

YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF COMMERCE

**INFLUENCING FACTORS OF EMPLOYEE'S MOTIVATION
IN GOOD BROTHERS' COMPANY LIMITED**

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**INFLUENCING FACTORS OF EMPLOYEE'S MOTIVATION
IN GOOD BROTHERS' COMPANY LIMITED**

This Thesis is submitted to the Board of Examiners in Partial Fulfillment of the
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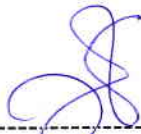
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ABSTRACT

The study attempts to identify the motivational packages provided by Good Brothers' Company Limited and how it affects employee's job satisfaction. A random employee of 100 employees were taken from the total number of 410 employees of Good Brothers' company limited in Yangon area. The objectives of the study are to identify the employee motivation practices in the Good Brothers' Company Limited and to explore employee's job satisfaction on the motivation factors of Good Brothers' Company Limited. Questionnaires are used to collect data by using simple random sampling method. This study uses the descriptive research method and correlation and regression analysis. Herzberg's Two-Factor Theory is applied in this study. There are no dissatisfaction with hygiene factors as company supports properly these factors. But, working condition is found the less weakness. Therefore, Company should provide to make materials and equipment that will enhance effective performance of employees available. And then, Employees are satisfied and motivated with their work as company provides sufficient motivator factors in the workplace. Among them, responsibility factor is slightly satisfied. Therefore, employees should be delegated for participation in decision making in the work. There are positive and significantly correlated both hygiene factors and motivator factors with job satisfaction. This analysis expressed that the most significant factor is motivator factors. Based on the result of this study, the company needs to be implemented in order to receive more and more employee satisfaction by identifying employees' needs and fulfill their needs individually.

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TABLE OF CONTENTS

Title	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATION	vii
CHAPTER I INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	3
1.3 Scope and Method of the Study	3
1.4 Organization of the Study	4
CHAPTER II THEORETHICAL BACKGROUND	
2.1 Concept of Motivation	5
2.2 Types of Motivation	7
2.3 Theories of Motivation	10
2.4 Herzberg's Two-Factor Theory	11
2.5 Employee's Job Satisfaction	16
CHAPTER III ORGANIZATIONAL BACKGROUND OF GOOD BROTHERS' COMPANY LIMITED	
3.1 Profile of Good Brothers' Company Limited	19
3.2 Product and Services in Good Brothers' Company Limited	23
3.3 Motivation Factors of Employees in Good Brothers' Company Limited	23

**CHAPTER IV ANALYSIS OF INFLUENCING FACTORS ON
EMPLOYEE MOTIVATION**

4.1 Research Design	29
4.2 Demographic Factors of Respondents	29
4.3 Descriptive Statistic Analysis of Employees' job Satisfaction on Motivational Factors	32
4.4 Correlation between Job Satisfaction and Motivational Factors	45
4.5 Regression Analysis of Job Satisfaction on Hygiene Factors	48
4.6 Regression Analysis of Job Satisfaction on Motivators	49

CHAPTER V CONCLUSION

5.1 Findings	51
5.2 Suggestions	53
5.3 Need for Further Research	54

REFERENCES

APPENDIX A

APPENDIX B

LIST OF TABLES

Table No.	Title	Page
(4.1)	Demographic Factors of Employees in Good Brothers' Company Limited in Yangon	30
(4.2)	Satisfaction Level Working Condition	33
(4.3)	Satisfaction Level of Pay	33
(4.4)	Satisfaction Level of Company Policy	34
(4.5)	Satisfaction Level of Supervision	35
(4.6)	Satisfaction Level of Interpersonal Relationship	36
(4.7)	Satisfaction Level of Fringe Benefit	36
(4.8)	Satisfaction Level of Working Security	37
(4.9)	Overall Satisfaction Level on Hygiene Factors	37
(4.10)	Satisfaction Level of Achievement	39
(4.11)	Satisfaction Level of Recognition	40
(4.12)	Satisfaction Level of Responsibility	41
(4.13)	Satisfaction Level of Work Itself	42
(4.14)	Satisfaction Level of Personal Growth	42
(4.15)	Overall Satisfaction Level of Motivators	43
(4.16)	Job Satisfaction	45
(4.17)	Results of Correlations Coefficient for each Hygiene Factor and Job Satisfaction	46
(4.18)	Results of Correlations Coefficient for each Motivators and Job Satisfaction	47
(4.19)	Regression Result of Level of Job Satisfaction on Hygiene Factors	48
(4.20)	Regression Result of Level of Job Satisfaction on Motivator	49

LIST OF FIGURES

Figure No.	Title	Page
(2.1)	Motivation Theory of Employees	11
(3.1)	Organizational Structure of the Good Brothers' Company Limited	22
(4.1)	Employee Satisfaction on Hygiene Factors	38
(4.2)	Employee Satisfaction on Motivators	44

LIST OF ABBREVIATIONS

GBS	Good Brothers' Company Limited
GBM	Good Brothers' Machinery
YGN	Yangon
MDY	Mandalay
SML	Samalauk
MMK	Myanmar Money Kyats
GBC	GBS Chemical
SDT	Self-Determination Theory

CHAPTER I

INTRODUCTION

Human resource is one of the most important parts of an organization. Major activities carried out in the organization are controlled and held by the contribution of human resources. It plays important role in the development of organization beneficially. Human resources were the most significant or very economical resources that cannot be replaceable for any organization. The key role of human resource management in any organization is selection and recruitment, planning, training, development program for its employees and motivation of employees to step for improvement in the organization. Motivation is the key element that impacts the human capitals of any organization. In order to do so, it is required to understand very well about the motivation factors and which of them could facilitate and result better performance of the employees in the organization.

Nowadays, managers are more interested with keeping talents employees of the company. For managers, employee motivation is one of the basic key tools to raise the efficient and effective management between the organization and employees (Shadier et al, 2009). Employee motivation is a reflection of energy, commitment and creativity that a company's workers bring to their jobs. Then, Employee motivation also describes an employee's basic enthusiasm about work and incentives given to accomplish work. Therefore, successful work performance can appear from a variety of motives. Hence, these are the challenges managers are faced with in designing appropriate motivation tools that will be able to meet with the expected performance within the company.

Within the framework of modern competitive struggle, each organization wants to attain advantages over its competitors. However, this could not be achieved without proper involvement of the staff, without the application of different methods of human resource and motivation management (Escher, C., Patwardhan, M. and Singh, R.K. 2013; Giannarakis, 2016; Breckova, 2016). Unsatisfied employees produce unsatisfactory results, therefore, it is very vital for top management to take care of their employees to ensure that they are satisfied in their jobs; when they are satisfied; they strive for the company's goals and aim (Latham, 1994; Egan, 1998).

Therefore, Employee motivation has regularly been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no attempt

in their jobs, avoid the workplace as much as possible, leave the organization if given the opportunity and make low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. Consequently, managers need to know their employees very well and use different tactics to motivate the behavior each of them based on their personal wants and needs.

For this reason, the challenge for managers today was to keep the staff motivated and performing well in the workplace. In rapidly changing workplaces, motivated employees are needed. Furthermore, motivated employees are required for the survival of the organization and they can help to increase productivity. In addition, Employee performance was directly related to motivational factors. So, the goal of most companies is to benefit from positive employee behaviour in the workplace by promoting a win-win situation for both the company and employees. As a result, motivation development becomes one of the strategies to fulfill higher objectives of an organization.

1.1 Rationale of the Study

Every organization searches to promote its efficiency by all possible means. In this highly chaotic world, it was more and more difficult to keep good employees in a company. Hence, the organization's growth and performance is dependent upon the effectiveness of the HR department. To maximize motivation among today's diversified workforce, human resource management policy makers need to consider in terms of flexibility. The managerial task of motivating employees in a highly effective manner is of great importance for the organization's ability to achieve success and to attain a competitive advantage in relation to competing organizations.

There are several reasons why employee motivations are important. Mainly because it permits management to meet the company's goals. Without a motivated workplace, companies could be placed in a very risky position. When a person is motivated to do an activity, they certainly put in more effort into the task than when they are demotivated. A manager can hire a person with extraordinary skills, knowledge and experience, but this will not know for certain their satisfactory performance. This is very important for an organization because they need personnel who do their best and whose motivation was to reach goals that are in accordance

with those of their organization. If the employees of the firm are not happy, they will not take interest in attaining the targets of the firm and firm will not be able to get their targets. On the other hand, when employees are happy and enthusiasm to work in organization, the organization will be successfully accomplished.

Motivation is about giving employees the right mixture of guidance, direction, and resources and rewards so that they are inspired and keen to work in this organization. In this thesis, it is mainly focused on how Good Brothers' Company Limited performs to fulfill the needs of employees and how this performance can motivate employees to lead employee satisfaction.

By studying the motivation of the employees of the Good Brothers' Company Limited, management level know more about previous situation of their employees and they could decide and handle well for the better situation of the organization in the future. And, these finding will be used by the implementation of more effective human resource management policies concerning motivation in this company. The research study will support to inform Good Brother's Company Limited about the motivational problems and develop strategies to minimize the problems. The research will also assist the managers and the employees to realize their obligations and responsibility towards, the good performance of the organization.

1.2 Objectives of the Study

The objectives of the study are;

1. To identify the employee motivation practices in the Good Brothers' Company Limited
2. To explore employee's job satisfaction on the motivation factors of Good Brothers' Company Limited

1.3 Scope and Method of the Study

This study focuses on employee motivation of Good Brothers' Company Limited by using Herzberg's Two-Factor Theory. In Good Brother's Company Limited, there are 27 branches and Head-office around the country. Then, the study will focus on employees from (4) branches and Head-Office in Yangon. Therefore, a sample of 100 employees is taken from the total population of 410 employees of

Good Brothers' Company Limited in Yangon Region. It may be about 24% of total population in Good Brothers' Company Limited in Yangon Region.

This study uses the descriptive research method and inferential analysis. This study was based on both primary and secondary data. Primary data was collected from all departments of employees in Good Brothers' Company Limited. Simple random sampling method was used to get data. Data has been gathered through questionnaire and personal interview. Secondary data is gathered from company's records, previous thesis, research papers, text books and internet websites. As the analysis method, it is to explore employee's satisfaction on motivation factors of Good Brothers' Company Limited.

1.4 Organization of the Study

This study is structured by around five different chapters. Chapter one deals with an introduction which includes rationale of the study, objectives of the study, scope and methods of the study and organization of the study. Chapter two contains theoretical background of this study. Chapter three describes the organizational background of the Good Brothers' Company Limited and motivation factors in this company. Chapter four consists of the analysis of employee motivational factors of Good Brothers' Company Limited. Finally, chapter five comprises finding and suggestion and need for future study.

CHAPTER II

THEORETICAL BACKGROUND

This sector involves the theoretical background of employee motivation which is one of the functions of Human Resource. There are several motivation theories. Among them, this study chose Frederick Herzberg's Two-Factor Theory of motivation. This chapter includes Concept of Motivation, Types of Motivation, Theories of Motivation and Herzberg's Two-Factor Theory of Motivation and Job Satisfaction.

2.1 Concept of Motivation

What is motivation? A motive is a reason for doing something. Motivation is concerned with the factors that influence people to behave in certain ways. The three components of motivation as listed by Arnold et al (1991) are:

- Direction- what a person is trying to do;
- Effort- how hard a person is trying;
- Persistence- how long a person keeps on trying?

