buying process & shopping behavior. The purchase decision is influenced by various factors such as social, cultural, demographic, personal, economic etc. Understanding consumer purchase behavior should be of valuable use to marketers in identifying marketing opportunities to ensure greater efficiency in the use of resources and other efforts, which are directly related to consumer purchasing behavior such as market segmentation, consumer targeting, product features, promotional and selling efforts.

Cosmetic industry is one of the fast growing industries in the world. This beauty business is booming with more and more new cosmetic companies entering the market, resulted into a highly competitive environment. It is therefore essential for the cosmetic companies to continuously develop their business activities in order to remain and attract new customers. Cosmetic companies need to understand and satisfy their customers by creating values and meet their demands. The product which has been chosen for this study is one of the cosmetics i.e., Lipstick. The range of price of Lipstick is substantially great. So is the case of the variety of its consumer sets based on the climatic conditions they live in. International cosmetics products are widely available in the Myanmar market, but concerns over quality and safety still remain. Currently, Myanmar is experiencing new waves of the younger generation climbing up the social-economics ladder.

Most of girls would rather spend generously on products like make-up., lipstick, eye shadow and eye liner to look elegant. In Myanmar, consumers had positive attitudes and view towards foreign products and global brands as they felt that global brands were at higher quality in comparison to domestic brands. Today, consumers are offered with broad range of lipsticks products and brands. This means that there are thousands of cosmetics choices available and makes consumers takes more complex lipsticks alternatives evaluation process before finally purchase the product. As consumer wants to make a good decision, they will try to eliminate the risk of getting disappointing or unsuitable product.

1. Objectives of the Study

The specific objectives of the study are:

- (1) To identify effect of celebrity endorsement on consumers' purchase intention of lipsticks products
- (2) To identify effect of product packaging on consumers' purchase intention of lipsticks products

2. Method of the Study

Regarding the research method, quantitative research was used in this study. Multiple regression analysis was used to analyze the influencing factors and descriptive statistics is used to describe demographic background of students (respondents). The research questionnaire is about factors influencing the purchase intention of lipsticks. The questions used measurement by Likert scale of 1 to 5. At the sample stage, two hundred and fifty (250) questionnaires were circulated, (200) out of them which were

returned. Two hundred questionnaires were found valid. Therefore size of our sample is (200) and the population of our research is female students attending under grade or post grade class at Yangon University of Economics. Regression analysis is executed to get the results. The subjects in this study involved adults female students over 18 years of age with consumption capability and behavior as lipsticks is an essential object and are used for majority of female.

3. Scope and Limitation of the Study

Within the time frame constraint of this study, the collection data from questionnaire survey were carry out in a month and only aim to focus on consumers in the region of Yangon University of Economic. The context in which the study is carried out is female students and working students of a certain age studying in Yangon University of Economics. Additionally, the sample of respondents was only respondents whose age between 18-60 was considered for this study. For the purpose of the study, the scope is focusing on lipsticks.

II. Theoretical Background Factors Influencing on Purchase Intention

This section will show theoretical background factors influencing on Purchase Intention.

1. Purchase Intention

Consumers who have higher purchase motivation and desires of a product may increase their purchase intention. Purchase intention was also called the willingness to buy. It means the possibility of a consumer who wants to purchase a product (Dodds, Monroe, &Grewal, 1991). It also plays an important role in consumer's buying decision-making process.

2. Factors influencing Purchase Intention

Consumers generally decide to buy based on the purchase experience feelings uncertainty. The same thing was revealed that the consumer purchase decisions are often made in conditions of uncertainty with the different situations in the shopping

products and their attributes (Jacoby, Olson and Haddock 1971). The study explore the four factors influencing purchase intention a celebrity endorsement, product packaging, brand image, price fairness and quality based according to cues unitization theory.

III. Factors Influencing on Purchase Intention of Lipstick of Female Students in YANGON UNIVERSITY OF ECONOMICS

In this section, factors influencing on Purchase Intention of Lipstick of Female Students in Yangon University of Economics.

1. Conceptual Framework of the Study

The independent variables selected for this study are; celebrity endorsement, product packing, brand image, price fairness and quality. The dependent variable analyzed in this study is purchase intention. The conceptual framework shows if celebrity endorsement, product packaging, brand image, price fairness and quality were influenced consumer buying behavior and hence consumer can made decisions on purchasing through different process either by need recognition & problem awareness, information search, evaluation of alternative, purchase or post-purchase evaluation.

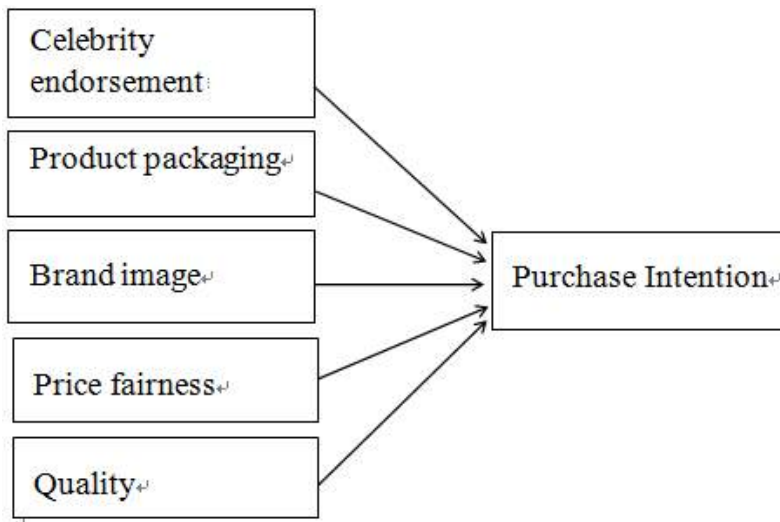


Figure 1. Conceptual Framework of the Study

2. Research Methodology

According to the requirements of the research questions, combinations of both qualitative and quantitative method research approach were used. The study utilizes both primary and secondary sources in conducting research. Mainly, the theoretical framework is explained by the used of secondary sources such as books, journals, and articles. The survey used to collect responses from consumers is the primary source of this thesis. By using secondary data, researchers analyze it further to gain additional or divergent knowledge from the primary research (Bulmer et al., 2009).

There are five independent variables; celebrity endorsement, product packaging, brand, price, and quality and a dependent variable i.e. consumers' purchase intention of cosmetic products which are involved in the study.

Measurement scales for all variables except demographics were adapted from previous studies. Eight items measuring celebrity endorsement originated from the study of Bhakar, Bhakar, and Dubey (2015), eight items measuring product packaging were originated from the study of Bhakar, Bhakar, and Dubey (2015), nine items representing brand image were originated from the study of Eze, Tan, and Yeo (2012), five items representing price were originated from the study of Semuel and Chandra (2014), three items measuring quality were originated from the study of Asshidin et al. (2016) and six items representing intention to purchase were originated from the study of Eze, Tan, and Yeo (2012). Regression analysis was executed to get the results. The descriptive research is known about the effect of all independent variable on dependent variable.

3. Sample Design

The study aims to investigate what effects of chosen factors have on consumers purchase intentions for lipstick users. The data collection method chosen for this study was convenience sampling which is a form of non-probability sampling. A non-probability sample is a sample that has not been selected using a random sampling method which means that in non-probability sampling some people are more likely to be chosen than others (Bryman& Bell 2007, 730).

In terms of this study, convenience sampling was chosen because the case of lipsticks user's had conveniently available a group of women who had studied at Yangon University of Economics in the AY 2018-19. Thus, the population chosen for this study was the 200 women. Response rate is the full percentage of selected representative who completes the questionnaires genuinely.

4. Validity and Reliability

To assure the validity and reliability of the survey questions, the questionnaire was pre-tested with 10 persons. This helped refine the questionnaire, which otherwise would have been underestimated and resulted with irrational findings and conclusion. Internal consistency is a part of the reliability of a study, which is a necessity for measures to be valid (Saunders et al., 2012). Internal consistency measures the consistency of the answers of the questions from the questionnaire and one of the most used methods to calculate the internal consistency is Cronbach's Alpha (Saunders et al., 2012). A commonly-accepted rule of thumb is that an α of 0.6-0.7 indicates acceptable reliability, and 0.8 or higher indicates good reliability. High reliabilities (0.95 or higher) are not necessarily desirable, as this indicates that the items may be entirely redundant.

Table 1. Reliability Test from Respondents Responses on Scale Items

Factor	No. of Items	Cronbach's Alpha
Celebrity Endorsement	8	0.800
Brand Image	9	0.797
Quality	3	0.603
Package	8	0.720
Price	5	0.781
Purchase Intention	6	0.612

According to Table (3.1), Alpha value for celebrity endorsement is the highest among factors at 0.800 which is higher than acceptable score of 0.7. They are brand image, package, and price that the alpha values are above 0.7. The quality and purchase intention have about 0.6. In social science, the acceptable α value is .60 (Ghazali, 2008), which is also practiced by other researchers. Therefore, internal consistency of items to the concepts is excellent.

5. Data Analysis

Multiple regression analysis was applied to investigate effects of five independent variables; celebrity endorsement, product packaging, brand, price, and quality and a dependent variable i.e. consumers' purchase intention.

Multiple regression analysis was run to test the hypotheses by examining the relationships between the independent variables and the dependent variable. Data was recorded and analyzed using Statistical Packages for Social Science (SPSS) version 22.