People have different needs, establish different goals to satisfy those needs and take different actions to achieve those goals. It is wrong to assume that one approach to motivation fits all. Therefore, the five common underlying ideas that pointed out by Vera (1995) are:

- Motivation has an impact on productivity.
- Motivation is an intrinsic and within oneself phenomenon or process.
- Motivation stimulates people to gain their objectives.
- Motivation connects to psychological, social status and relations and economic satisfaction.
- Motivation refers to creating a working environment that helps employees to achieve work-related goals and gain the maximum personal satisfaction at the same time.

Bartol and Martin (1998) describe motivation as a power that strengthens behaviours, gives route to behaviour, and triggers the tendency to continue. In this

approach work motivation has been defined as “a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person’s choices, effort, and persistence” (Latham & Ernst, 2006). Moreover, people who are well motivated take action that they expect will achieve their clearly defined goals (Armstrong, 2007).

Igalens & Roussel (1999) on their part also stated that workers may be very satisfied by the compensation of their job; there are countless instances where these workers are not entirely motivated to continue doing what they would do. Motivation may also be defined as the internal process leading to behaviour to satisfy needs.

Denhardt et al. (2008) also define motivation as an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. And then, Denhardt et al. (2008) further stated that motivation is not the same as satisfaction. Satisfaction is past oriented, whereas motivation is 12 future oriented.

Early years of definition provided by Whiteland and Rush (1988) explained motivation as the willingness of an individual to do something and conditioned by actions to satisfy needs. Later, Wringer and Miller (2003) described motivation as something that energized individuals to take action and which is concerned with the choices the individual makes as part of his or her goal-oriented behavior.

On the other hand, motivation is defined by Saraswathi (2011) as the willingness to exert high levels of effort, toward organizational goals, conditioned by the effort's ability to satisfy some individual need. Three key elements in the definition are further provided as effort, organization goal, and need.

Before building a motivational strategy, the first step is to understand what motivates employees. What drives employees to employee’s peak performance will better help business develop programs that both motivate and retain the best employees for business. While not every employee will be motivated by the same the thing, focusing on a list of key motivating program can help.

Motivation is important both to an individual and a business. Motivation is important to an individual as:

- Motivation will help him or her achieve his or her personal goals.
- If an individual is motivated, he or she will have job satisfaction.
- Motivation will help in self-development of individual.

- An individual would always gain by working with a dynamic team.

Similarly, motivation is important to a business as;

- The more motivated the employees are, the more empowered the team is.
- The more is the team work and individual employee contribution, more profitable and successful is the business.
- During period of amendments, there will be more adaptability and creativity.
- Motivation will lead to an optimistic and challenging attitude at work place.

Thus, motivation is crucial for management and organization as it has a great impact on employee job performance and responsibilities. Motivation helps to put human resources into action; this is because to be able to accomplish any goal; there are certain requirements of physical, financial and human resources. Through motivation, the human resources can be exploited completely, securing the best possible utilization of resources.

Through motivation, the organization can also level up the efficiency of employees. Work performance does not only depend on employee's qualification and ability, but it also relies on their willingness and commitment. Thus, if organization succeeds in filling the gap between ability and willingness, it will help to improve level of performance in which it leads to the results of increasing productivity, reducing cost of operations and improving overall efficiency.

2.2 Types of Motivation

According to self-determination theory of Deci and Ryan (1985; 2000), there are two types of motivation which are intrinsic motivation and extrinsic motivation that influence the performance of employees within an organization.

2.2.1 Intrinsic Motivation

Intrinsic motivation is defined as the doing of an activity for its inherent satisfactions rather than for some separable consequence. And intrinsic motivation was correlated with interest, enjoyment, felt competence, and positive coping. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards.

The phenomenon of intrinsic motivation was first acknowledged within experimental studies of animal behavior, where it was discovered that many organisms engage in exploratory, playful, and curiosity-driven behaviors even in the absence of reinforcement or reward (White, 1959). In humans, intrinsic motivation is not the only form of motivation, or even of volitional activity, but it is a pervasive and important one.

The inclinations to take interest in novelty, to actively assimilate, and to creatively apply our skills is not limited to childhood, but is a significant feature of human nature that affects performance, persistence, and well-being across life's epochs (Ryan & LaGuardia, in press). Although, in one sense, intrinsic motivation exists within individuals, in another sense intrinsic motivation exists in the relation between individuals and activities. People are intrinsically motivated for some activities and not others, and not everyone is intrinsically motivated for any particular task.

Specifically, because operant theory (Skinner, 1953) maintained that all behaviors are motivated by rewards (i.e., by separable consequence such as food or money), *intrinsically motivated activities were said to be ones for which the reward was in the activity itself*. In contrast, because learning theory (Hull, 1943) asserted that all behaviors are motivated by physiological drives (and their derivatives), *intrinsically motivated activities were said to be ones that provided satisfaction of innate psychological needs*.

There is considerable practical utility in focusing on task properties and their potential intrinsic interest, as it leads toward improved task design or selection to enhance motivation.

2.2.2 Extrinsic Motivation

Extrinsic motivation is a construct that pertains whenever an activity is done in order to attain some separable outcome. Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value. However, unlike some perspectives that view extrinsically motivated behavior as invariantly nonautonomous, SDT (Self-

Determination Theory) proposes that extrinsic motivation can vary greatly in the degree to which it is autonomous.

According to the SDT (Self-Determination Theory) approach, a regulation that has been internalized may be only introjected, and that type of regulation could well leave people feeling satisfaction of their needs for competence and relatedness. However, to only introject a regulation and thus to be controlled by it will not leave the people feeling self-determined.

When amotivated, a person's behavior lacks intentionality and a sense of personal causation. Amotivation results from not valuing an activity (Ryan, 1995), not feeling competent to do it (Deci, 1975), or not believing it will yield a desired outcome (Seligman, 1975).

Just to the right of amotivation, it is a category that represents the least autonomous forms of extrinsic motivation, a category we label external regulation. Such behaviors are performed to satisfy an external demand or obtain an externally imposed reward contingency. Individuals typically experience externally regulated behavior as controlled or alienated, and their actions have an external perceived locus of causality (EPLOC; deCharms, 1968). Finally, the most autonomous form of extrinsic motivation is integrated regulation. Integration occurs when identified regulations have been fully assimilated to the self. This occurs through self-examination and bringing new regulations into congruence with one's other values and needs.

Because extrinsically motivated behaviors are not inherently interesting and thus must initially be externally prompted, the primary reason people are likely to be willing to do the behaviors is that they are valued by significant others to whom they feel (or would like to feel) connected, whether that be a family, a peer group, or a society. When that occurs, people not only feel competent and related, but also self-determined, as they carry out extrinsically valued activities.

In summary, intrinsic motivations include the inborn needs for mastery, autonomy, and purpose, while extrinsic motivations are usually being offered or suggested by organization in incentive a task such as money, promotion, and other forms of rewarding.

The best companies, one proven to be successful are those have a strategic plan and appropriate methods to reward and recognize their employees that balance and encourage their employees to feel both kinds of motivation. These companies intend to utilize all human resource skills effectively and actively, which enhance and allow them to attain the competitive advantages (Buchana D & Huczynski A, 1991). By doing that company reduces the risks and harmful effect of extrinsic motivation to rise.

2.3 Theories of Motivation

The main theories of motivation can be grouped into two main categories which are Content Theories and Process Theories (Hellreigel et al, 1979).

Content theories provide insight into the needs of people in organization and help managers understand how needs can be satisfied in the workplace. They indicate to “what” activates people to be motivated. These theories concentrate on personal goals, needs and motives as well as the incentives that lead people to be driven towards behaving in a particular manner.

Content theories place emphasis on what motivates. These theories are also known as need-based theories. The theories of content theory are Maslow’s Hierarchy of Needs Theory, Herzberg’s Two-Factor Theory, Clayton Alderfer’s ERG Theory and David McClelland’s Acquired Needs Theory.

Second, Process theories attempt to identify the relationship among the dynamic variables, which make up motivation. These theories are more concerned with how behavior is initiated, directed and sustained. They focus on how employees seek rewards in work circumstances.

Process theories place emphasis on the actual process of motivation. These theories explain “why workers select behaviors and how they determine whether their choices were successful”. (Hunsaker, 2005). The theories of process theory are Adam’s Equity Theory, Vroom’s Expectancy Theory, Skinner’s Reinforcement Theory and Locke’s Goal-Setting Theory.

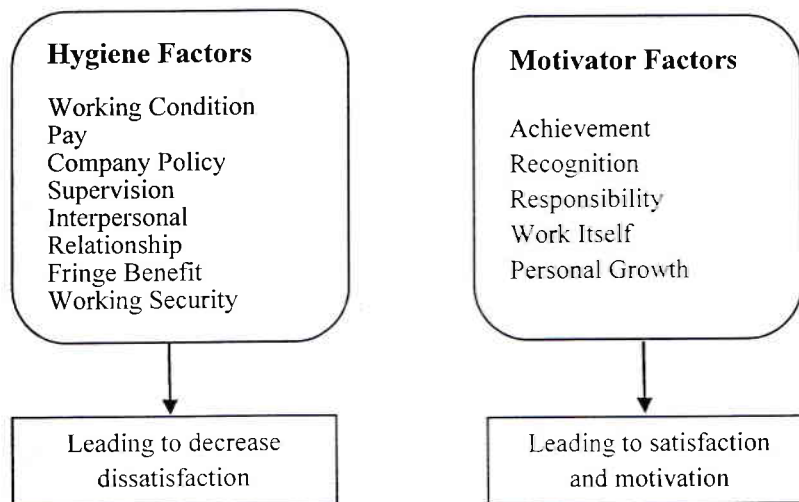
2.4 Herzberg's Two-Factor Theory

Among the content theories of motivation mentioned above, this study used the Frederick Herzberg's Two-Factor Theory to explore employee's job satisfaction on motivation factors of Good Brothers' Company Limited.

The original study by Herzberg, Mausner and Snyderman (1959) involved more than 200 engineers and accountants working in 11 industries in the Pittsburgh area of the U.S.A in 1959, developed the motivation-hygiene theory to explain the results of his work which is also known as Herzberg's two-factor theory. Psychologist, Frederick Herzberg wondered, "What do people want from their jobs?" He asked people to describe, in detail, situations in which they felt exceptionally good or bad about their jobs. Herzberg discovered that the factors resulting job satisfaction were different from those resulting dissatisfaction. He named the satisfiers motivators and the dissatisfiers hygiene factors also known as maintenance factors.

Herzberg's theory is rooted into two underlined parrel sets of needs namely men need as an animal to avoid pain and as a human the need for psychological growth. Herzberg perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction. This belief differed from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966).

Figure (2.1) Motivation Theory of Employees



Source: John Halter, 19.Dec.2010

The motivation theory of employees are shown above in Figure (2.1). The motivational-hygiene model states that employee motivation is achieved when employees are faced with challenging but enjoyable work where one can achieve, grow, and demonstrate responsibility and advance in the organization. That is, when the employees' efforts are recognized, it brings about job satisfaction and motivation. Motivation factors help to increase the job satisfaction of an employee. This increases their efficiency and ultimately leads to an increase in organizational effectiveness. These have been identified as rewards, or incentives that sharpen the drive to satisfy the wants of an employee (Zimmerman, 1988).

Therefore, combining the hygiene and motivator factors can result in some scenarios namely;

- **High hygiene + high motivation:** The ideal situation where employees are highly motivated and have few complaints.
- **High hygiene + low motivation:** Employees have few complaints but are not highly motivated. The job is then perceived as a pay check.
- **Low hygiene + high motivation:** Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not.
- **Low hygiene + low motivation:** The worse situation unmotivated employees with lots of complaints.

Motivation factors are related to job content (Allen, 1967). These factors are also associated with the individual's relationship to the context or environment in which he does his work (Allen, 1967). Motivators, which served as satisfiers, include achievement, recognition, the work itself, responsibility and advancement and personal growth. These six motivators (satisfiers) are identified as strong determinants of job satisfaction and they are associated with the long-term positive effects on job performance.

Motivational factors are those that deal with the metric of satisfaction and are those factors that positively act for and ensures satisfaction or motivation over a stretch of time. These factors do not deal with the metric of dissatisfaction. The motivational factors are those which allow for increased performance of the employees. These factors are more intrinsic in nature while the hygiene-factors are more or less extrinsic.

According to Ruthankoon (2003), the following is a glance of each of the motivation factors by Herzberg;

- i. **Achievement:** Job achievement refers to ability to solve problems, prevent problems, and to be highly content when the work is achieved. An example of positive achievement might be if an employee completes a task or project before the deadline and receives high reviews on the result, the satisfaction the employee feels would increase. However, if that same individual is unable to finish the project in time, or feels rushed and is unable to do the job well, the satisfaction level may decrease.
- ii. **Recognition:** The employees should be praised and recognized for their accomplishments by the managers. When the employee receives the acknowledgement, they deserve for a job well done, the satisfaction will increase. If the employees work is overlooked or criticized, it will have the opposite effect.
- iii. **Work Itself:** The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated. This involves the employees 'perception of whether the work is too difficult or too easy.
- iv. **Responsibility:** This refers to satisfaction from receiving power to be fully responsible for assigned work without too tight control to work freely. This involves the degree of freedom an employee has to make their own decisions and implement their own ideas. The more liberty to take on that responsibility the more inclined the employee may be to work harder on the project, and be more satisfied with the result.
- v. **Advancement:** This refers to the expected or unexpected possibility of promotion. An example of negative advancement would be if an employee did not receive an expected promotion or demotion.
- vi. **Possibility of Growth:** This motivation factor includes the chance one might have for advancement within the company. This could also include the opportunity to learn a new skill or trade. When the possibility/opportunity for growth is lacking or if the employee has reached the peak or glass ceiling, as it is sometimes referred to, this could have a negative effect on the satisfaction the employee feels with their job and position.

Hygiene factors referred to those job factors that does not positively ensure satisfaction or motivation over a stretch of time, but are those factors when absent

causes dissatisfaction and lowering of morale. Since Hygiene factors were identified as factors that prevented job dissatisfaction, just as good hygiene does not in itself produce good health, but lack of it will cause disease. The fulfillment of hygiene factors did not make an employee happy or satisfied; it just removed the unhappiness from the work environment.

Therefore, if hygiene factors are not satisfied, an employee's efficiency will usually decrease. Thus, if these factors are considered inadequate by an employee, it causes dissatisfaction. Hygiene factors are based on the need for an organization to avoid unpleasantness within the working environment. These factors are not positive actors allowing for increased motivation but are positive reasons why an employee should not be dissatisfied with his job. Additionally, they increasingly come to be regarded as rights to be expected, rather than incentives to greater satisfaction and achievement.

Accordingly, the theory states that an employee who has become too dissatisfied with those hygiene factors will consistently produce only short-term changes in job attitudes and performance and generally would try to quit from the working environment (Herzberg et al., 1959). Therefore, managers who seek to eliminate factors that create job dissatisfaction can bring about peace, but not necessarily motivation (Yourcoach.be, 2010a).

According to Ruthankoon (2003), the following are the hygiene factors, which work in the same way with positive or negative attributes; however these factors can only have an effect on the dissatisfaction one feels;

- i. **Company Policy or Administration:** The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc. An employee's perception of whether the policies in place are good or bad or fair or not, changes the level of dissatisfaction that employee will feel.
- ii. **Personal or Working Relationships:** This is those relationships one engages in with their supervisors, peers, and subordinates and working together with understanding. How someone feels about the interaction and discussions that take place within the work environment can also effect dissatisfaction.

- iii. **Working conditions:** This includes the physical surroundings that one works within, such as the facilities or location. The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
- iv. **Salary:** Salary refers to compensation, fringe benefits, or other benefits gained appropriately with the work performed. This factor is fairly simple, the increase or decrease of wage or salary effects the dissatisfaction within a company a great deal.
- v. **Personal Life:** Although people try to separate the two, work and personal life, it is inevitable that one will affect the other.
- vi. **Feeling a Job Security:** Job security refers to feeling secured on the job position, organization, and occupation. This is a pretty significant factor. The sense of job security within a position or organization as a whole relates to the dissatisfaction as well.
- vii. **Supervision:** Supervisor's control refers to ability of supervisor to perform the duty, fairness in work, problem-solving skills, and ability to guide subordinates.
- viii. **Fringe Benefit:** The employees should be offered health care plans (mediclaime), benefits for the family members, employee help programmes, etc.

In summary, the motivators have the ability to create an effective motivation in individual in order to be able to perform and exert considerable effort while the dissatisfiers describe the work environment but do not have much effect in creating positive job attitudes. The hygiene factors form the environment in which man is persistently trying to adjust while the motivators create motivation because they are the tasks available to facilitate the achievement of growth.

Motivators describe a person's relationship with what she or he does, many related to the tasks being performed. Hygiene factors, on the other hand, deal with a person's relationship to the context or environment in which she or he performs the job. According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction.

If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs.

2.5 Employee's Job Satisfaction

Job Satisfaction is the way a person feels about the job relating to the tasks and performance of the job situation (Herzberg et al., 1959). Furthermore, it refers to the good feeling an employee has about the work situation. Similarly, according to Janssen (2001) (as cited in Ahmad et al., 2014), job satisfaction means how an employee of an organization feels about work. Dunnette, Campbell and Hakerl (1967) and Robbins (2001), job satisfaction is an emotional state in which a person perceives various features of his/her work or the work environment.

And then, Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. Furthermore, Locke (1976) indicated that job satisfaction must commonly affect a person's physical health, mental health and social life. Similarly, Rue and Byars (1992) refer to job satisfaction as an individual's mental state about the job.

According to Cherrington (1994), research on job satisfaction has identified two aspects to understanding the concept of job satisfaction, namely, the facet satisfaction and overall satisfaction. These two concepts are explained as follows:

(a) Facet Satisfaction

Facet satisfaction refers to the tendency for an employee to be more or less satisfied with various facets or aspects of the job (Johns, 1988). Cherrington (1994) refers to the various aspects or facets of the job as the individual's attitude about their pay, the work itself - whether it is challenging, stimulating and attractive, and the supervisors whether they possess the softer managerial skills as well as being competent in their jobs.

(b) Overall Satisfaction

Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual. Positive experiences in terms of friendly colleagues, good remuneration, compassionate supervisors and attractive jobs create a

positive internal state. Negative experiences emanating from low pay, less than stimulating jobs and criticism create a negative internal state. Therefore, the feeling of overall satisfaction or dissatisfaction is a holistic feeling that is dependent on the intensity and frequency of positive and negative experiences (Cherrington, 1994).

This definition is expanded by Greenberg and Baron (1995) who define job satisfaction as an individual's cognitive, affective and evaluative reactions toward their jobs. Luthans (1998) indicated that job satisfaction has three dimensions 1) job satisfaction relates to emotional response of an employee to a job situation, 2) job satisfaction can be measured by estimating how well outcomes meet expectations and 3) job satisfaction can be determined through several job related attitudes.

McShane and Von Glinow (2000) defined job satisfaction as a work attitude that represents a person's appraisal of a job or specific dimensions of the job or work environment. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Robbins et al. (2003) add that an individual with high job satisfaction will display a positive attitude towards their job, and the individual who is dissatisfied will have a negative attitude about the job.

Stikar (2003) specifies two types of job satisfaction according to Kollarik (1986). These are satisfaction with a job and satisfaction at work. Whether a person is satisfied with a job, they are interested in their opinion about the job content and their knowledge and skills that are needed for the particular job. On the other hand, satisfaction with a job shows an employee is content with their direct supervisor's practices, human relations, the company policy and other factors directly connected with their job.

Job satisfaction is an attitude that employees have about their work and is based on numerous factors, both intrinsic and extrinsic to the individual. Job satisfaction is important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied.

Then, job satisfaction is important to an organization's success. Furthermore, Breed and Breda (1997) indicated that job satisfaction may affect absenteeism, complaints, and labor unrest. Therefore, it is understood that satisfied workers will be much more productive and be retained within the organization for a longer period, in

contrast to displeased workers who will be less useful and who will have a greater tendency to quit their jobs (Crossman, 2003).

CHAPTER III

ORGANIZATIONAL BACKGROUND OF GOOD BROTHERS COMPANY LIMITED

This chapter includes background information and organization structure of the Good Brothers' Company Limited. It also includes product and services of this company. It presents motivation factors of employees at Good Brothers' Company Limited. The information is obtained by interviewing with the authorities of HR manager at Good Brothers' Company Limited and Web sites.

3.1 Profile of Good Brothers' Company Limited

In 1991, five brothers in Mandalay partnered to incorporate what had previously been an informal family business of farming machinery. Today, Good Brothers' Company Limited (GBS) is one of Myanmar's leading agricultural companies. As a full service partner, GBS provides 360° agriculture solutions to its customers which includes equipment and machinery, services, finance, educational training, and commodities processing and trading. In 1998, Good Brothers' Machinery (GBM), a subsidiary company of Good Brothers' Co., Ltd, focusing on machinery, was established in Mandalay industrial zone.

In late 2010, as UAPPT, a company specialized in paddy services business was originally established in Nyaung Tone, Ayawaddy Division. Our main focus area of the paddy services is trading and exporting to other countries globally. In 2013, Yangon Wuling Company has founded (registration no: 753/2013-2014) by three partners. Our business is producing machines locally for agriculture industry, in Myanmar. Some of our products are One Stoke Engine, Farm Truck and Working Tractor.

KGC Company was established in 2015. Prior to the inauguration, the company has already started doing the KUBOTA business since 2009 for two wheel tractor and Single cylinder diesel engine under Good Brothers' Co., Ltd. From 2012, they extended our product line for the Four-wheel tractors and Combine harvester, mini excavator and Trans planter. The KUBOTA Department operated as a separate subsidiary with KUBOTA (GBS) Company limited. Presently, it operates 6 Branches (Yangon, Mandalay, Samalauk, Magway, Shwe Bo, Nay Pyi Taw) providing service

and spare parts across the nation. They are planning to expand our influence in three more locations in Monywa, Myintkyina, and Rakhine State. Presently, YGN, MDY AND SML have attained ISO 9001:2008 service standards. The 2016 turnover of 71 billion MMK positions KGC as one of the market leaders of the KUBOTA Brand in Myanmar.

Agricultural Services Public was established in 2015 with Company Registration No. (2384/2015-2016 (YaKa), (6.11.2015)). They specialized in agricultural services and received Myanmar Investment Commission Permit No. (MaNaTha-1170/2016), (26.3.2016). Our wide range of services include Land preparation, Harvesting, Land consolidation, Transplanting, Providing fertilizers in co-operation with GBC, Providing Agri-Loans in co-operation with MFI, Paddy purchasing in co-operation with UAPPT, Assisting in Labour difficulties, Requirements for the technical support, Overcoming manufacturing difficulties, Assisting in overcoming difficulties caused by weather, planting time and harvesting and Overcoming storage difficulties. In 2016, Good Brothers' Chemical Co., Ltd was established in Yangon, in order to focus on trading and producing fertilizer, as part of our newly promoted GBS 360° service.