The estimated multiple regression model

$$\hat{Y}_i = b_0 + b_1X_{1i} + b_2X_{2i} + b_3X_{3i} + b_4X_{4i} + b_5X_{5i} + E$$

In constructing the model, the variables are noted as:

Y_i = Dependent Variables X_i = Independent Variables=

$$\left[X_{1i} X_{2i} X_{3i} X_{4i} X_{5i} \right]$$

IV. Findings and Analysis

Table 2. Findings and Analysis

Age (years)	Number of Respondents	Percent
below 20	82	41.0
21 years to 25 years	39	19.5
26 years to 30 years	20	10.0
31 years to 35 years	26	13.0
36 years to 40 years	22	11.0
above 40 years	11	5.5
Total	200	100.0
Education Level	Number of Respondents	Percent
College Students	85	42.5
Graduated	19	9.5
Post Graduated	96	48.0
Total	200	100.0
Occupation Level	Number of Respondents	Percent
Government Staff	5	2.5
Private Company Staff	74	37.0
Owner	15	7.5
Other	106	53.0
Total	200	100.0
Income Level	Number of Respondents	Percent
below 5000K	13	6.5
50001 to 100000 K	27	13.5
100001 to 150000 K	30	15.0
150001 to 200000 K	32	16.0
200001 to 250000 K	12	6.0
250001 to 300000 K	11	5.5
above 300000 K	75	37.5
Total	200	100.0
Channel Level	Number of Respondents	Percent

Television	15	7.5
Social Media	116	58.0
Magazine	5	2.5
Internet Website	64	32.0
Total	200	100.0
Purchasing Frequency	Number of Respondents	Percent
more than once a month	10	5.0
one time in one month	20	10.0
one time in two months	26	13.0
one time in three months	30	15.0
one time over three months	114	57.0
Total	200	100.0
Spending Power	Number of Respondents	Percent
1000-3000 K	8	4.0
3001 to 6000 K	30	15.0
6001 to 9000 K	40	20.0
above 9000K	122	61.0
Total	200	100.0
Types of Lipstick	Number of Respondents	Percent
Matte	99	49.5
Gloss	40	20.0
Balm	24	12.0
Velvet	6	3.0
Cream type	31	15.5
Total	200	100.0
Purchasing Period	Number of Respondents	Percent
Festival Offer	7	3.5
Seasonal Offer	13	6.5
Special Day Offer	26	13.0
Any time	154	77.0
Total	200	100.0
Celebrity Endorsement	Number of Respondents	Percent
Film star	82	41.0
Famous Personalities	38	19.0
Brand Ambassador	27	13.5
Others	53	26.5
Total	200	100.0

1. Factor Influencing on Purchase Intention

There are five independent variables; celebrity endorsement, product packaging, brand image, price, and quality and a dependent variable i.e. consumers' purchase intention of cosmetic products which are involved in the study. Measurement scales for all variables except demographics were adapted from previous studies.

A correlation analysis was run to investigate the relationship between variables. Finally, a multiple regression analysis was run to test the relationships between the independent variables and the dependent variable.

Person correlation coefficient indicates the significance, direction, strength and significance of the bivariate relationship among all the variables that were measured at an interval or ratio level (Sekaran, 2003). It was a statistical measure of association between two variables.

The correlation coefficient (r) ranges from -1.0 to + 1.0. When the value of r is -1.0 indicates a perfect negative linear relationship while r value of + indicates a perfect positive linear relationship. When the r value equal to 0 means that there is no correlation indicated among the variables.

Table 3. The Correlations of the independent variables and purchase intention

	Celebrity	Brand	Quality	package	Price	Purchase Intention
Celebrity	1					
Brand	.257**	1				
Quality	.144*	.247**	1			
Package	.260**	.317**	.491**	1		
Price	.284**	-.129	-.087	.242**	1	
P u r c h a s e Intention	.192**	.356**	.166*	.267**	-.048	1

Source: SPSS Outputs

**Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05level (2-tailed).

Table (3) Correlation coefficient of mean brand and purchase intention is 0.356 at 1% level of significance. The correlation coefficient between 0.267 at 1% level of significance. The correlation coefficient between celebrity endorsement and purchase intention is 0.192 at 1% level of significance. The correlation coefficient between quality and purchase intention is 0.166 at 5% level of significance. According to Table (4.8), celebrity endorsement, product packaging and brand image, have significant correlation with purchase intention at the 0.01 level and quality have significant correlation with purchase intention at the 0.05 level. Moreover, Table (3) also describes that the values of their correlations were less than 0.90. The estimated correlations between the factors

were not excessively high (e.g., < .90 in absolute value). This result indicated the acceptable discriminated validity (Kline, 2011).

Multiple regression analysis is an analysis of association in which the effects of two or more independent variables on a single, interval-scaled dependent variable are two investigated simultaneously (G.Zikmund, J.Babin, C.Carr& Griffin, 2010). We use multiple regressions when there is more than one independent variable to explain the variance in a dependent variable.

Multiple regression analysis was applied to investigate the factors of purchase intention. To develop the multiple regression models, purchase intention was used as dependent variable and celebrity endorsement, product packaging, brand image, price, and quality were used as independent variables.

Table 4. Factors Influencing on Purchase Intention

Dependent variable (Purchase Intention)	Unstandardized Coefficients		t test	Sig	Collinearity	
	B	Standard error			Tolerance	VIF
Constant	1.968	.311	6.322	.000		
Celebrity	.088	.062	1.434	.123	.818	1.222
Brand	.238***	.067	3.563	.000	.797	1.254
Quality	-.009	.063	-.148	.882	.709	1.411
Package	.177**	.080	2.218	.028	.620	1.612
Price	-.067	.056	-1.195	.234	.774	1.293
R ²				0.165		
Adj R ²				0.143		
F-value				7.661***		
Durbin-Watson				1.877		

Source: SPSS Outputs (Appendix B)

Statistical significance Indicate *** at the 1% level, ** 5% level and *10% level

According to Table (4), the adjusted R² 0.143% of total variance in purchase intention is accounted by celebrity endorsement, product packaging, brand image, price, and quality variables have significantly explained the 14.3% of the variance. The value of calculated (Durbin-Witson) was 1.877 and each Variance Inflation Factor (VIF) was less than 5. These results show that serial correlation and multi-collinearity problems were not detected in this analysis. The regression coefficient of brand is 0.238 at 1% significance level. This shows that is direct relationship between brand and purchase intention. The regression coefficient of package is 0.177 at 5% significance level. This

shows that there is direct relationship between package and purchase intention.

Based on the results of multiple regression analysis, it can be concluded that brand and package has a significant positive influence on purchase intention of lipsticks. Celebrity endorsement, Price and quality did not impose any significant impact on purchase intention of lipsticks products.

V. Conclusion

The main purpose of this study was to investigate the influencing factors that determine the lipstick buying behavior of female students of Yangon University of Economics in decision making process. Data for the study was collected through questionnaires which include both open and close-ended. The target population for the study consists of students attending in Yangon University of Economics.

Frequencies, mean, percentages, and standard deviation were employed to present the responses obtained from the respondents. Majority of the respondents are the ages of below 20 years which is made up 41% or (96), majority of respondents are still non-occupation at 53% or (106). The highest income level is 37% of those who got monthly income above 300000K.

Majority of respondents use Social Media at 58% or (116). The increasing number of potential clients on Facebook and their dedication to online surfing have equipped this social networking site with business value and branding value. 57% of respondents or (114) people buy lipsticks one time over three months.

Averagely, consumer of lipsticks can use one lipstick about 3 months over, 61% or (122) of total respondents in Myanmar are willing to spend above 9000Ks for their lipsticks purchase. Majority of respondents are willing to buy matte type at 49.5% or (99), 77% or (154) of respondents are willing to buy at any point of time, 41% of total respondents answer film stars influenced them to purchase lipsticks.

Correlation coefficient of brand and purchase intention is 0.356 at 1% level of significance. The correlation coefficient between package and purchase intention is 0.267 at 1% level of significance. The correlation coefficient between celebrity endorsement and purchase intention is 0.192 at 1% level of significance. The correlation coefficient between quality and purchase intention is 0.166 at 5% level of significance.

In the highly competitive beauty industry, cosmetics brands have to be incredibly creative and innovative to gain an edge on the competition and drive awareness and engagement around their campaigns and products.

Social media provides lipstick advertising with a free platform to communicate with customer. Social media is a two-way communication between the target audience and

the cosmetic provider. The lipstick marketers and companies should be able to generate customer feedback via different online presences. Additionally, they should use social media to better target and approach their own customers and listen to different voices from them. Social media is great for storytelling and allows for companies to maintain and build up their brand to build online communities. Social media offers cost-effective opportunities for the industry to build their brands. Social media is transforming the way that cosmetic companies generate their sales, through word-of-mouth. Therefore, beauty marketers should be to look at their social media channels, especially Instagram, like a virtual shopping experience. They can feature different variations of products to show how they pair together.

In Myanmar, most of girls are likely seem to buy the value of lipstick above 9000Ks. They perceived that price of branded lipsticks must have above 9000Ks. They assumed that lipstick under 5000Ks is less valuable and non-branded. Segmenting market according to the usage value of the audience is a great strategy for personalized marketing. Marketing managers must understand the importance of segmenting a market and the specific criteria for successful segmentation.

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CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES AND CUSTOMER SATISFACTION IN ABC CONVENIENCE STORE

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ABSTRACT: This paper aims to analyze customer relationship management practices and customer satisfaction in ABC convenience store. The specific objectives are to identify CRM practices and to analyze customer satisfaction. CRM practices considered in this study are customer acquisition, customer response, customer knowledge, and customer information process and customer value evaluation. The present study was attempted to identify the CRM practices currently in a number of 5 outlets which are located in Yangon, and sample of 130 customers from a population 1300 customers in Thingangyun. To collect primary data from those outlets, personal interview method is applied by using structured questionnaire. In this study are interviewed from responsible person from the ABC convenience store and collected customers who visit to ABC convenience store. In this study proposed CRM practices model under five dimensions is valid out through descriptive analysis withhold out sample of 130 respondents. The CRM measurement five factors construct with 41 scale items are valid model with critical fit. To reach research objectives, data was planned to analyze by using descriptive and linear regression analysis. From the analysis, it is found that CRM practices and customer satisfaction is positive relationship and also found that in this 5 dimensions, the highest mean score is customer knowledge during other dimension score is neutral. Firm's CRM practices are significant to influence customer satisfaction such as customer acquisition, customer knowledge, and customer information process. So that, ABC convenience store should do to improve neutral dimensions that should be became high score dimensions. To improve this neutral dimensions, ABC should advertise about their products and services for customer acquisitions dimension and customer information process, and should quickly response at phone, Facebook and email for customer response dimensions, and should make lucky draw plan for customer value evaluation.