MFI was established in 2015 with company registration no. 44/2011-2012 and received its permit license from Financial Regulatory Department in 2016 as 0240/2016. It started providing microfinance services in the Ayawaddy Division and Kyaung Kone Twonship. In Feb-2017, MFI extended its business in the Magway Division. MFI provides farmers with Agri-Loan to assist them in their livelihood. In addition, besides the financing services, we also provide farmers' life insurance products in co-operation with GGI. In addition, MFI also works closely with UAPPT for the purchase of paddy for the farmers. From January 2018, MFI started extending their loan disbursement in Mandalay and Aungmye regions. Moving forward, MFI plans to extend its presence in the Yangon Division, Magway Division, Mandalay Division and Nay Pyi Taw.

GBS has a total of 27 branches nationwide with several service stations under expansion. In addition, their 500-acre model farm in East Dagon, Yangon serves as a research and development center for creating new products and proprietary knowledge on precision farming. Subsequently, GBS shares this valuable knowledge

with Myanmar farmers as part of the company's longstanding commitment to social and rural development for the country.

The company's vertically integrated business model allows for convenience and competitive pricing, which benefits customers and communities alike. GBS understands that the key to growth tomorrow lies in helping farmers succeed today.

3.1.1 Vision, Mission, Core Values and Value Proposition of Good Brothers' Company Limited

Vision: A trustworthy and reliable market leader providing 360° agriculture solutions to customers and stakeholders.

Mission: To be a key partner in the modernization of the agricultural industry in modern Myanmar.

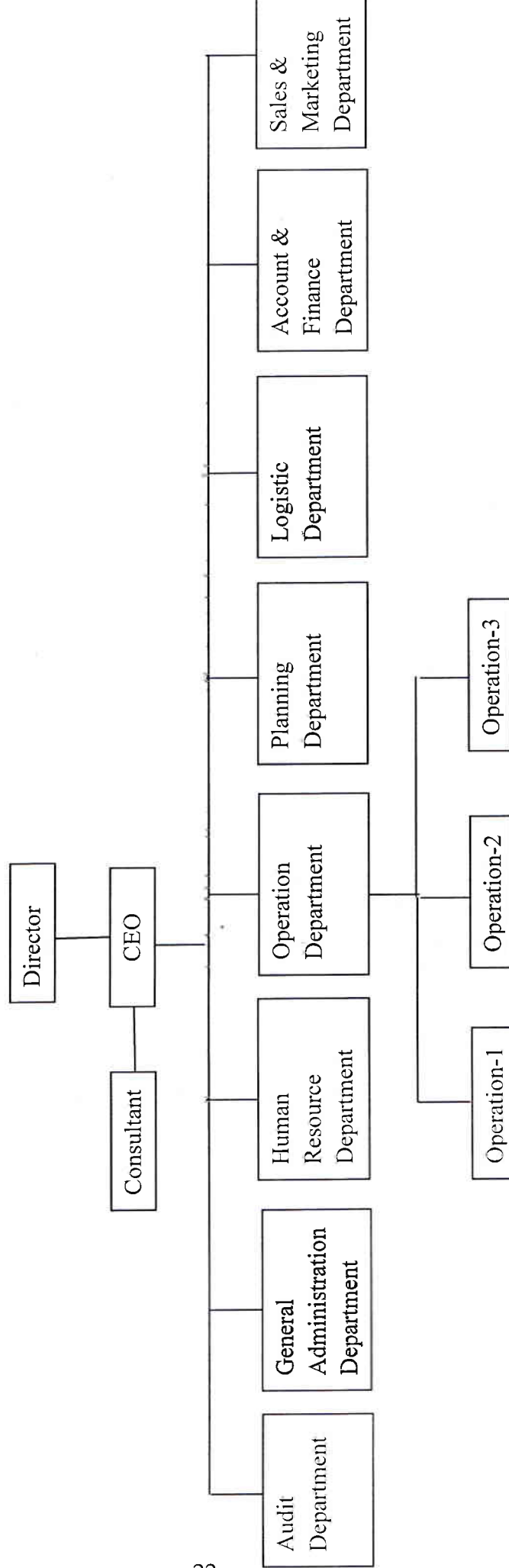
Core values: At Good Brothers' Co., Ltd, you will receive branded service you expect from a market leader. We go the extra mile for our customers.

Value proposition: We are Myanmar's most vertically integrated agricultural supply and services company that provides 360° agriculture solutions to the country's agricultural community.

3.1.2 Organization Structure of Good Brothers' Company Limited

Organization Structure of Good Brothers' Company Limited is shown in Figure 3.1. There are eight departments namely, Human Resource, Audit, General Administrative, Planning, Operation, Logistic, Account and Finance and Sales and marketing department. The responsibilities of the Human Resource department are to make the recruitment and selection process, policy and rules and regulation formation, training and development activities, compensation and benefits plan formation and other HR activities. There is one Deputy General Manager, one Assistant Manager, two Executive Coordinator, one Senior Coordinator and one Junior Coordinator. Total employees are about 6.

Figure 3.1 Organizational Structure of the Good Brothers' Company Limited



Source: HR Department of GBS Co., Ltd, 2018

3.2 Product and Services in Good Brothers' Company Limited

There are two types of services. They are microfinance and insurance. Insurance consists of Life insurance and General insurance. Life insurance contains Emdowment Life Insurance, Group Life Insurance, Sportsman Life Insurance, Snake Bite Life Insurance, Health Insurance and Farmer Life Insurance. General insurance contains Fire Insurance, Comprehensive Motor Insurance, Marine Cargo Insurance, Cash in Sage Insurance, Cash in Transit Insurance, Fidelity Insurance, Travel Insurance and Personal Accident Insurance. Insurance's procedures describe four main points. They are Marine Cargo Insurance, Farmer Life Insurance, Fire Insurance and Comprehensive Motor Insurance.

Products of Good Brothers' Company Limited are Tractors and Parts, Agriculture and Tools and Utilities. Tractors and Parts include 2WD Truck Tractors, 4WD Truck Tractors, DYNAMO, Engine and Gear Box and PUMP. Agriculture includes Rice Mills and Oil Expeller. Tools and Utilities includes Loader and Transport Truck. GBS Company imports a lots of brands. They are Advance Double Lion, GBS DYNAMO, JINGGU, TRI Circles, Zoom lion, BD, EMEI, HONS+, SCM, VIET FARM, CHENG CHAI, FADA, HSEN TIAN XI, SU, WULING, CHENG LIANG JI, FIVE STAR, JN, SUNCUE and YUNFENG.

3.3 Motivation Factors of Employees in Good Brothers' Company Limited

Motivational factors of Good Brothers' Company Limited include Hygiene factors and Motivators.

3.3.1 Hygiene Factors of Good Brothers' Company Limited

According to the Frederick Herzberg Two-factor theory, the hygiene factors of Good Brothers' Company Limited consists of working conditions, pay and security, company policy, supervisors, fringe benefits and interpersonal relationships.

(a) Working Conditions

The rooms are arranged by providing sufficient facilities like lighting, computers, telephone, internet and air-conditions in which necessary as possible. But the company arranged the compound room for each department including Deputy General Managers. The management believes that they can create the team spirit by

giving the compound room for each department. But, General Managers and above positions have private room.

(b) Pay and Security

Performance appraisal system is used for increasing salary, benefits and promotion every year. Promotion is given one time in one year. The employees who work in probation period, they cannot get the leave allowance and deducted from salary when they have personal affair or health problems. But for permanent employees, after three months' probation and recommended by head of department, wages are calculated on monthly basis and start to get the leave allowance.

The company focuses on workplace security for employees and also gives job security for employees and there is no lay-off if employees obey the company policy. Therefore, there are very few terminations in this company. All permanent employees are guaranteed for their employment unless they resign or receive many warnings.

(c) Company Policy

The policy of Good Brothers' Company Limited does not restrict the rights of anyone, but are to protect the rights of all employees according to the labor law. Employees are assured to understand the necessity of policies and rules for the conduct of the business. Therefore, employees are giving orientation training to understand company's policy. The policies and rules are clearly understandable and employees are very active to go along with company's policies and rules.

During the probation period, the appointee will receive regular performance appraisal and feedback. Probation period for every employee is three months. But, employee's performance is very good, the probation period is only two months.

It is the policy of the company that every employee should receive timely feedback about his/her performance from his/her superior and that it is the responsibility of the superior to personally perform appraisals for his subordinates whether on a formal or informal basis. Company shall apply the mixture of tall and flat organization.

The company believes in equal opportunity employment and will not discriminate against race, national origin, age, religion or gender. Recruitment shall be based on merit as long as applicants have a bona fide occupational qualification.

The company will apply consistent and fair recruitment and appointment practices to ensure that current employees, as well as external candidates have equal opportunity for job openings or promotions. Working Days are from Monday to Saturday. And then, Working Hours are from 9:00 AM to 5:00 PM.

Based on the requirement of operation, overtime will be working by the mutual agreement of between employer and employee. Overtime's fee is salary's double. Moreover, employees will be provided meal program in accordance with the company policy every day.

Company explores offences. There are two offences. They are ordinary offence and serious offence. Ordinary offence means that the employee shall comply rules & regulations as set forth principle by the company from time to time. Serious offence means that If it provides that employee has committed any of the under mention offences, then he/ she shall be dismissed from the service immediately. Offences are theft or misappropriation, willful neglect and causing damages (or) mishandling of tools and equipment by the company, buying, selling, possession or consumption of alcohol, illegal drugs, or being high of something and so on.

Relating to termination, the employee is required to give the company 1 month/ 2 months' notice to terminate (resign) the contract in writing for purpose of termination of the contract. The company can terminate the contract by providing 1 month notice to terminate the contract in writing for proposes of termination of the contract. The employment can be terminated at any time without notice or payment in lieu of notice in the event of any serious misconduct, negligence of duty or breach of any of company's rules and regulations.

(d) Supervision

The management has the necessary tools to help employees learn properly. They encourage and may require their participation in their continually changing and expanding training experience. Employees are discussing work problems with

supervisor freely. If the leader of department is not convenient to discuss, this employee can discuss with human resource department.

If employees are not certain how a particular task should be performed, they are always encouraged to ask questions from their supervisors. Employees and their supervisors will regularly talk over their performance and progress since their performance review is an ongoing process. Supervisors give their employees to reasonable suggestions. The management also provides personal care according to the company's policies.

(e) Interpersonal Relationship

The Interpersonal Relationship of GBS Company Limited is family type relationship between senior and junior because they are respective, openness and helpful with each other. Manager explains employee's problem properly. From the side of employees, they are reliable, obedient to superior and willing to hard work. Company has co-operation and team work performance.

(f) Fringe Benefits

Fringe benefits include leave, promotion, staff party and trip (local and foreign). For casual leave, the employee shall entitle 6 days within a calendar year with full pay to enjoy upon confirmation service. For end leave, the employee shall entitle 10 days within a calendar year with full pay to enjoy upon confirmation service. For medical leave, the employee shall entitle 30 days within a calendar year with full pay to enjoy upon confirmation service. For maternity leave, according to the Social Security Act, it is entitled to enjoy in record with the Act. Thus, the employee shall entitle 45 days before and after 60 days. The above mentioned leaves shall comply in accordance of leaves and entitlement procedure by company.

There is the staff party at least once a year for gathering and team spirit. According to the company's policies, arrangement of ferry and travelling allowance are exist, there is arrangement of accommodation program are provided in accordance with the company policy while employees are required to work other places as temporary for company's business and the employer shall undertake medicare in the case of work-site injury, disease before employment medicare as inclusive under the social security act.

3.3.2 Motivators of Good Brothers' Company Limited

Motivators of Good Brothers' Company Limited consist of achievement, recognition, responsibility, work itself and personal growth.