Key words : Customer Relationship, Management Practice, Customer Satisfaction, CRM, ABC,

I. INTRODUCTION

Customer relationship Management (CRM) is defined as process of creating and retaining profitable customer with long term relation by delivering customer value and satisfaction. (Prof. Philip Kotler (2006)). Greenleaf and Winer (2002) have explained CRM as: Customer relationship Management is a business strategy to select and manage customers to optimize long-term value. Customer relationship management is strategy and technology and data through the customer lifecycle.

The aim of Customer relationship Management is to retain right customers and key determinant of customer retention is customer satisfaction. The objective is to ensure that customers are satisfied to ensure their continued support. Focusing individual who gets benefits and profitability, Customer relationship Management is essential not only for retail service sector but also for their success.

Today, customers are important factors in company's management with their policies and strategy. If business goes with competitive advantages, business can not only maintain existing customers but also attract new customers. Customer examines that customer deliver value from products and service as customer's expectation value or not and then decide on their satisfaction levels.

Nowadays, customer's need and want change due to "rising income and an expanding economy". Change is especially coming fast to local shopping culture. Human life style has been changing as the development of modern science and technology. Myanmar consumers may welcome through a growing number of brands to Myanmar.

At the present day, there has been an increase in the number of retail store. Retail store (store, convenience store, supermarkets, etc.) are popular in Myanmar. Companies can gain and keep loyal customers, by applying customer relationship management practices. There are many opportunities in the retail sector. Many businesses choose to distribute their products but convenience stores choose to distribute many items from different suppliers. CRM is more important convenience store than other business.

1. Problem Statement

In Myanmar, the number of retail business has been rising rapidly. Myanmar retail sector has been a large number of foreign brands that enter our local market. Retailers

are vital part of the today business world because retailers are characterized as the final link between consumers and manufacturer.

Facing challenges due to competition in the market, retail companies seek competitive advantages to carry out marketing activities. The competition in the market has become highly competitive, so customers are not happy with the service they received, customer may change to buy another store. From the consumer's point of view, middle class population and their incomes have been rapidly increasing during the ten years. Nowadays, lifestyles have changed in our modern society. Retailing both reflects and determines culture as consumer goods are the focus of our labor, our economy, and our collective lifestyle. Modern Myanmar people have limited time to spend for buying foods and other items. Most people want to buy consumer goods after the office time. So they prefer convenience store which always open the 24 hours. The retailing industry has huge potential to gain success.

The convenience store is very difficult to retain loyal customer for a long time. It is to build strong relationship between retailers and consumers. CRM is an application of well-developed customer strategy; based on a high level of customer awareness, to a properly set of workflows and business support CRM technologies service and people.

CRM are used to gain advantages for not only consumers but also retailers. Customer relationship management (CRM) helps to reduce cost, to retain loyal customers, to increase customer satisfaction, to grow the number of customers and to get competitor information. So, this study explores how ABC Convenience store practices of Customer relationship Management.

Many convenience stores (ABC convenience store, City Express, Grab and Go (G&G) convenience store, etc.) are in Myanmar. ABC convenience store (Head Office) is located in South Okkalapa Township. ABC convenience store is famous and it has high quality and reasonable prices, and its location is convenience for consumers. To retain major customers, ABC convenience store especially needs to practice CRM. If ABC 5 Convenues store would be apply CRM practices, which generate customer satisfaction. Succession on satisfaction, customer will visit ABC convenience store again and again.

2. Objectives of the study

There are two objectives in this study.

- 1) To identify the Customer Relationship Management practices of ABC Convenience store in Yangon.
- 2) To analyze the customer satisfactions on Customer relationship management (CRM) practice of ABC Convenience store in Yangon.

3. Scope and Method of the study

This study focuses on Customer relationship management practices of ABC Convenience store which is located in Thingangyun Township. The data collection period is August, 2018. Descriptive analysis and linear regression method are used in this study. To analyze the CRM practices of ABC convenience store, the primary data are interviewed from responsible person from the ABC Convenience store and collected totally 130 customers who visit to ABC convenience store by using structured questionnaires. Secondary data will be collected from previous thesis papers, and related websites.

II. Literature review of the Study

Customer relationship management aligns with customer in an effort to build customer relationship. CRM is very significant practice for successful business. The number of text books, thesis papers, and websites related with CRM locally as well as internationally. Lu and Shang (2007) identify six factors dimensions of CRM: customer acquisition, customer response, customer knowledge, customer value evaluation, and customer information system and customer information process.

Das (2012) and Abdullah (2016) constructed five factor dimensions of CRM practices in Banks. Lu and Shang (2007) are followed by Das (2012) Abdullah (2016). The researcher uses five factor dimensions to construct and validate the model. This study is "Theoretical Antecedent of Customer Relationship Management of Banks in India". It is presented by Sheik Abdullah, S, and Mohammad Abubakkar Siddique, R, who used five factor dimensions: customer acquisition, customer response, customer knowledge, customer value evaluation, and customer information system. This paper is examined the influence of five factor model on CRM practices that is fulfilled. Among the five factors, a customer acquisition is highly influencing dimensions from other dimensions. The CRM measurement five factors are constructed with 41 scales items are valid model with critical fit.

According to PG student, Department of Management, KL University, Vaddeswaram, Guntur District, AP, India (2017), this study is the "Impact of Customer Relationship Management in Axis bank. This study is based on Lu and Shang (2007) who identifies six dimensions. This study is assessed the knowledge and attitude regarding customer relationship management in bank employees working in private banking sector. These paper is resulted a positive relationship between customer knowledge and attitude of bank employees working in private banking sector regarding the customer relationship

management.

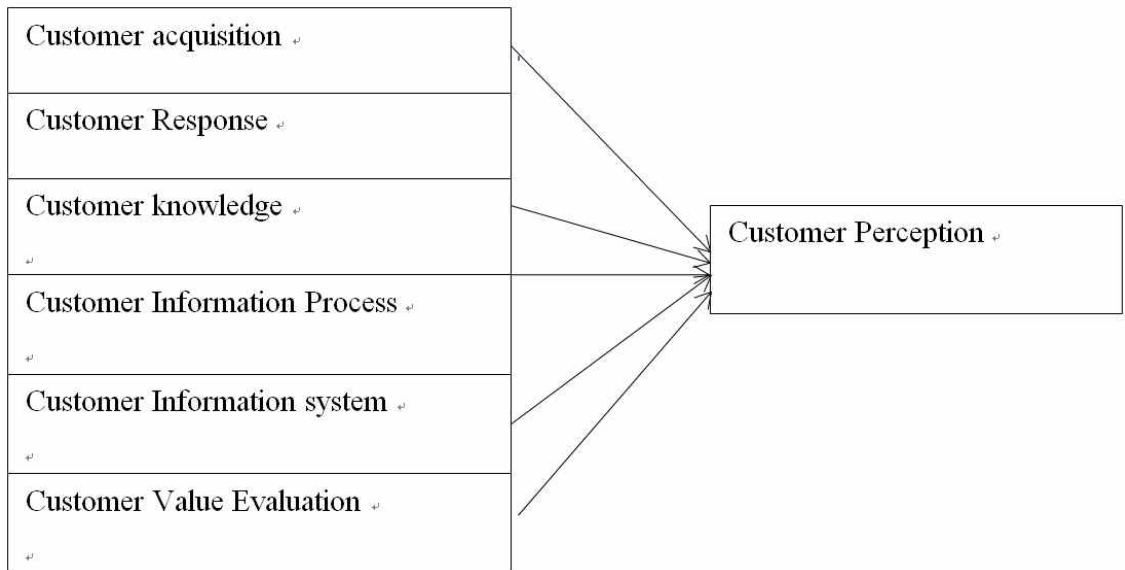


Figure 1. Conceptual Framework of Previous Study

Source: Lu Shang (2007)

The conceptual framework of this study is developed by considering the previous study on customer relationship management. Six dimensions are customer acquisitions, customer response, customer information system, customer value evaluation, and customer information process. Zuliana Zulkifli and Izah Mohd Tahir (2011) evaluated banks by using CRM six dimensions. This researcher explored between CRM strategies and customer perception. Next, Sheik Abdullah, S, Mohammed Abubakkar Siddique analyzed banks in India by using five dimensions: customer acquisition, customer response, customer knowledge, customer information process, customer value evaluation. This researcher's conceptual framework intended to CRM practices and customer satisfaction. Conceptual frame work of this study is illustrated in figure (2).

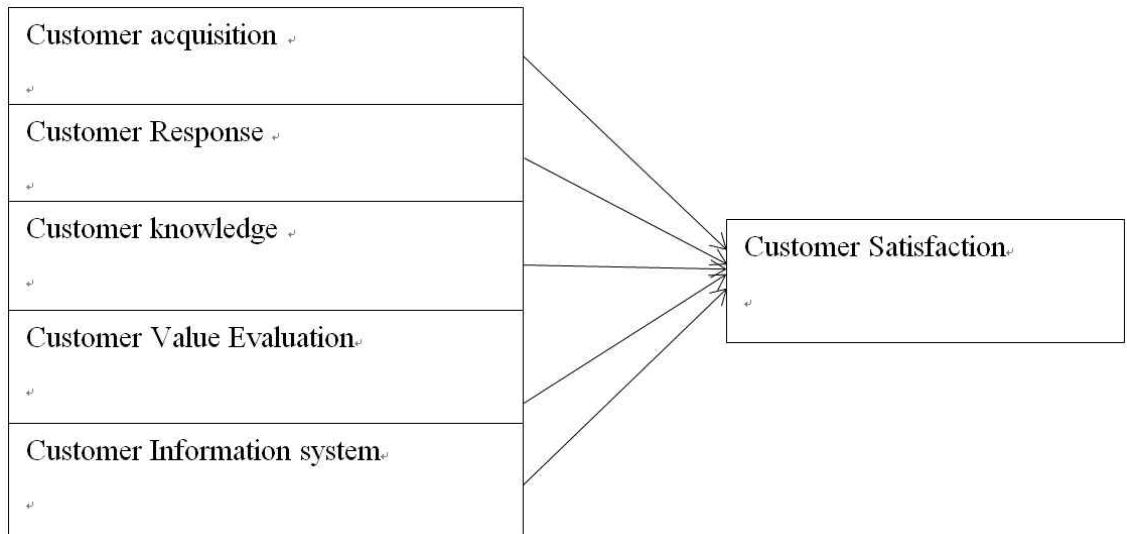


Figure 2. Conceptual Framework of the study

Source: Survey data, 2018

A conceptual framework of this study is based on Lu and Shang (2007) who identified CRM dimensions making up of CRM attributes under customer acquisition, customer response, customer knowledge, customer information process and customer value evaluation and, customer information systems. In this study applied five dimensions: customer acquisition, customer response, customer knowledge, customer information process and customer value evaluation. In this study, independent variables are five dimensions and dependent variable is customer satisfaction.

Customer information system dimension is not applied in this study because customer information system can be seen little effect for ABC convenience store. ABC convenience store is using computer system but it has not computer system sufficient to handle customers' information and to make new technology. ABC convenience store cannot be used innovative technologies to attract and systematic transparent information. ABC convenience store cannot utilities customer information from all customers contact points, so that this store cannot be used to enhance the quality of service. So, this study does not apply customer information system.

In this study, CRM practices of five dimensions are examined by 41 items with five point likert scale. These items comprises 10 items for measuring customer acquisitions, 8 items for customer response, 9 items for customer knowledge, 7 items for customer value evaluation, and 7 items for customer information process.

By adapting CRM practices, Organization can achieve superior performance than their

competitors. By building long term relationship with their existing customers and developing relationship with new customers, organization can achieve competitive advantages. This study intends to examine the relationship between CRM practices and customer satisfaction.

III. Research Methodology

The research approach chosen for the present study is Qualitative and Quantitative research approach. The research design selected for this study is descriptive design. It is to assess the knowledge and attitude of customers purchasing in ABC convenience store regarding customer relationship management. For the descriptive research, the primary data was collected by using questionnaires. The sample size comprised of 130 customers in ABC convenience store, Yangon. The sampling technique used for the study was probability sampling technique. Sample was drawn from the 5 outlets of customers in ABC Convenience store.

In the present study, the first part of the questionnaire is the demographic variables. They are the knowledge and attitude of customers in ABC convenience store in Yangon regarding customer relationship management. Demographic variable is gender, age, occupation, income per month, Education, shopping frequency within one month, ABC member card.

The second part of the questionnaire is the dependent variable and independent variables. The dependent variables are customer acquisitions, customer knowledge, customer response, customer information process, and customer information process. Customer acquisitions are included physical facility, promotions, product variety, customer service, advertisement in media. Customer response is included employees respond to customers' requests and enquires of services quickly handle complaints by using multi- channel. Customer knowledge is included staff know customer's needs, able to fulfill changing customer needs as per changing environment , staff knowledge about discounts and products prices. Customer information process is included providing information about products and services, to do something by a certain timer, it will do so, and customer information was collected due to fulfill customers changing needs. And customer value evaluation is included concerning with customer's interest, giving customers individual attention and having lucky draw plans.

Independent variables are customer satisfaction that included product variety and high quality, the layout of the store, store's image and cleanliness, customer services, information for customers. These questionnaires are valuable for ABC convenience store to know more about the consumers in order to expand the market.

The data was collected from customers on August, 2018. Data was planned to analyze by using descriptive and linear regression statistics. The raw data collected in SPSS and analyzed and interpreted using descriptive statistics. Descriptive statistics is percentage, mean and standard deviation. Linear regression statistics is used to determine the association between dependent variable and independent variables. For all analysis, a probability level of <0.05 was considered significant.

1. Profile of Respondents

There were 130 customers who had participated in this paper. The demographic variable, including the general information of respondent's gender, age, monthly income, times, occupation and ABC member cards are illustrated and analyzed through across tabulation and others.

According table (1), there are 45 male respondents, it is 34.6% of total respondent. Moreover, 85 female respondents, it is 65.4% of total respondents. This survey shows that more female respondents go and buy products and service at ABC convenience store. Female respondents usually go to ABC Convenience Store because ABC Convenience store has a variety of grocery product. Female respondents are much more than male respondents because female respondents more prefer shopping in ABC convenience store.

According to survey, the respondents are divided into six age groups, including age 20 and below, 21 to 30, 31 to 40, 41 to 50, and 51 and above. The number of 20 respondents have age group of 20 and below, 56 respondents have age group of 21-30, 20 respondents have age group of 31- 40, 24 respondents have age group of 41-50, 17 respondents have age group of 41-50, and 13 respondents have age group of 51 and above. In general, the majority of respondents involved these two intervals of age: 21 to 30 and 31 to 40 which account for 43.1% and 18.5%. It is assumed that most of the respondents are adults.

This education level has been categorized into primary school, middle school, high school, and university and bachelor degree. It can be observed that ABC Convenience store has the biggest customers flow in purchasing goods. According to the table, 66.2% of the respondents who hold the bachelor degree is the customer of ABC convenience store. The percentage of bachelor degree is higher than the proportion of other education level. As for respondents with University, high school, middle school, primary school represent around 15%, 13%, 6% and 0% respectively.

Respondent's monthly income is classified as 100000 and below, 100001-200000, 200001-300000, 300001-400000, and 400001 and above. A total of 40% of respondents whose monthly income ranges between 200001 and 300000. Nearly, 26% of

respondents whose monthly income ranges between 100001 and 200000 are currently the customer of ABC Convenience store. And 22% of respondents' salaries are in the range of 100000 and below because these respondents are mostly students who buys breakfast service or collation service (noodle soup and make a coffee). 4.6% and 6.9% of respondents who ranges 300001-400000 and 400001 and over. Monthly income exerts an important influence on individual choice of being a customer of ABC Convenience store or not.

The length of being a member of ABC convenience store, and their shopping frequency every moth. A total of 0.8% respondents who usually go shopping 41 and above (times) at ABC convenience store within a month. This survey represents 8.5% followed by the group who visits 21-30 times ABC convenience store every month and 11-20 times are proportioned at 19.2%. The majority of respondents tends to consume for 10 and below (times) per month, which is 71.5% of total respondents.

The majority of respondents are employees, whether they work on private businesses and public sector which is equally proportioned 26.9%. Therefore, they more intend to spend money at ABC Convenience store. 23.1% of total respondents are students and 16.9% of total respondents are self-employed. As for respondents who are unemployed or retired, these respondents who contribute 6.2%.

Two categories: Member and non-member. A total of 19.2% of respondents who are more intend to use as member. 80.8% of respondents, who are not hold a membership card when they are shopping at ABC convenience store. Table (1) describes the profile of respondents.

Table 1. Profile of the Respondents

No	Particulars	Frequency	Percentage (%)
1	Gender		
	Male	45	34.6
	Female	85	65.4
2	Age		
	20 and below	20	15.4
	21-30	56	43.1
	31-40	24	18.5
	41-50	17	13.1
	51and above	13	10.0
3	Education		

	Middle School	8	6.2
	High School	17	13.1
	University	19	14.6
	Graduated	86	66.2
4	Monthly Income		
	100000 and below	29	22.3
	100001-200000	34	26.2
	200001-300000	52	40.0
	300001-400000	6	4.6
	400001 and over	9	6.9
5	Shopping Frequency within One Month		
	10 and Below	93	71.5
	11-20	25	19.2
	21-30	11	8.5
	31-40	0	0.0
	41 and above	1	0.8
6	Occupation		
	Student	30	23.1
	Private Servant	35	26.9
	Civil Servant	35	26.9
	Self-employed	22	16.9
	Dependent	8	6.2
7.	ABC Member' card		
	Member	25	19.2
	Non- member	105	80.8
	Total	130	100

Source: Survey data, 2018

2. Analysis of Five Dimensions Relating to CRM Practices on ABC Convenience Store

In order to evaluate CRM, five factors are relating to CRM practices. They are customer acquisitions, customer response, customer knowledge, customer value evaluation, and customer information process.

Level of importance and satisfaction is constructed and value from 1 to 5. Very satisfied =1, rather satisfied=2, Neutral=3, Rather not satisfied=4, not satisfied=5.

1) Customer Acquisition

Customer acquisition is one of the processes of acquiring new customers. Customer acquisition requires forethought and strategies. For acquiring new customer, it is helpful to customer to purchase ABC convenience store's product and services. Using appropriate customer acquisition strategies helps ABC Convenience store to acquire the right customers in a cost effective way. Customer acquisition strategies can measure in evaluating how much value customers bring to ABC convenience store.