(a) Achievement

Company provides the training for the career development of the employees who are very good in performance to achieve the organizational goals. To respond the competitive environment, the employees have to try to raise their performance and the managements have to praise their achievement. The managers have to provide the technical training and opportunities for MBA attendant. Therefore, employees are training not only local but also foreign.

(b) Recognition

Manager ensures focus on recognizing the efforts of employees. The recognition may appear to be extra efforts on their part with few tangible returns in terms of employee performance. GBS Company allows employees to involve in solving problems. Employees think that they perceive of encouragement. Then, the company gives good performance employee by financial and non-financial incentives.

(c) Responsibility

Employees are authorized and accountable for their particular function and the company has clear job description and standard operation procedure by each department. The responsibility can be extended if an employee is knowledgeable about the task that is to be assigned. Employee skills will develop in the workplace and observe standards responsible behavior.

(d) Personal Growth

According to human resource planning, after an employee is appointed, the company provided with orientation training. This orientation training gives employees information about GBS Company's work culture and company policies. On job training must be a never-ending process in the GBS Company. Employees are given training in the methods of performing their jobs and whenever possible, will be given opportunities to learn new skills. In-house training covers a number of techniques

classroom lectures by head of department or professional trainer. Human resource department arranged the external training program for employees. External trainings are Certificate, Diploma and MBA and so on. On the other hand, the company's employees are going to attend workshop and seminars. Finally, it offers an employee the chance to gain additional skills, experience and performance.

(e) Work Itself

Jobs of GBS Company are more stimulating and challenging for employees. Thus, the employee has no time to waste. Employees think the opportunity to give help to other employees. So that the employees think that they are enjoying for work every day and increasing performance.

CHAPTER IV
ANALYSIS OF INFLUENCING FACTORS
ON EMPLOYEE'S MOTIVATION

This chapter includes research design, demographic factors and analysis of employees' job satisfaction on motivational factors in Good Brothers's Co., Ltd. The analysis is done on the dissatisfaction and satisfaction level on these employees over the factors that are currently given at that company.

4.1 Research Design

To implement the objectives of the study, the required data were obtained by using sample survey. Random employees of 100 employees were taken from the total number of 410 employees of Good Brothers' company limited in Yangon area. Simple random sampling method is used in this study. The questionnaire consists of two main parts: the first part is concerned with demographic factors of respondents and the second part is related to the influencing factors of job satisfaction on motivational factors. 100 questionnaires were distributed to sampled employees. This questionnaire consists of 51 questions regarding the influencing factors of job satisfaction on motivational factors.

The questionnaire is designed to explore the motivation factors of Good Brothers' Company Limited based on Herzberg's Two- Factor theory. For hygiene factors, job satisfaction are measured by using questionnaires for the company's working condition, pay, company policy, supervision, interpersonal relationship, fringe benefit and working security. For motivators, job satisfaction is measured by using questionnaires for the company's achievement, recognition, responsibility, work itself and personal growth. After conducting the survey, the obtained data are processed and analyzed using the SPSS Software version 22 to conduct descriptive analysis such as frequency distribution, mean, standard deviation and inferential analysis such as correlation analysis, regression analysis.

4.2 Demographic Factors of Respondents

Data collection and analysis were based on 100 employees of the individual job level in Good Brothers' Company Limited. Profile of respondents are

characterized by age, gender, educational level, marital status, position, salary range (kyats) and working experience.

Table (4.1) Demographic Factors of Employees in GBS Co., Ltd in Yangon

Particular		No. of Respondents	Percentage (%)
Age (Years)	21-25 years	40	40.0
	26-30 years	41	41.0
	31-35 years	13	13.0
	36-40 years	3	3.0
	41-45 years	2	2.0
	46 and above	1	1.0
	Total	100	100.0
Gender	Male	30	30.0
	Female	70	70.0
	Total	100	100.0
Educational Level	Undergraduate	7	7.0
	Graduate	91	91.0
	Post graduate	2	2.0
	Total	100	100.0
Marital Status	Single	74	74.0
	Married	26	26.0
	Total	100	100.0
Position	Manager	14	14.0
	Assistant Manager	14	14.0
	Supervisor	21	21.0
	Executive	29	29.0
	Assistant	14	14.0
	Helper	8	8.0
	Total	100	100.0
Salary Range (Kyats)	150,000-250,000	50	50.0
	250,001-350,000	30	30.0
	350,001-450,000	13	13.0
	450,001 and above	7	7.0
	Total	100	100.0
Working Experience	Less than one year	17	17.0
	1 to 2 years	20	20.0
	2 to 3 years	21	21.0
	More than 3 years	42	42.0
	Total	100	100.0

Source: Survey data, 2018

The situations of employee's basic characteristics are expressed above in Table (4.1). With the demographic factor of age, this study classifies into six groups. It is found that there are 40 employees between 21 and 25, 41 employees between 26 and 30, 13 employees between 31 and 35, 3 employees between 36 and 40, 2 employees between 41 and 45 and then 1 employee above 46 years. In term of percentage, there are 40 percent, 41 percent, 13 percent, 3 percent, 2 percent and 1 percent. Therefore, employees between 26 and 30 years are the largest with 41 percent while employees above 46 years are the smallest with 1 percent.

The gender condition of respondent in this study is found those 30 males and 70 females. In percentage of term, there are 30 percent for males and 70 percent for females. It is found that most of the respondents are females.

Educational level of respondent is classified into three. According to the sample, the educational conditions of respondents are 7 undergraduate employees, 91 graduate employees and 2 postgraduate employees. It is also found that there are 7 percent, 91 percent and 2 percent and the most respondents are graduate persons.

Marital status of the sample includes 74 single employees and 26 married employees. In term of percentage, single employee is 74 percent while married employee is 26 percent. Therefore, the most of respondents are single employees.

Position of respondent is divided into six groups. This study found that there are 14 managers, 14 assistant managers, 21 supervisors, 29 executives, 14 assistant and 8 helper. In percentage of term, there are 14 percent, 14 percent, 21 percent, 29 percent, 14 percent and 8 percent. Thus, the most of respondents are executive persons.

Monthly income of employees is classified into four groups. There are 50 employees earning between 150,000 and 250,000 kyats, 30 employees earning between 250,001 and 350, 000 kyats, 13 employees earning between 350,001 and 450,000 kyats and then 7 employees earning above 450,001 kyats. In percentage of term, employees earning between 150,000 and 250,000 kyats is the largest with 50 percent while employees earning above 450,001 kyat is the smallest with 7 percent.

The final factor is working experience and that is grouped into four. This study is found that 17 employees with working experience less than one year, 20 employees

with working experience between one year and two years, 21 employees with working experience between two years and three years and then 42 employees with working experience more than three years. In term of percentage, there are 17 percent, 20 percent, 21 percent and 42 percent. Employees with working experience more than three years is the largest 42 percent while employees with working experience less than one year is the smallest with 17 percent

4.3 Descriptive Statistic Analysis of Employees' job satisfaction on Motivational Factors

The Descriptive Statistic such as mean and standard deviation used in the study are also calculated and presented in Tables.

4.3.1 Employee Satisfaction on Hygiene Factors

According to the Herzberg's Two-Factor theory, hygiene factor includes seven dimensions namely working conditions, pay, company policy, supervision, interpersonal relationship, fringe benefit and working security. Therefore, organization must provide hygiene factors to prevent dissatisfaction of employees within the organization.

Each factor also has its own statements that employees need to describe their satisfaction level on these statements by rating point from 1 to 5 (1= strongly dissatisfied, 2= dissatisfied, 3= neutral, 4= satisfied and 5= strongly satisfied). Therefore, each factor has been described in terms of the mean value and the standard deviation of each statement in its respective table. It can be assumed that employees will agree if mean values indicates above 3 while employees won't agree if the mean value indicates lower than 3.

Working Condition

According to the prepared questionnaire in this paper, employees satisfaction on working condition are classified as the following factor; the utilization of equipment and facilities, safety and secure in working area, proud to work for my company because of pleasant and comfortable working condition and healthy atmosphere such as ventilation system and the lunch break given in the company. The

respondents were asked four questions concerning working conditions of the employees. Employee satisfaction on working condition is shown in Table (4.2).

Table (4.2) Satisfaction Level of Working Condition

Particular	Mean	Standard Deviation
The utilization of equipment and facilities	3.07	.653
Safety and secure in working area	3.1	.705
Proud to work for my company because of pleasant and comfortable working condition and healthy atmosphere such as ventilation system	3.08	.815
The lunch break given in the company	3.06	.844
Overall Mean	3.08	

Source: Survey Data, 2018

By comparing the mean scores of working condition factors, this study found that the highest mean score is 3.1 in which enough safety and secure in working area while the lowest mean score is 3.06 in which the lunch break given in the company. The average mean score is 3.08. For all statements of working condition, employees are prevented their dissatisfaction.

Pay

According to the prepared questionnaire in this paper, employees satisfaction on pay are classified as the following factor; fit salary, flexible working hours, other benefit program such as Health Care Benefit, salary is reasonable and fair to those of the same position when comparing with similar organization and providing for overtime working hours. There are five factors to measure pay.

Table (4.3) Satisfaction Level of Pay

Particular	Mean	Standard Deviation
Fit salary	3.62	.838
Flexible working hours	3.66	.670
Other benefit program such as Health Care Benefit	3.50	.745
salary is reasonable and fair to those of the same position when comparing with similar organization	3.23	.839
Providing overtime working hours	3.36	1.010
Overall Mean	3.47	

Source: Survey Data, 2018

Based on these five factors, the response of 100 sample employees are shown above in Table (4.3). By comparing the mean scores of pay factors, this study found that the highest mean score is 3.66 in which receiving flexible working hours while the lowest mean score is 3.23 in which salary is reasonable and fair to those of the same position when comparing with similar organization. The average mean score is 3.47. Therefore, employees are prevented their dissatisfaction with the pay factors of their work.

Company Policy

Company policy is the third variable in hygiene factors which includes describes job description and job specification, proud to work this company because of increasing periodically salary, agreeing company's rules for promotion and giving information about policy to employees such as Leave policy. There are four factors to measure company policy. Employee satisfaction on company policy is shown in Table (4.4).

Table (4.4) Satisfaction Level of Company Policy

Particular	Mean	Standard Deviation
GBS clearly describes job description and job specification	3.57	.685
I am proud to work this company because of increasing periodically salary	3.35	.903
Company's rules for promotion very clearly specify	3.17	.888
GBS is giving information about policy to employees such as Leave policy	3.60	.778
Overall Mean	3.42	

Source: Survey Data, 2018

By comparing the mean scores of company policy factors, this study found that the highest mean score is 3.6 in which giving information about policy to employees such as Leave policy while the lowest mean score is 3.17 in which agreeing company's rules for promotion. The average mean score is 3.42 .Therefore, employees are also dispel dissatisfaction on company policy factors.

Supervision

Supervision is the fourth variable in hygiene factors which includes satisfying at work because of good leadership skills and abilities, clearing instruction and systematic training to employees by supervisor, mutual respect and understanding with supervisors and discussing work problems with supervisor freely. There are four factors to measure supervision. Employee satisfaction on supervision is shown in Table (4.5).

Table (4.5) Satisfaction Level of Supervision

Particular	Mean	Standard Deviation
Satisfying at work because of good leadership skills and abilities	3.29	.935
Clearing instruction and systematic training to employees by supervisor	3.28	.933
Mutual respect and understanding with supervisors	3.28	.877
Discussing work problems with supervisor freely	3.46	.881
Overall Mean		3.33

Source: Survey Data, 2018

By comparing the mean scores of supervision factors, this study found that the highest mean score is 3.46 in which discussing work problems with supervisor freely while the lowest mean score is 3.28 in which clearing instruction and systematic training to employees by supervisor and mutual respect and understanding with supervisors. The average mean score is 3.33. Concerning with all supervision factors, it is found that employees also dispel the dissatisfaction.