According to table (2), customers are most satisfied with the layout which get the highest mean score 3.78 because ABC convenience store make the layout which is easy for customers to find what they need. Breakfast service is above neutral which mean that customer feel above neutral about breakfast service attractiveness because most customers are busy, they have no time to prepare breakfast services. Advertisement in media is above neutral which means that customers feel above neutral about advertisement attractiveness. Table (2) shows the customer acquisition in ABC Convenience store as follows.

Table 2. Customer Acquisition

No	Customer Acquisition	Mean	Standard Deviation
1	Physical facility are matching with the products and services	3.71	0.698
2	The layout of the ABC Convenience store is easy for customers to find what they need.	3.78	.777
3	I am satisfied with product variety and high quality	3.74	.742
4	I am satisfied with day promotion and seasonal promotion on notice board.	3.20	.935
5	The tailored service of ABC convenience store fulfills my needs.	3.61	.783
6	I am satisfied store's image and cleanliness of the store.	3.58	.785

7	Product expiry date is good, so when it is making confidence in the purchase.	3.70	.868
8	ABC convenience store is having breakfast or collation service.	3.44	.940
9	I am satisfied Mo Mo product of the ABC convenience store.	3.20	.811
10	Advertisement in media such as Facebook, Magazines, Journal.	3.07	.966

Source: Survey data, 2018

2) Customer Response

ABC convenience store plays a critical role in customer response. Customer response is the reaction by the organization to the queries and activities of the customer. No one can wait for no one in the busy world. The customers can expect quick response from ABC convenience store's service. ABC convenience store answers to customer queries. If customers are get satisfaction for response and loyalty to the customers about ABC convenience store. It is very difficult to create customer trusts and loyalty of the customers. If there are any problems from customers, store can ask it directly or indirectly to customers. If store offer service without any delay, it will automatically convert loyal customers. The customer response is shown in table (3) as follows.

Table 3. Customer Response

No	Customer Response	Mean	Standard Deviation
1	Employees in the ABC convenience store are never too busy to respond to customers' requests.	3.62	.791
2	ABC convenience store provides me with enough information to allow me to be well-informed when making choices.	3.36	.835
3	ABC convenience store initiatively understand customer or my service requirements and expectations.	3.53	.759
4	ABC convenience store responds to customers' enquires of service.	3.72	.696
5	My complaints are easily and immediately handled.	3.62	.839
6	I am satisfied with phone, email, Facebook service.	2.88	.841
7	ABC Convenience Store welcomes the suggestion and recommendation of the customers.	3.50	.958

Source: Survey data, 2018

According to table (3), most customers are satisfied customers' enquires service

which gets 3.72 mean score. This is good for customers when they want to ask enquire to ABC convenience store. Phone, email, and Facebook service get only 2.88 mean score and this is the lowest score among the factors. Because most of customers are almost always never gets to response phone, email, and Facebook service. Some customers get to response these services from ABC convenience store because these people do not use these services.

According to table (4), customer response is very important for ABC convenience store because customers are actually experience the quality of the service. Customers are most satisfied the phone bill service because customers not only know but also use phone bill service, most customers have phone. This factor gets 3.42 mean score which is the highest value in this dimension. The least point mean score is 1.48 mean in this dimension which is for flight tickets according to advertisement. This is because customers see advertisement but the service is not available at every branch. Some services are available only at certain branches. But customers do not notice the location. Table (4) customer response shows as follow.

Table 4. Customer Response

No	Customer	Mean	Standard Deviation
	I am satisfied with overall ABC Convenience store's service such as		
1	Flight ticket	1.48	.531
2	Star ticket(car/ bus ticket)	1.65	.860
3	Cinema ticket	1.54	.637
4	Stage show ticket	1.56	.659
5	Meter bill	1.73	.852
6	Tune card(music)	1.64	.817
7	Google play card	1.66	.831
8	Stream wallet	1.68	.845
9	Canal+	1.62	.791
10	Phone Bill	3.42	1.275

Source: survey data, 2018

3) Customer Knowledge

Customer knowledge is one of the most valuable things for today. Customer knowledge defines as organized and structured information about the customer as a result of systematic processing. ABC Convenience store always provides various service for customer knowledge to the customer regarding their products and service, it is chance to attract other customers. ABC convenience store can know easily customer

wants and needs and conditions.

According to the table (5), among the nine factors, most satisfactory is the opening and closing time which gets 4.19 mean score. ABC always provides 24 hours services. Customers like 24 hours service because customers have no time to go to the bazaar. Customers are also satisfied staffs knowledge about discounts and products' prices. ABC convenience gives training staff to know about products' price and discounts. It gets 3.22 mean score. The weak point is that staffs know what customer need. Because customers hardly found that staffs do not treat politely to customers. Customers want to treat politely from staffs. Table (5) customer knowledge shows as follow.

Table 5. Customer Knowledge

No	Customer Knowledge	Mean	Standard Deviation
1	Employees have knowledge to answer customer's questions.	3.53	.789
2	The ABC Convenience Store has convenient opening and closing time.	4.19	.758
3	I recommend to my friends and colleagues to visit & purchase through it as I do.	3.90	.746
4	I am satisfied with cash card information(how do I use cash card)	3.37	.769
5	I am satisfied that staffs know what I need.	2.62	.991
6	Store is able to fulfill customer's changing need and requirements as per changes in environment.	3.45	.817
7	I am satisfied that ABC Convenience Store improves product's brand availability and service based in customer suggestion.	3.48	.837
8	I am satisfied that Staffs or employee's knowledge about discounts and product prices.	3.22	.956
9	I have any plan to visit or purchase product or service in the future.	3.98	.767

4) Customer Information Process

Information has become a key factor in the competitive world. Customer information is collected to enhance the quality of customer experience and then to create customer value. Information technology is important for competitive advantage. For customer, ABC convenience store offer information process service like self-enquiry, any time services.

According to the table (6), most satisfactory factors for customer is payment option system which gets 3.95 mean score. This is very good for customers when they do not

bring enough money, they have option to pay. Customers are also satisfied that ABC convenience store provides to do something by a certain time, it will do so. Because of customers know about ABC's events, ceremony and, products and services on social websites. This gets 3.29 mean score. The least mean score is 2.83 which are for information about products' usage and benefit. Customers sometimes did not know information about products' information and usage from ABC convenience store. The customer information process in ABC convenience store is as shown in table (6).

Table 6. Customer information Process

No	Customer Information Process	Mean	Standard Deviation
1	ABC Convenience Store informs the new or existing store's address to customers.	2.89	.982
2	Proper information about usage and benefits of the product are communicated to customers.	2.83	.958
3	The billing payment option system of ABC Convenience Store is trustworthy.	3.95	.729
4	When ABC Convenience Store provides to do something by a certain time, it will do so.	3.29	.927
5	I feel satisfied with the information regarding the provided service can be found in the ABC Convenience Store's Facebook.	2.92	1.019
6	CRM process of this convenience store is important to create value and understand my needs and requirement.	3.54	.808
7	Customer information was collected due to fulfill my changing needs.	3.28	.942

Source: survey data, 2018

5) Customer Value Evaluation

Customer value is the difference between total customer value and total customer cost. Customer value can be examined that customer value encompasses perceived from the product and customer value enhances emotional value of the customers when using the product or services.

According to table (7), most customers are satisfied to use and visit to ABC convenience store because not only rich but also poor person appropriate to purchase products and services. Customer feels relax to visit at it. The weak mean score is 2.85, but this mean score is nearly neutral. Customers hardly found the lucky draw plan, some customers get present from lucky draw plan at ABC convenience store, but customers don't know where, when to bring these presents. It is table (7) as follow.

Table 7. Customer Value Evaluation

No	Customer Value Evaluation	Mean	Standard Deviation
1	ABC Convenience Store is reliable for me because it is mainly concerned with the consumer's interest.	3.52	.770
2	ABC Convenience Store gives customers individual attention.	3.52	.750
3	I am satisfied with the easy procedures to make the purchase so easy and convenient that customers actually enjoy making the purchase.	3.68	.684
4	I feel relaxed using ABC Convenience store's service.	3.76	.795
5	My expectation meets with ABC Convenience Store's performance.	3.39	.783
6	ABC Convenience Store provides its services at the time it promises to do so.	3.42	.806
7	I am assured that this store have lucky draw plan at special day.	2.85	1.086

Source: Survey data, 2018

3. Overall Analysis of Five Dimensions Relating to CRM Practices on ABC Convenience Store

This is the analyzing five factors and this is important for ABC convenience store that can show which factors is not met according to their expectation. ABC convenience store can improve each factor by looking at this data.

According to table (8), among these five factors, the most stage in these five factors is customer knowledge which gets 3.5265 mean score. The weak factor in these factors is customer response and ABC convenience store should emphasize its factors in the customer response to get more customer awareness about ABC convenience store. Table (8) show overall analysis of five dimensions on ABC convenience store show as follow.

Table 8. Overall Analysis of Five Dimensions on ABC Convenience Store

Five Factors	Mean	Standard Deviation
Customer Acquisition	3.50	.48416
Customer Response	2.48	.37615
Customer Knowledge	3.52	.56817
Customer Information Process	3.44	.55478

Customer value Evaluation	3.24	.64520
Total	3.24	.52569

Source: survey data, 2018

■ Customer Satisfaction

In this study, the survey results on customer satisfaction are based on 130 customers who visit to ABC convenience store. Table (9) shows that customer satisfaction on service which intends to build its customer relationship management in ABC convenience store. According to table (9) 3.78 mean, says that most of the respondents liked that the layout of the store are easy for customers to find what they need, 3.74 mean of the respondent prefer that store has product variety and 3.58 of the mean says that most of the respondents liked the importance of cleanliness to everyone and it is appropriate that the store is tidy and clean. 3.44 of mean say that respondent like that breakfast service. 3.36 mean of the respondents like the information provided when making a choices. 3.53 mean of respondent like customer's requirement and expectations, 2.88 mean of respondents like the convenience of phone, email and Facebook service, 3.53 mean of respondents like that store's to answer customer's question, 4.19 mean of the respondents like the flextime of opening and closing time is convenient, 3.42 mean of the respondents liked that store provides its service at the time it performances to do so, 2.89 mean of the respondents like the new information about outlets' address to customers. Table (9) customer satisfaction level of ABC convenience stores shows as follows.

Table 9. Customer Satisfaction

	Mean	Standard Deviation
The layout of the ABC Convenience store.	3.78	.777
Product variety and high quality	3.74	.742
Store's image and cleanliness	3.58	.785
Breakfast service	3.44	.940
Provides information when making choices	3.36	.835
Understand customer's requirements and expectations	3.53	.759
Phone, Email and Facebook service	2.88	.841

Employees have knowledge to answer customer's questions.	3.53	.789
Store's opening and closing time	4.19	.758
Provides its service at the time it performances to do so	3.42	.806
Inform new or existing outlets' address to customers	2.89	.982

4. Linear regression analyses

According to table (10, 11 and 12), the regression analysis results for CRM practices and customer satisfaction. It is found that CRM dimensions have positive relationship with customer satisfaction in ABC convenience store ($R=.941$). However, based on the adjusted R square value of 0.881, these dimensions explain 88.1% of variance dependent variable which is customer satisfaction. It is obvious that independent variable with higher level of β has higher impact on dependent variable; therefore, study results revealed that the dimension of customer acquisitions has significant impact on customer satisfaction with t-statistic 11.002 and significance level is .000, which is less than P-value 0.05 and the Beta value $\beta= .492$ is the most influential dimensions on customer satisfaction followed by customer information process with Beta value $\beta=.251$, t-statistics=5.674 and significance at .000. Moreover, customer knowledge has shown the third influential dimension with t-statistics=4.689 and significance at .000, and the Beta value β is .242. CRM and its dimensions have positive and significant impact on customer satisfaction provided by ABC convenience store.

Table 10. Linear Regression for CRM Practices of Dimensions and Customer Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.885	.881	.16391

a. Predictors: (Constant), Customer Information Process, Customer Response, Customer Acquisition, Customer Value Evaluation, and Customer Knowledge

Table 11. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression					
Residual	25.724	5	5.145	191.505	.000 ^b
Total	3.331	124	.027		

	29.056	129			
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a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Customer Information Process, Customer Response, Customer Acquisition, Customer Value Evaluation, and Customer Knowledge

Table 12. Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.079	.121		.651	.516
	Customer Acquisition	.482	.044	.492	11.002	.000
	Customer Response	.075	.045	.059	1.649	.102
	Customer Knowledge	.202	.043	.242	4.689	.000
	Customer Value Evaluation	.051	.044	.060	1.165	.246
	Customer Information Process	.184	.032	.251	5.674	.000

a. Dependent Variable: satisfaction

IV. Findings

This study found that customer of ABC Convenience store belongs to the age group of 31-40 years old. Over half of respondents are females who hold bachelor degree. These respondents are equally private and civil servants. They are stability of their occupations, so their income level is mostly 2 lakhs-3 lakhs. 19.2% of respondents are members. Most respondents visit under 10 times within one month at ABC Convenience store. Only one member (who purchases beverages and foods) are visit over 41 times within one month. Therefore, the individual with above characteristics could be recognized as the most potential and most valuable customers and ABC convenience store could concentrate more on these strategically important clients.

After identifying customers' profiles, it is important to acquire the value of customers. This paper results that when ABC convenience store makes promotional campaigns that are considered as the most attractive activities for members and non-members and offering reasonable discount to build long-term relationship. However, offering price discounts will easily duplicated by rivals if ABC convenience store desires more customer satisfaction.

For customer relationship management practices and customer satisfaction are criteria for ABC convenience store to achieve success. One of the objectives of the present study is to analyze the influence of five dimensions on CRM practices

is fulfilled. Concerning CRM practices which are adapted by ABC convenience store, the study found that five dimensions are divided into five categories: Customer acquisitions, customer response, customer information process, customer knowledge, and customer value evaluation.

In descriptive research analysis, the highest mean score is customer knowledge (3.52), followed by customer acquisition (3.50), customer information process (3.44), customer value evaluation (3.42) and customer response (2.48).

In the customer acquisition, customers are most satisfied with the layout and physical facility because they are very easy for customer to find what they need. Customers feel above neutral about breakfast services because most customers are busy persons, they have no time to prepare breakfast services. Advertisements in media are neutral in customers' feeling because they do not get awareness from those. ABC convenience store is weak on advertisements in media. ABC does not advertise products and services at TV channels.

With related to the customer response, the study found that customers are mostly satisfied customers' enquires of services. Because ABC convenience store is trying best to respond to the customer's enquires of services. But customers feel under neutral with phone, email and Facebook services. Because some customers are not use email, ABC mostly responds services to customers at Facebook. Customers are most satisfied Phone bill because customers hold phone so customers fulfill phone bill to their phone. But customers feel under neutral about flight tickets according to Facebook advertisements. Because customers see advertisements at Facebook service but the service is not available at every branch.

With respect to the customer knowledge, this study found that most customers are satisfied opening and closing time. ABC always opens 24 hours so customers are more convenient to buy and visit products at ABC convenience store. Customers are not satisfied about customers' needs. Because customers need better customer services, staff treated politely to customers.

The study found that customers are satisfied with billing payment options process: member card and money because customers do not bring to pay enough money, customers can pay members card. Customers feel under neutral about usage and benefits of the products. Customer sometimes did not know information about product's benefits and usage. Customers feel under neutral about information of services at ABC's Facebook. ABC convenience store adverts information about services at Facebook, but customers did not get services every branch.

This study found that customers mostly satisfied with purchasing and visiting products and services. Customers feel relax to visit it because rich or poor customers appropriate to purchase products at ABC convenience store. Customers feel above neutral with ABC's performance. Because of ABC's performance meets customer's

expectations. ABC is trying best to service for customers. Some customers are dissatisfied with lucky draw plan. Because some customers did not expertise lucky draw plan and some customers rarely meets with lucky draw plans but customers did not get a present from lucky draw plan because customers did not know where and when to bring a presents.

From overall analysis of five dimensions, customer knowledge is highly influencing dimensions from other dimensions. Three dimensions are neutral and customer response dimensions are under neutral. ABC cannot send information to customers through various channels. ABC can use radio, email, Facebook services, now ABC is using websites. ABC rarely advertises in TV channels and various journals and magazines. ABC convenience store provides many services such as flight tickets, star tickets, Google play card, stream wallet, I tunes card, meter bill, phone bill, and so on. ABC convenience store provides PAY HERE payment services that can be settled for services by customers at ABC convenience store. The study observed that ABC convenience store has Canal Plus service that is settled 16 digits of canal plus to increase duration for customers. ABC could not pay full service for customers.

In the customer satisfaction, customers are satisfied with opening and closing time because ABC always opens 24 hours, customers want to go and visit products and service when they free to visit at it. And customers are mostly satisfied with product variety and high quality because ABC convenience store especially sells groceries products and other products, these products are high quality. Some customers are not dissatisfied with information about new or existing outlets' address to customers. Some customers want to know shop's address near their home but these customers did not know these information.

From the linear regression analysis, firm's CRM practices are significant to influence customer satisfaction such as customer acquisition, customer knowledge, and customer information process. CRM practices of dimensions have positive and significant impact on customer satisfaction provided by ABC convenience store. The CRM measurement five dimensions construct with 41 scale items are valid model with critical fit.

VI. Suggestions and Recommendations

The following better ways need to be considered for improving of customer satisfaction, customer retention provided by ABC convenience store.

ABC convenience store could collect customer information from variety of channels. So, there is a contact between sales staff and customers. Sales staff will have a basic understanding and judgment about customer preferences, favored product type, and

acceptable price from observation. ABC convenience store should have application form that involves customers' choice of colors, flavor, and smell, taste. It can be useful for giving a present at special day, ceremonies.

ABC convenience store should pay attention to cater products on shelf. Customers can choose the products when customers make to purchase the products. Most of customers are working people either in public or private sectors. So they have no time to search the products at other outlets or shops, if ABC convenience stores have not products that are needed for customers. Customers will be disappointed; therefore, customers should not make product choices according to the branches. ABC convenience store is weak of advertisement media. Moreover, YouTube and websites and Facebook should also do for online marketing. ABC convenience store should advertise about their products and services and their enterprise, ABC convenience store can acquire new customers and maintain existing customers.

Customers often feel dissatisfied with ABC convenience store's staff. Some customer experienced the lack in the skills of staffs to give information about products and services when customers make a choice. Poor service provided by the store's staff is hardly found as they are well trained in dealing with customers' complaints. ABC convenience store should quickly handle customer's complaints. ABC convenience store should try to retain staffs or employees for better services. Customers experienced dissatisfied with email and Facebook and phone service. ABC convenience store sometimes cannot responds customer's enquires immediately. ABC convenience store should pay attention to email, Facebook, phone service.

Customer don't know many services such as flight ticket, star ticket, meter bill, Google play card, stream wallet card, I tune, cinema ticket, stage show tickets. ABC convenience store should try to see and hear about their service to customer and should advertise these services in TV, magazines, radio, Facebook and other media to become popular among customer. Nevertheless, major of customer do not experience ABC member card because the service with the customers have little experience in ABC member cards that are not allowed to buy services such as phone bill, star ticket and so on for customer.