Interpersonal Relationship

According to the prepared questionnaire in this paper, employees satisfaction on interpersonal relationship are classified as the following factor; mutual relationship with other employees, co-operation and team work performance, sharing information and knowledge within the company and mutual respect with supervisors, peers and subordinates. There are four factors to measure interpersonal relationship. Employee satisfaction on interpersonal relationship is shown in Table (4.6).

Table (4.6) Satisfaction Level of Interpersonal Relationship

Particular	Mean	Standard Deviation
Mutual relationship with other employees	3.97	.723
Having co-operation and team work performance	3.91	.723
Sharing information and knowledge within the company	3.76	.771
Mutual respect with supervisors, peers and subordinates	3.66	.846
Overall Mean	3.83	

Source: Survey Data, 2018

By comparing the mean scores of interpersonal relationship factors, this study found that the highest mean score is 3.97 in which mutual relationship with other employees while the lowest mean score is 3.46 in which mutual respect with supervisors, peers and subordinates. The average mean score is 3.83. Therefore, employees are prevented their dissatisfaction with the interpersonal relationship factors of their work.

Fringe Benefit

According to the prepared questionnaire in this paper, employees satisfaction on fringe benefit are classified as the following factor; holding staff party and trips arrangement for all staffs. Based on these two factors, the response of 100 sample employees are shown in Table (4.7).

Table (4.7) Satisfaction Level of Fringe Benefit

Particular	Mean	Standard Deviation
Staff Party	3.1	1.004
Trips arrangement for all staffs	3.15	1.067
Overall Mean	3.13	

Source: Survey Data, 2018

By comparing the mean scores of fringe benefit factors, this study found that the highest mean score is 3.15 in which making trips arrangement for all staffs while the lowest mean score is 3.1 in which holding staff party. The average mean score is 3.13. Thus, employees are not dissatisfied with the fringe benefit factors on their work.

Working Security

Working security is the final variable of hygiene factors in Herzberg's Two-Factor theory which comprises my job is secure, and guarantee and stability, the retirement program such as general provident fund and locating in an area where I feel comfortable. There are three factors to measure working security. Based on these three factors, the response of 100 sample employees are shown in Table (4.8).

Table (4.8) Satisfaction Level of Working Security

Particular	Mean	Standard Deviation
My job is secure, guarantee and stability	3.45	.821
The retirement program such as general provident fund	2.69	.971
Locating area where I feel comfortable	3.28	.780
Overall Mean	3.14	

Source: Survey Data, 2018

By comparing the mean scores of working security factors, this study found that the highest mean score is 3.45 in which my job is secure, and guarantee and stability while the lowest mean score is 2.69 in which the retirement program such as general provident fund. Employees also dispel their dissatisfaction of their work.

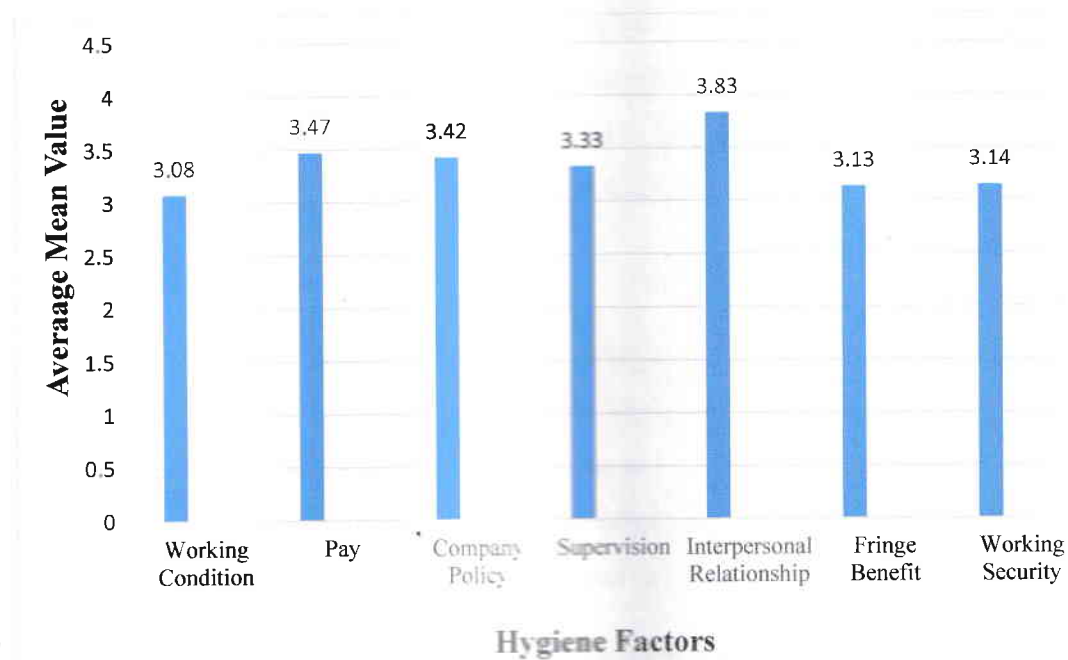
Table (4.9) Overall Satisfaction Level on Hygiene Factors

Sr. No	Factors	Mean Value
1	Working Condition	3.08
2	Pay	3.47
3	Company Policy	3.42
4	Supervision	3.33
5	Interpersonal Relationship	3.83
6	Fringe Benefit	3.13
7	Working Security	3.14
	Overall Mean	3.34

Source: Survey Data, 2018

It is found that the overall mean scores for the seven hygiene factors are higher than the midpoint of 3, indicating that employees are not dissatisfied to each hygiene factors as a whole at Good Brothers' Company Limited. Among the hygiene factors, working condition scale receives 3.08, pay scale receives 3.47, company policy scale receives 3.42, supervision scale receives 3.33, interpersonal relationship scale receives 3.83, fringe benefit scale receives 3.13 and working security scale receives 3.14. Therefore, it is found that interpersonal relationship receives the highest percentage score, followed by pay, company policy, supervision, working security, fringe benefit and working condition respectively.

Figure (4.1) Employee Satisfaction on Hygiene Factors



Source: Survey data, 2018

Figure (4.1) describes that average mean value for hygiene factors in which interpersonal relationship variable has the highest mean 3.83 and the respondents are highly satisfied with this variable. This is mutual relationship with other employees, co-operation and team work performance, sharing information and knowledge within the company and mutual respect with supervisors, peers and subordinates. High satisfaction of interpersonal relationship is followed by pay, company policy, supervision, working security, fringe benefit and working condition accordingly.

4.3.2 Employee Satisfaction on Motivators

Hygiene factors referred to these job factors that does not positively ensure satisfaction or motivation over a stretch of time, but are those factors when absent causes dissatisfaction and lowering of morale. Thus, organization must also provide motivators factors to employees to meet satisfaction. This increases not only performance of the employees but also organization's effectiveness.

Motivator also includes five dimensions namely achievement, recognition, responsibility, work itself and personal growth. And each dimension is measured with different number of items. Each item is measured on five-point likert scales ranging from 1 to 5 (1= strongly dissatisfied, 2= dissatisfied, 3= neutral, 4= satisfied and 5= strongly satisfied). Moreover, each factor has been described in term of the mean value and the standard deviation of each statement in its respective table. It can be assumed that employees will satisfy if mean value indicates above 3 while employees won't satisfy if the mean value indicates lower than 3.

Achievement

Achievement is the first component variable of motivators and it includes the opportunity to reach own goal, performing variety of tasks made challenging, seniors recognize for my achievement, work is of value in my department and proud of job in society. The respondents are asked five questions of employee achievement. Therefore, employee satisfaction on achievement is shown in Table (4.10).

Table (4.10) Satisfaction Level of Achievement

Particular	Mean	Standard Deviation
The opportunity to reach own goal	3.59	.854
Variety of tasks made challenging	3.52	.937
Seniors recognize for my achievement	3.22	1.040
Work is of value in my department	3.84	.801
Proud of job in society	3.82	.744
Overall Mean		3.60

Source: Survey data, 2018

By comparing the mean scores of achievement factors, this study found that the highest mean score is 3.84 in which work is of value in my department while the lowest mean score is 3.22 in which seniors recognize for my achievement. The average mean score is 3.60. Therefore, employees are satisfied and motivated concerning with achievement factors.

Recognition

Recognition is the second component variable of motivators and it includes positive recognition, acknowledgement and appreciation when I perform the high quality work, involving in solving problems, good benefit package compared to other company and perceiving of encouragement. There are four factors to measure recognition. Based on these four factors, the response of 100 sample employees are shown in Table (4.11).

Table (4.11) Satisfaction Level of Recognition

Particular	Mean	Standard Deviation
Positive recognition, acknowledgement and appreciation when I perform the high quality work	3.30	.916
Involving in solving problems	3.20	.841
Good benefit package compared to other company	3.37	.691
Perceiving of encouragement	3.39	.963
Overall Mean	3.32	

Source: Survey data, 2018

By comparing the mean scores of recognition factors, this study found that the highest mean score is 3.39 in which perceiving of encouragement while the lowest mean score is 3.20 in which involving in solving problems. The average mean score is 3.32. Therefore, it can be concluded that respondents are satisfied and motivated on all recognition factors.

Responsibility

According to the prepared questionnaire in this paper, employee satisfaction on responsibility are classified as the following factor; taking responsibilities in

matching with skills and abilities, delegation for participation in decision making in the work, having an opportunity to take other's responsibility and working voluntarily in weekend or without taking rest. The respondents are asked four questions of employee responsibility. Based on these four factors, the response of 100 sample employees are shown in Table (4.12).

Table (4.12) Satisfaction Level of Responsibility

Particular	Mean	Standard Deviation
Taking responsibilities in matching with skills and abilities	3.35	.796
Delegation for participation in decision making in the work	3.16	.783
Having an opportunity to take other's responsibility	3.28	.649
Working voluntarily in weekend or without taking rest	3.35	.716
Overall Mean	3.29	

Source: Survey data, 2018

By comparing the mean scores of responsibility factors, this study found that the highest mean score is 3.35 in which taking responsibilities in matching with skills and abilities and working voluntarily in weekend or without taking rest while the lowest mean score is 3.16 in which delegation for participation in decision making in the work. The average mean score is 3.29. Therefore, employees are satisfied and motivated on all responsibility factors.

Work Itself

According to the prepared questionnaire in this paper, employee satisfaction on work itself are classified as the following factor; challenging and stimulating in the work, enjoying at work every day and increasing performance, a greater sense of dignity and safety and the opportunity to give help to other people. Based on these four factors, the response of 100 sample employees are shown in Table (4.13).

Table (4.13) Satisfaction Level of Work Itself

Particular	Mean	Standard deviation
Challenging and stimulating in the work	3.85	.796
Enjoying at work every day and increasing performance	3.58	.901
A greater sense of dignity and safety	3.74	.774
The opportunity to give help to other people	3.71	.782
Overall Mean	3.72	

Source: Survey data, 2018

By comparing the mean scores of work itself factors, this study found that the highest mean score is 3.85 in which challenging and stimulating in the work while the lowest mean score is 3.58 in which enjoying at work every day and increasing performance. The average mean score is 3.72. Therefore, it can be concluded that employees are satisfied and motivated with concerning all work itself factors.