If ABC convenience store opens new outlets, ABC convenience store informs new outlets to customers. ABC convenience store should advertise new outlets' address at notice board or radio, magazines, TV or Facebook. Customers can choose outlets near their outlets. Customer can get ABC member card as a present from new outlet's ceremony. But customers did not know where he/ she come to bring member card and when the customer comes to bring it. ABC convenience should definitely pay attention to inform place and time to customers who get ABC member cards. ABC convenience store should improve its member card according to customer purchase. Mostly customers do not meet with lucky draw plan. So, ABC convenience store should take

into consideration for making.

ABC convenience store always monitors the overall satisfaction levels on the five dimensions. So, ABC convenience store will immediately notice which dimensions needs to be noticed. CRM practices are significantly influencing the customer satisfactions such as customer acquisition, customer knowledge and customer information process. ABC convenience store should make significantly to influence customer response and customer value evaluation. Customer response and customer value evaluation are very essential part of customer lifecycle. If the ABC convenience store concentrated well in the customer response and customer value evaluation, it results in enduring long lasting relationship with customers thereby ensuring profitability at right time with huge customer base.

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Impact of Leadership Style on Employee Engagement in Civil Society Organizations in Mandalay Region

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ABSTRACT: This paper aims to identify the effective leadership style in civil society organizations (CSOs) since CSOs becomes increasingly important in contributing development outcomes of the country. With this aim, this paper studies the effect of leadership style on employee engagement in CSOs in Mandalay region through identifying the employee's perception on the leadership style of the leading person and their engagement in CSOs. The study found that absorption dimension of employee engagement can be achieved through democratic and laissez faire leadership styles whereas vigor dimension of employee engagement is supported by democratic and autocratic leadership styles. On the other hand, dedication of employees can be harnessed with democratic leadership style. For supporting employee engagement, the results of this study provide the important implication in CSOs to practice appropriate leadership styles in accordance with the different requirements and situation of the organizations.

Key words : Leadership style, autocratic, democratic, Laissez-Faire, employee engagement, vigor, dedication, absorption, civil society organization,

I. Introduction

The success of an organization is reliant on the leader's ability to optimize human resources. Leadership is a social influence, that is, the process of moving a group of

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people in some direction through non-coercive means. Good leader understands the importance of employees in achieving the goals of the organization, and that motivating the employees is of paramount importance in achieving these goals.

Employee are the most important asset of every organization that determine the sustainable and effective growth of organization. Therefore, employee engagement become a critical indigent of the organization success. An organization with high employee engagement outperforms those with low employee engagement. Employee engagement is the emotional and intellectual commitment to the organization or the amount of discretionary effort exhibited by employee in their job.

Leadership is found as a significant antecedent of engagement and performance.

According to Bass (1997), for any organization to survive in a dynamic and competitive business environment, it has to adopt the best leadership styles. This is because, employees' perception on leadership styles greatly affects the performance and engagement of the employee to achieving the organizations goals (Jaskyte, 2004).

Nowadays, the role of civil society organizations (CSOs) in sustainable development of a country is increasingly recognized in all over the world. For civil services, many people are driven by a strong sense of altruism and religious faith to give back to their communities and across different sectors. In Myanmar, the remarkable growth of civil service engagement can be seen through the powerful outpouring of volunteer action after Cyclone Nargis in 2008. With the influx of international non-government organizations (INGOs) recently entering or expanding operations in Myanmar, domestic civil society are facing a big challenge in retaining their skilled and talented human resources as INGOs look for local partners, skilled staff, training participants, and practical advice. It makes CSOs to spend more time and budget for recruiting, training and developing human resources.

Due to the social supporting nature of CSOs, the realization of their goals is mainly related with the engagement of employee at work while different dimensions of employee engagement can be achieved with the relevant leadership styles based on the leaders and followers' characteristics, dispositions, behavior perceptions, attributions and the context where in the process of influencing occurs.

There is a long and rich history of civic engagement in Myanmar, but little research has been done to explore the many facets of civil services and how it can best contribute to development outcomes. The study aims to examine the leadership styles of CSOs and their impact on different dimensions of employee engagement in CSOs.

1. Objectives of the Study

This paper specifies the following objectives to reach the aim of the study.

To identify the prominent leadership style in CSOs in Mandalay region, and

To examine the effect of leadership styles on employee engagement in CSOs in Mandalay region.

2. Expected Outcomes

This study is expected to promote a better understanding of leadership styles and employee engagement in Myanmar, in order to demonstrate the universality, scope and reach of civil service activities along with new trends in the country to a bright future. By suggesting how employee engagement can be taken forward, it is hoped this study will also provide an alternative vision of a better society and tangible suggestions on how the power of CSOs can be harnessed for positive development outcomes across the country.

II. Background of Civil Society Organizations (CSOs)

Civil society structures in Myanmar traditionally existed at the local level within religious groups, emerging from Buddhist and Christian-led social welfare activities and focusing on poverty, health, and the daily needs of communities. There are three types of civil society organizations in Myanmar: community-based organizations, and local and international nongovernment organizations (NGOs).

The community-based organizations are formal or informal voluntary associations formed in a local to perform social and religious functions, including health, education, and social services. Local NGOs typically originate from cities, townships, or population centers and maintain connections with communities. These groups are usually unregistered and have paid and skilled staff, and are increasingly connected to regional and national NGO networks, and/or with international NGOs. Several large NGOs are registered with government ministries and work with the government and development agencies to implement projects in diverse sectors, including health care, rural development, education, and agriculture. This study mainly focusses on community-based organizations and local NGOs operated in Mandalay region.

In Myanmar, Sustainable Development Goals (SDGs) have become priorities for the Government and progress is underway. In recent decades, Myanmar is rapidly growing economy in ASEAN with average annual growth rate of 6.8% and annual per capita income of USD1210 in 2018. (ADB, 2019). While Myanmar has been recognized as prospering economy with increasing foreign and local investment and trade, Myanmar remains low on the Human Development Index, ranking 145 out of 189 countries and territories and is ranked below the average of countries in East Asia and the Pacific

(UNDP 2019).

The challenge for Myanmar is to enable growth at the same time that it tackles vulnerabilities, building resilience against economic shocks, natural disasters, conflict and civil unrest. CSOs have a crucial role to play for realizing SDGs through promoting social cohesion and peace in a sustainable, equitable and inclusive manner that protects, respects and promotes the rights of all people equally, and thereby contributes to its development objectives.

III. Theoretical Background

In any organization context, the successful leaders design a healthy work environment that engages employees to be successful in their work as well as encouraging them to remain in the organization. Effective leadership can mobilize adequate employee engagement that offers competitive advantage in an organization.

1. Leadership Style

Leadership is the process of motivating, influencing and directing others in the organization to work productively in the pursuit of organization goals. It is also believed that leadership is the ability to persuade others willingly to behave differently for achieving the task set for them with the help of the group (Armstrong,2003).

Leadership style can be defined as the manner and approach of providing direction, implementing plans, and motivating people. (Newstrom & Davis, 1993). The personal background of the leader such as personality, knowledge, values and experiences shape their feelings about specific leadership styles. Different environment, situation and preference of their subordinates, also figure the leaders to practice different leadership styles. There are different leadership styles such as autocratic (authoritarian), bureaucratic, participative or democratic, coercive, transactional, transformational, and Laissez-Faire. In this study, focus is on three types of leadership styles: Autocratic, Democratic, and Laissez-Faire.

Autocratic Leadership: It defines to a leader who stresses his or her absolute authority that he will take rigorous control over subordinates and demand complete followership from them. The characteristic of authoritarian leadership demonstrated the following four behaviors: control and domination, underestimating the ability of subordinates, building a lofty image of the leader and instructing subordinates in a didactic style. This approach to leadership generally results in passive resistance from team-members and requires continual pressure and direction from the leader in order

to get things done.

Democratic Leadership: It also known as participative leadership conducted in groups where members take a more participative role in the process of making decision. Democratic leadership is able to influence people in a consistent manner and conducive to basic democratic principles and processes, such as self-determination, inclusiveness, and participation and serious thought. A democratic leader facilitates the team for initiating any task and provides them freedom to achieve the task at their own freewill through mutual understanding. Participation of the members is always facilitated by a good democratic leader and he will be ultimately responsible for all outcomes.

Laissez-faire Leadership: In this style, leader does not intervene in the affairs of followers and shows little control very slightly on the group. Leader's participation is very low in the activities determined by group members. The Laissez-faire leader believes in freedom of choice for the employees, offers no positive or negative direction nor do they interfere at any time leaving followers alone so they can do as they want. This style of leadership can lead to chaos and inefficiency and can be dismissed out of hand as useless.

2. Employee Engagement

Employee engagement is a workplace approach that is designed to ensure employees have the positive attitudes and behavior towards their work and organizational values (Robinson et al., 2004). Employee engagement also leads to something known as discretionary effort that goes above and beyond the employee's work description or minimum expectations for performance. It is critically important for any business organizations as it leads to increased customer satisfaction, higher revenue, growth in profits and long-term success of the organization. According to Schaufeli (2012), there are three dimensions of employee engagement which are vigor, dedication, and absorption.

Vigor: Vigor demonstrates a willingness to invest effort in one's work, an ability to avoid fatigue and persistence in completing a job. It reflects higher level of energy and mental resilience in work. An employee who feels great vigor while working is highly motivated by the content of the job that he or she is performing (Mauno, Kinnunen & Ruokolainen, 2007).

Dedication: Dedication represents a strong psychological involvement and high responsibility to their work with great work ethic. Employee in dedication are able to provide high commitment to the organization by a sense of significance, enthusiasm, inspiration, pride, and challenge (Schaufeli et al., 2002).