Personal Growth

Personal Growth is the final component variable of motivator and it includes proud to work in my company because of training that received match to do the job well, improving personal skills, experience and performance, encouraging to creativity and own idea and measuring promotion on the performance appraisal. The respondents are asked four questions of employee personal growth. Based on these four factors, employee satisfaction on personal growth is shown in Table (4.14).

Table (4.14) Satisfaction Level of Personal Growth

Particular	Mean	Standard Deviation
Proud to work in my company because of training that received match to do the job well	4.05	.783
Improve personal skills, experience and performance	4.15	.702
Encouraging to creativity and own idea	3.86	.914
Measuring promotion on the performance appraisal	3.64	.977
Overall Mean	3.93	

Source: Survey data, 2018

By comparing the mean scores of personal growth factors, this study found that the highest mean score is 4.15 in which improving personal skills, experience and performance while the lowest mean score is 3.64 in which measuring promotion on the performance appraisal. The average mean score is 3.93. Therefore, employees are satisfied and motivated concerning all of factors of personal growth.

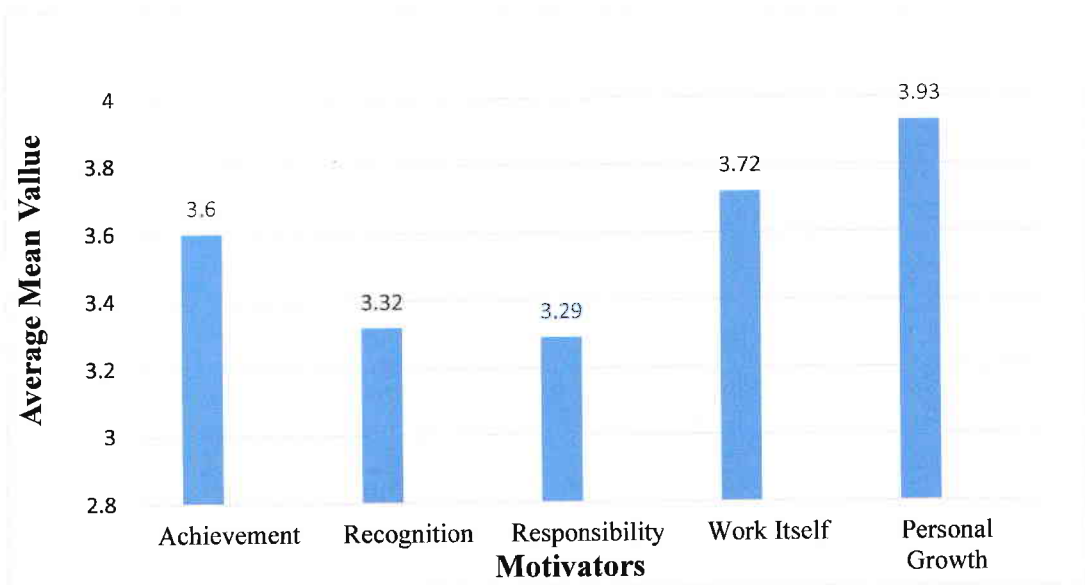
Table (4.15) Overall Satisfaction Level of Motivators

Sr. No	Factors	Mean Values
1	Achievement	3.60
2	Recognition	3.32
3	Responsibility	3.29
4	Work Itself	3.72
5	Personal Growth	3.93
	Overall Mean	3.57

Source: Survey data, 2018

It is found that the overall mean scores for the five motivators are higher than the midpoint of 3, indicating that employees are satisfied to each motivators as a whole at Good Brothers' Company Limited. Among the motivators, achievement scale receives 3.60, recognition scale receives 3.32, responsibility scale receives 3.29, work itself scale receives 3.72 and then personal growth scale receives 3.93. Therefore, it is found that personal growth receives the highest percentage score, followed by work itself, achievement, recognition and responsibility respectively. Therefore, employees are satisfied and motivated of all motivators.

Figure (4.2) Employee Satisfaction on Motivators



Source: Survey data, 2018

Figure (4.2) shows that the highest average mean value 3.93 is achieved by personal growth among motivators. Thus, employees are satisfied the most in personal growth. Therefore, they feel proud to work in my company because of training that received match to do the job well, improving personal skills, experience and performance, encouraging to creativity and own idea and measuring promotion on the performance appraisal. Employee is highly satisfied work itself and achievement. And, employees are moderately satisfied recognition and responsibility.

4.3.3 Job Satisfaction

According to the prepared questionnaire in this paper, employee satisfaction are classified as the following factor; understanding the importance of my role to the success of the organization, satisfying with what employees achieve at work, happy with the way my colleagues and supervisors treat me, this organization has created an environment where I can do my best work and feeling I am a part of the company. Based on these four factors, employee satisfaction is shown above in Table (4.16).

Table (4.16) Job Satisfaction

Particular	Mean	Standard Deviation
I understand the importance of my role to the success of the organization.	3.5	.673
I am satisfied with what I achieve at work.	3.35	.821
I am happy with the way my colleagues and supervisors treat me.	3.42	.901
I feel this organization has created an environment where I can do my best work.	3.41	.743
I feel like I am a part of the company.	3.57	.903
Overall Mean	3.45	

Source: Survey data, 2018

By comparing the mean scores of job satisfaction, this study found that the highest mean score is 3.57 in which feeling I am a part of the company while the lowest mean score is 3.35 in which satisfying with what employees achieve at work. The average mean score is 3.45. Therefore, the high mean score of job satisfaction scale indicate that employees are, on average, satisfied on their jobs.

4.4 Correlation between Job Satisfaction and Motivational Factors

Correlation is a measure of relationship between two variables. The correlation coefficient gives mathematical value (-1 to 1) for measuring direction and the strength of the linear relationship between two variables. Person's correlation coefficients were computed through bivariate correlation for this study. Bivariate correlations, which test the strength of the relationship between two variables without giving any consideration to the interference some other variable, might causes to the relationship between the two variables being tested.

4.4.1 Relationship between Job Satisfaction and Hygiene Factors

In this study, relationship between job satisfaction and each hygiene factor such as working condition, pay, company policy, supervision, interpersonal relationship, fringe benefit and working security are conducted. To conduct the analysis and to test

the hypotheses, average scale score was calculated for each scales. Table (4.17) shows the relationship between average scores of job satisfaction and each hygiene factors.

Table (4.17) Results of Correlations Coefficient for Hygiene Factor and Job Satisfaction

Hygiene Factor	Correlations
Working Condition	.346**
Pay	.423**
Company Policy	.462**
Supervision	.501**
Interpersonal Relationship	.593**
Fringe Benefit	.491**
Working Security	.499**

Source: Survey data, 2018

Note: ** indicates that 0.01 (1%) significance level.

Table (4.17) demonstrates the correlation coefficient for job satisfaction and hygiene factor. The correlation coefficient between working condition and job satisfaction is 0.346 at significant at 1% level. This shows that there is weakly and directly relationship between working condition and job satisfaction. The correlation coefficient between pay and job satisfaction is 0.423 at significant at 1% level. This shows that there is weakly and directly relationship between pay and job satisfaction. The correlation coefficient between company policy and job satisfaction is 0.462 at significant at 1% level. This shows that there is weakly and directly relationship between company policy and job satisfaction.

The correlation coefficient between supervision and job satisfaction is 0.501 at significant at 1% level. This shows that there is fairly and directly relationship between supervision and job satisfaction. The correlation coefficient between interpersonal relationship and job satisfaction is 0.593 at significant at 1% level. This shows that there is fairly and directly relationship between interpersonal relationship and job satisfaction. The correlation coefficient between fringe benefit and job

satisfaction is 0.491 at significant at 1% level. This shows that there is weakly and directly relationship between fringe benefit and job satisfaction. The correlation coefficient between working security and job satisfaction is 0.499 at significant at 1% level. This shows that there is weakly and directly relationship between working security and job satisfaction.

In summary, seven factors of hygiene factors have positive association with the job satisfaction. Among seven factor of hygiene, interpersonal relationship has the strongest relationship with the job satisfaction ($r=0.593$).

4.4.2 Relationship between Job Satisfaction and Motivators

In this study, relationship between job satisfaction and each motivator such as achievement, recognition, responsibility, work itself and personal growth are conducted. To conduct the analysis and to test the hypotheses, average scale score was calculated for each scales. Table (4.18) shows the relationship between average scores of job satisfaction and each motivator.

Table (4.18) Results of Correlations Coefficient for each Motivator and Job Satisfaction

Motivators	Correlations
Achievement	.672**
Recognition	.697**
Responsibility	.603**
Work Itself	.619**
Personal Growth	.710**

Source: Survey data, 2018

Note: ** indicates that 0.01 (1%) significance level.

Table (4.18) demonstrates the correlation coefficient for job satisfaction and motivator. The correlation coefficient between achievement and job satisfaction is 0.672 at significant at 1% level. This shows that there is fairly and directly relationship between achievement and job satisfaction. The correlation coefficient between recognition and job satisfaction is 0.697 at significant at 1% level. This shows that there is fairly and directly relationship between recognition and job satisfaction. The correlation coefficient between responsibility and job satisfaction is

0.603 at significant at 1% level. This shows that there is fairly and directly relationship between responsibility and job satisfaction.

The correlation coefficient between work itself and job satisfaction is 0.619 at significant at 1% level. This shows that there is fairly and directly relationship between work itself and job satisfaction. The correlation coefficient between personal growth and job satisfaction is 0.710 at significant at 1% level. This shows that there is fairly and directly relationship between personal growth and job satisfaction.

In summary, five factors of motivators have positive association with the job satisfaction. Among five factor of motivators, personal growth has the strongest relationship with the job satisfaction ($r=0.710$).

4.5 Regression Analysis of Job Satisfaction on Hygiene Factors

It is important to consider which factors out of the seven facts can significantly explain Job Satisfaction on hygiene factors.

Table (4.19) Regression Result of Level of Job Satisfaction on Hygiene Factors

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.160	.387		2.997	.004
Working Condition	-.110	.141	-.093	-.782	.436
Pay	.026	.155	.024	.167	.868
Company Policy	.011	.161	.010	.066	.948
Supervision	.062	.122	.074	.511	.611
Interpersonal Relationship	.385	.151	.364	2.552	.012
Fringe Benefit	.162	.073	.222	2.232	.028
Working Security	.152	.114	.147	1.338	.184
n=100, $R^2 = .418$, $F=9.432$ (p-value = 0.000)					

Source: Survey data, 2018

Note: Significance levels indicate that ** 0.01 (1%) and * 0.05 (5%) respectively.

For this purpose, the multiple regression analysis is conducted and the results are reported in Table (4.19). The results show that the coefficients in the model are

significant in interpersonal relationship at 1% level and fringe benefit at 5% level, which is indicated by the value of F-statistic. In addition, individual coefficients have expected positive signs except working condition.

Among all of seven independent variables in the model, only interpersonal relationship and fringe benefit are significant. 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 interpersonal relationship factor increases by 1 unit, while other thing remain unchanged, level of job satisfaction will increase by .385 unit. If the score of fringe benefit factor increases by 1 unit, while other thing remain unchanged, level of job satisfaction will increase by .162 unit.

As the performance of regression model, the model can explain about 41.8% of the variation of the job satisfaction on hygiene factors. Therefore, among the seven factor of hygiene factor, interpersonal relationships are key determinant of job satisfaction.

4.6 Regression Analysis of Job Satisfaction on Motivators

It is important to consider which factors out of the five facts can significantly explain Job Satisfaction on motivator.

Table (4.20) Regression Result of Level of Job Satisfaction on Motivator

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.395	.305		1.293	.199
Achievement	.080	.126	.081	.632	.529
Recognition	.278	.104	.302	2.680	.009
Responsibility	.072	.127	.061	.571	.569
Work Itself	.094	.114	.089	.828	.410
Personal Growth	.327	.111	.330	2.932	.004
n=100, $R^2 = .591$, $F=27.139$ (p-value = 0.000)					

Source: Survey data, 2018

Note: ** indicates that 0.01 (1%) significance level.

For this purpose, the multiple regression analysis is conducted and the results are reported above in Table (4.20). The above results show that the coefficients in the model are significant personal growth and recognition at 1% level, which is indicated by the value of F-statistic. In addition, individual coefficients have expected positive signs. Among all of five independent variables in the model, only personal growth and recognition are significant. 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 personal growth factor increases by 1 unit, while other thing remain unchanged, level of job satisfaction will increase by .327 units. If the score of recognition factor increases by 1 unit, while other thing remain unchanged, level of job satisfaction will increase by .278 unit.

As the performance of regression model, the model can explain about 59.1% of the variation of the job satisfaction on motivator. Therefore, among the five factor of motivator, personal growth is key determinant of job satisfaction.

CHAPTER V

CONCLUSION

This chapter describes the findings and suggestions and need for further research.

5.1 Findings

To explore the motivation factors of the company, the data was obtained by conducting personal interview Deputy General Manager of human resource department. Primary data was collected sampled employees by using structured questionnaires. Specifically, this study tests the two research questions: (1) whether the motivation factors impact upon the employee's satisfaction and (2) whether hygiene factors impact upon the employee's satisfaction.

Herzberg's Two-Factor Theory is applied in this study. Thus, hygiene factor consists of working condition, pay, company policy, supervision, interpersonal relationship, fringe benefit and working security. And then, motivator includes achievement, recognition, responsibility, work itself and personal growth.

In hygiene factors, there are two relevant statements for fringe benefit, three relevant statements for working security, five relevant statements for pay and four relevant statements for remaining factors. In working condition, employees are most agreed enough safety and secure in working area while they are less agreed the lunch break given in the company. For pay factor employees are most agreed receiving flexible working hours while they are less agreed in which salary is reasonable and fair to those of the same position when comparing with similar organization.

For company policy component variable, employees are most agreed giving information about policy to employees such as Leave policy while they are less agreed company's rules for promotion. With supervisor factor, employees are most agreed discussing work problems with supervisor freely while they are less agreed clearing instruction and systematic training to employees by supervisor and mutual respect and understanding with supervisors. In interpersonal relationship component variable, employees are most agreed mutual relationship with other employees while they are less agreed mutual respect with supervisors peers and subordinates.

In fringe benefit factor, employees are most agreed trips arrangement for all staffs while they are less agreed holding staff party. For working security factor which is final component variable, employees are most agreed in which job is secure, and guarantee and stability while they are less agreed the retirement program such as general provident fund. Regarding hygiene factors, it can be concluded that all factors reduced dissatisfaction of employees in the work. Therefore, employees are most agreed on interpersonal relationship while employees are less agreed on working conditions factor.

In motivators, there are five relevant statements for achievement and four relevant statements for remaining factors. In achievement factor which is first component variable, employees are most agreed in which work is of value in my department while they are less agreed in which seniors recognize for my achievement. For recognition component variable, employees are most agreed perceiving of encouragement while they are less agreed involving in solving problems. In responsibility factor, employees are most agreed taking responsibilities in matching with skills and abilities and working voluntarily in weekend or without taking rest while they are less agreed delegation for participation in decision making in the work.

For work itself factor, employees are most agreed challenging and stimulating in the work while they are less agreed enjoying at work every day and increasing performance. In personal growth factor which is the final component variable of motivators, employees are most agreed improving personal skills, experience and performance while they are less agreed measuring promotion on the performance appraisal. Regarding the motivators factors, it can be concluded that employees are satisfied on motivator factors of Good Brothers' Company Limited. Especially, employees are most satisfied on personal growth while they are slightly satisfied responsibility factor. Thus, employees not only are not dissatisfied to the hygiene factors but also are satisfied with motivator factors.

According to the correlation between both job satisfaction and hygiene factors and job satisfaction and motivator factors, the result show that they are positive and significantly correlated with job satisfaction. Based on the regression and correlation result, motivator factors are mainly related to job satisfaction than hygiene factors in

the study. Therefore, it can be concluded that the most significant factor is motivator factor provided by the Good Brothers' Company Limited.

5.2 Suggestions

The success of the organization depends on motivation of the employees. The motivation comes from within an individual. Under this study, working conditions are less prevents dissatisfaction among hygiene factors. Therefore, management should provide an atmosphere for the attainment of high productivity, which will in turn give employees a feeling of satisfaction. Management should also provide to make materials and equipment that will enhance effective performance of workers available.

And then, fringe benefit factor and working security are less agreed to prevent job dissatisfaction. Thus, they should arrange the retirement program carefully. They should regard welfare of its employee as its first priority. Furthermore, management should make efforts to improve salary; company policy and supervision to certain standard that will make employees feel happy about their job. Interpersonal relationship is the most influential among hygiene factors to decrease dissatisfaction because they built co-operation and team work performance and social relationship properly between subordinates, peers and supervision.

The study has shown that employees are of the say that the hygiene factors are less agreed rather than motivator factors as confirmed by the results of the regression. Thus, it is recommended that managers prioritize and concentrate less on those factors that will satisfy their employees highly as presented in the study. Moreover, it is also recommended that managers exercise much more emphasis and resources towards the hygiene factors which employees decrease dissatisfaction. The study results suggest that the importance of hygiene factors cannot be ignored since they do have an effect on the job involvement of participants, though the impact level is significantly less than the motivators.

Responsibility is less satisfied and motivated in the motivator factors. Employees should be delegated for participation in decision making in the work. Moreover, Employees should be given the opportunity and responsibility to contribute their ideas to the affairs of the organization as this will boost their morale and consequently lead to higher productivity. And then, recognition is slightly satisfied

and motivated among the motivator factors. Therefore, management should give employees positive recognition when high quality of work is complete. This company should offer good benefit package compared to other organization.

Furthermore, management should make efforts to improve achievement, work itself and personal growth. In this motivator factors, personal growth is the highest satisfied and motivated because employees received new knowledge, exposure and experience from the training. Management encouraged employees to set higher own goals.

The study has manifested that employees believe that motivator factors highly influence the degree to which they feel satisfied with their job as confirmed by the results of the regression. Therefore, it is recommended that managers address and put more resources to those motivator factors which the employees believe highly influence their job satisfaction and motivation.

The influence of variables work motivation and employee's job satisfaction in this study are positive and significant. Therefore, employee performance increases when working motivation increases. Job Satisfactions have positive and significant impact on organizational commitment. If the job satisfaction is high, then it will last longer for workers to continue working in the company and develop a career in the company.

5.3 Need for further Research

Job satisfaction is a very critical component of performance in all the various industries. In this study, employee motivation is analyzed only by Two Factor Theory. Thus, GBS Company should also study with other motivation theories such as Maslow's Hierarchy Need of Theory, Acquired Need Theory and ERG Theory etc. Next, a replication of this study using different methodology for data collection and analysis, with a similar population of GBS employees, might be made.

And then, motivational factors of GBS Group of Companies should be made for the further study. Therefore, the relationship between motivational factors, employee performance and organizational commitment of GBS Group of Companies should also be studied. Therefore, the other motivational factors such as leadership style, feedback and on the other human resources management practices should also

be studied in similar industry. This sort of study may help to further clarify and to further validate the findings.

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APPENDIX A

Research Questionnaire for the study of Motivational Factors

Part-I Demographic Data

Please Circle the appropriate answer.

1. Age

21-25

26-30

31-35

36-40

41-45

46 and above

2. Gender

Male

Female

3. Educational Level

Under Graduate

Graduate

Post Graduate

4. Marital Status

Single

Married

5. Position

Manager

Assistant manager

Supervisor

Executive

Assistant

Helper

6. Salary Range(Kyats)

150,000 – 250,000

250,001 – 350,000

350,001 – 450,000

450,001 and above

7. Working Experience

Less than 1 year

1 to 2 years

2 to 3 years

More than 3 years

APPENDIX B

PART-II Main Survey Data

According to your level of satisfaction, please answer the following statements by tickling only one appropriate box on the right side of each question,

Strongly Dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly Satisfied
1	2	3	4	5

“Hygiene Factors”

No	Working Condition	1	2	3	4	5
1	I feel satisfied the utilization of equipment and facilities.					
2	I am safety and secure in working area.					
3	I am proud to work for my company because of pleasant and comfortable working condition and healthy atmosphere such as ventilation system.					
4	I feel satisfied the lunch break given in the company.					
	Pay	1	2	3	4	5
1	I received fit salary.					
2	GBS arranges flexible working hours.					
3	GBS has other benefit program such as Health Care Benefit.					
4	When GBS compares with similar organization, salary is reasonable and fair to those of the same position.					
5	GBS provides me for overtime working hours.					

		1	2	3	4	5
	Company Policy					
1	GBS clearly describes job description and job specification.					
2	I am proud to work this company because of increasing periodically salary.					
3	Company's rules for promotion very clearly specify.					
4	GBS is giving information about policy to employees such as Leave policy.					
	Supervision	1	2	3	4	5
1	I feel satisfied at work because of good leadership skills and abilities.					
2	There is clear instruction and systematic training to employees by supervisor.					
3	There is mutual respect and understanding with supervisors.					
4	I am discussing work problems with supervisor freely.					
	Interpersonal Relationship	1	2	3	4	5
1	I feel that GBS has mutual relationship with other employees.					
2	GBS has co-operation and team work performance.					
3	All staffs is sharing information and knowledge within the company.					
4	There is mutual respect with supervisors, peers and subordinates.					
	Fringe Benefit	1	2	3	4	5
1	GBS holds staff party.					

2	GBS makes trips arrangement for all staffs.					
	Working Security	1	2	3	4	5
1	I believe my job is secure, and it gives guarantee and stability.					
2	GBS arranges the retirement program such as general provident fund.					
3	My workplace is located in an area where I feel comfortable.					

“Motivators”

No	Achievement	1	2	3	4	5
1	I feel that I have the opportunity to reach own goal.					
2	I perform variety of tasks made challenging.					
3	Seniors recognize for my achievement.					
4	I feel that my work is of value in my department.					
5	I am proud of job in society.					
	Recognition	1	2	3	4	5
1	I feel positive recognition, acknowledgement and appreciation when I perform the high quality work.					
2	GBS allows me to involve in solving problems.					
3	I receive good benefit package compared to other company.					
4	I perceive of encouragement.					
	Responsibility	1	2	3	4	5
1	I am taking responsibilities in matching with					

	skills and abilities.					
2	There is delegation for participation in decision making in the work.					
3	I am having an opportunity to take other's responsibility.					
4	I am working voluntarily in weekend or without taking rest.					
	Work Itself	1	2	3	4	5
1	My job is challenging and stimulating in the work.					
2	I am enjoying at work every day and increasing performance.					
3	I am feeling a greater sense of dignity and safety.					
4	I have the opportunity to give help to other people.					
	Personal Growth	1	2	3	4	5
1	I am proud to work in my company because of training that received match to do the job well.					
2	My job allows me to improve personal skills, experience and performance.					
3	GBS is encouraging to creativity and own idea.					
4	Promotion based on the performance appraisal.					

	"Job Satisfaction"	1	2	3	4	5
1	I understand the importance of my role to the success of the organization.					
2	I am satisfied with what I achieve at work.					
3	I am happy with the way my colleagues and supervisors treat me.					
4	I feel this organization has created an environment where I can do my best work.					
5	I feel like I am a part of the company.					