Absorption: Absorption is characterized as employees are highly concentrated, satisfied, being immersed and happily engrossed in work (Schaufeli and Bekker, 2004). Consequently, everything else around is forgotten and time seems to fly. This type of engagement is more likely to happen in work situations that are characterized by high challenge or skill utilization.

Engaged employees feel satisfied and they are more productive and more willing to exert effort on their job. Besides, they will try their best to achieve certain objectives and provide high commitment to the organization.

IV. Empirical Analysis

1. Methodology and Data

To explore the effect of leadership styles on employee engagement, the study is conducted based on the responses of 120 employees from 30 CSOs operated in Mandalay Region during the period of May 2019. The number of CSOs operating in Myanmar is not available while the estimations are widely varied among the sources. In Mandalay Region, the number and size of CSOs is still rather limited and most organizations are active in health and education, providing direct support to people in need. The source of data for the number and profile of CSOs in Mandalay Region is from the Directory of Civil Society Organizations(2019)published by People in Need Myanmar's Civil Society Support Programme.¹³⁾ Each of the leadership style: Autocratic, Democratic and Laissez-Faireis measured with a 8-item multifactor leadership questionnaire. To assess the employee engagement using three sub scales of vigor, dedication, and absorption, it refers to the Utrecht Work Engagement Scale (UWES). For each dimension, 4 items are used, totally 12 items. Leadership styles and employee engagements are measured by using structured questionnaire designed with 5-point Likert Scale ranging from 1 (very disagree) to 5 (Agree). Questions on background of respondents are included, such as: age, gender, education, position level, and length of service under the current leader.

2. Data Analysis

Statistical analysis is performed using SPSS 22.0 software including reliability analysis

13) People in Need is a Czech non-governmental organization started working in Myanmar to provide relief and development assistance to members of civil society groups while defending human rights and democratic freedom.

and comparison of different leadership styles in predicting employee engagement. The multi-linear regression analysis is used to test the effect of leadership styles on employee engagement. Reliability of the collected data is firstly investigated using Cronbach's α .

3. Empirical Results

Out of 150 questionnaires fully filled for the purpose of the analysis, 142 valid questionnaires are used. The participant's profile is presented in Table-1. The majority of respondents (83.1%) are under 35 years old. Males are 17.6% and 82.4% are female. Among the respondents, 97.2% have a degree in which 11.3% possesses post-graduate education and only 3% have high school level education. In terms of position, 72.5% of the respondents are working in operation level. The majority of respondents (77.5%) have less than 2 years length of service working under the current leader.

Table 1. Demographic Profile of Respondents

Sr. No.	Demographics Variables	Frequency	Percentage
1	Age: 25 or younger	41	28.9
	26 – 35 years	77	54.2
	36 – 45 years	19	13.4
	46 – 55 years	4	2.8
	Older than 55 years	1	0.7
2	Gender: Male	46	32.4
	Female	96	67.6
3	Education: High Scholl	4	2.8
	Graduate	122	85.9
	Post-Graduate	16	11.3
4	Position: Operation Level	103	72.5
	Middle Level	39	27.5
5	Service Year under Current Leader:		
	Less than 1 year	76	53.5
	1 to 2 years	34	24.0
	2 to 3 years	13	9.2
	3 to 4 years	8	5.6
	4 to 5 years	3	2.1
Over 5 years	8	5.6	

Source: Survey Data (May, 2019)

The mean value, standard deviation and Cronbach's α of each variable are described in Table-2. Both leadership styles and employee engagement are considered reliable as the value of Cronbach's α more than 0.70 criterion.

As presented in Table-2, democratic leadership has the largest mean value followed by autocratic leadership with implication that in the perception of subordinates, their leaders practice democratic leadership style prominently. It can be concluded that most of the leaders practice democratic leadership style although autocratic leadership style is also moderately applied in CSOs in Mandalay. According to the results, it can be said that laissez-faire leadership styles is not seen to be practiced in CSOs.

Table 2. Descriptive Statistics

Variables	Mean	Std. Div.	Cronbach's α
Autocratic	3.61	0.90	0.793
Democratic	3.99	0.83	0.896
Laissez-Faire	2.63	1.05	0.907
Vigor	3.59	0.93	0.879
Dedication	3.83	0.94	0.894
Absorption	3.07	1.04	0.853

Source: Survey Data (May, 2019)

The means for the employee engagement show that the dedication has the highest value with 3.83 followed by vigor and absorption dimensions. The high mean value in dedication suggests that employees in CSOs are dedicated to their organizations with motivated acts such as working hard and giving the best that one can at work. According to the nature of work, they experience a sense of significance, enthusiasm, inspiration, pride and challenge. Relatively high mean value in vigor dimension highlights the characteristics of employee in CSOs as high levels of energy and mental resilience while working, and persistence even in the face of difficulties. However, the low score of absorption suggests that the nature of CSOs cannot much stimulate the interest and concentration on the job.

To examine the effect of leadership style on employee engagement, the mean value of each engagement dimension is regressed with three styles of leadership. The results of multiple regression analysis are presented in Table-3.

According to the results, all model can moderately explain about the variation of leadership styles since the value of R-square is around 25 percent except dedication dimension which has only about 18 percent. The results imply that each style of leadership is accounted for 25 percent of variance in vigor and absorption dimensions and 18 percent of variance in dedication dimensions of employee engagement. The overall significance of the model, F-value, is highly significant at 1 percent level in all models, thus, it ensures the valid of the models.

Table 3. The Effect of Leadership Style on Employee Engagement

	Vigor			Dedication			Absorption		
	B	SE	β	B	SE	β	B	SE	β
Autocratic	.397*	.089	.353	.255	.089	.236	.197**	.080	.195
Democratic	.356*	.086	.347	.275**	.086	.280	.205*	.078	.222
Laissez-Faire	.083	.082	.085	.170	.082	.182	.314*	.074	.357
R ²	.277			.203			.268		
Adj. R ²	.258			.182			.249		
F-Statistics	14.798***			9.830***			14.159***		

Source: Survey Data (May, 2019)

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

The results of regression analysis highlight the facts that the effect of democratic leadership style on all dimensions of employee engagement at 1 percent significant level in dedication and 5 percent significant level in vigor and absorption. The results suggest that democratic leadership style can create better dedication of employees than other two engagement.

The results also suggest that autocratic leadership style positively affects absorption dimension at 1 percent level and vigor dimension at 5 percent level. It can be concluded that a leader who supports employees for the achievement of their objectives makes ensure the stability of work and organization, favor positive individual operation-oriented behaviors.

Moreover, Laissez-Faire leadership style have significant and positive effect on absorption at 5percent level. It highlights an important implication that although Laissez-Faire leadership is usually not preferred by the organization, this type of leadership can bring high efficiency for the employees who have high motivation and ability to work totally on their validation.

V. Conclusion

The study is conducted with the aims to examine the leadership styles of CSOs and their impact on different engagement of CSO employees working in Mandalay Region.

1. Summary of Findings

The study shows that the leaders in CSOs mainly practice democratic leadership

style while autocratic leadership is also applied based on needs of the organization and situation and preference of their subordinates. Among different dimensions of employee engagement, dedication and vigor have been prominently seen in CSOs in Mandalay Region.

The results highlight the importance of practicing relevant leadership styles in ensuring appropriate employee engagement in CSOs. (Table-4) Democratic leadership style spurs all dimensions of employee engagement. The right to participate in decision making create personal satisfaction and motivation to skill improvement, booster individual sense of proud and meaning to their work, all these factors lead to higher level of employee engagement in all dimensions.

Table 4. Leadership Style and Employee Engagement

	Vigor	Dedication	Absorption
Autocratic Leadership	★		★★
Democratic Leadership	★	★★	★
Laissez-Faire Leadership			★

Source: Survey Data (May, 2019)

Autocratic leadership lead to absorption and vigor dimensions of employee engagement. In practice, autocratic leader supports employees for the achievement of their objectives and thereby, promote stability of work and organization that favors positive work-oriented behavior of employees.

Laissez-Faire leadership has significant positive impact on absorption of the employee at work. This style provides a little supervision or no directions and gives employees authority to determine goals, make decisions, and resolve issues on their own. This style can be applied if employees are greatly experienced, highly educated, and skilled.

2. Implications

The results of this study contribute to theory as well as practical implications. As for theory, the study highlights that to be engaged employees in the works, all dimensions of engagement are necessity applied on different situations from day-to-day operations to the identification themselves with the organization and job. In fact, organizational and job identification of the employees supports their day-to-day tasks as well as experiencing day-to-day tasks strengthen their identification with organization and job. Thus, all leadership styles reinforce different dimensions of employee engagement in working environment.

For practical implication in operation of CSOs in Myanmar, all leadership styles are practical tools to nurture engaged workforce and to retain their skilled and talented employees. The important implication for CSOs is to practice appropriate leadership styles as relevance to the prevalent situations and needs of the employees in order to foster all dimensions of employee engagement in their organization.

To realize the organizational goals of CSOs under the context of high competition of INGOs for experienced and talented human resources, the management of CSOs should apply different leadership styles as necessary in order to boost employee engagement as it does not need to spend too much budget on nurturing and retaining valuable human resources in the organization.

3. Suggestions for Future Research

This study is conducted based on three leadership styles namely Autocratic, Democratic and Laissez-Faire and three dimensions of employee engagement: vigor, dedication, and absorption. Further studies based on different leadership styles such as transformational, transactional, bureaucratic, coercive and different types of employee engagement such as affective (emotional), behavioural (physical) and cognitive (intellectual) can be more beneficial in understanding on the impacts of leadership styles on employee engagement in CSOs. Moreover, this study only focuses on CSOs in Mandalay Region. Future researcher can widen the scope of their research by including CSOs in other regions or comparison among CSOs in Myanmar for more comprehensive results for leadership style and employee engagement in CSOs.

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