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DEPARTMENT OF COMMERCE**

**INFLUENCING FACTORS OF EMPLOYEE MOTIVATION IN
AUNG YADANA HOSPITAL**

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**INFLUENCING FACTORS OF EMPLOYEE MOTIVATION IN
AUNG YADANA HOSPITAL**

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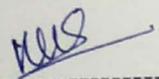
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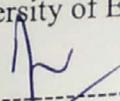
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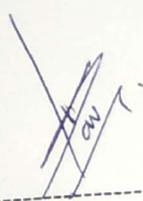
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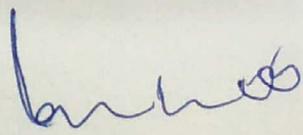
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ABSTRACT

This study intends to study motivational practices and the motivational factors on employee satisfaction in Aung Yadana Hospital. The objectives of the study are to identify the motivational practices in Aung Yadana Hospital and to analyze the influencing factors of employee's motivation in Aung Yadana Hospital. The study is conducted among 120 medical professionals including medical officers, nurses, laboratory technicians, radiology technicians and pharmacists. Questionnaires are used to collect data by using simple random sampling method. This study uses the descriptive research method. Data is analyzed for employee motivation using statistical software SPSS 22.0. This study is applied on Herzberg's two factor theory of motivation. According to the survey, it is found that all levels of employees are satisfied with hygiene factors. Thus, they dispel their dissatisfaction although they don't reach to the satisfaction level. According to analysis on motivators, managerial level is more satisfied with achievement factor while non-managerial level is more satisfied with personal growth factor among other motivation factors. But, it is found that all employees are fairly satisfied with all motivators of Aung Yadana Hospital. And then, it can be concluded that employees dispel dissatisfaction with hygiene factors and reach to satisfaction level with motivators factors of AYC. Based on the result of this study, Aung Yadana Hospital should maintain existing motivators and hygiene factors in order to improve employee's satisfaction and to retain employees for achieve organizational commitment.

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LIST OF ABBREVIATION

OPD	Out-Patient Department
IPD	In-Patient Department
MO	Medical Officer
AMO	Assistant Medical Officer
JMO	Junior Medical Officer
OT	Operation Theatre
ICU	Intensive Care Unit
SOP	Standard Operating Procedure
O&G	Obstetrics and Gynecology
OT	Operation Theatre
SPSS	Statistical Package for the Social Science

CHAPTER 1

INTRODUCTION

Motivation is defined as which energizes, directs, and sustains human behavior. It indicates the intention of achieving a goal, leading to goal-directed behavior. It is important to reach futuristic organizational goals. In human resource management, the term motivation refers to a person's desire to do the best possible job or to exert the maximum effort to perform assigned tasks. Motivation is necessary for work performance because if people do not feel inclined to engage themselves in work behavior, they will not put in necessary efforts to perform well.

Job satisfaction has been defined as pleasurable emotional state resulting from the appraisal of one's job; and affective reaction to one's job; and an attitude towards one's job. Motivators contribute to job satisfaction and include achievement, recognition, the work itself, responsibility, advancement, and growth. An absence of job satisfaction can lead to poor motivation, stress, absenteeism, and high labor turnover. There are many factors which affect job satisfaction like: communication overload and communication underload, superior subordinate communication, effective human resources practice, emotion, genetics and personality.

Organizational success depends heavily on employee motivation, and managers must understand what motivates their employees. Understanding the concepts of motivation could assist incompetent and inexperienced managers, in terms of employee motivation, identify what motivates their employees. Employee motivation and satisfaction leads to organizational success.

Healthcare is categorized as the service-based and the hospital is the principle institution for healthcare providers in modern medical practice. Hospital industry is a labor and capital intensive industry. Nowadays hospitals are trying the best to acquire most talented clinical staffs from different stream of skill sets for efficient operations. Competent manpower is what sets a hospital exclusive from other service providers in market and builds long lasting growth oriented brand equity. Employees in service-based industries like hospital influence patient satisfaction as employees takes an increasing role in driving organizational performance. One of the most important ways that employees affect performance is in their interactions with customers.

Improved productivity of the organization is derived from motivated employees of a particular organization. The healthcare industry requires a more skilled workforce today as a result of advancement in medical technology and the demand for more sophisticated patient care. Employee satisfaction among healthcare professional is increasingly being recognized as a measure that should be included in quality improvement programs. Low satisfaction of employees can result in increased staff turnover and absenteeism, which affects the efficiency of health service (Ramasodi JMB, 2010). Dissatisfaction of employees leads to loss of productivity. The motivated and satisfied employees are capable ones who can offer better quality healthcare service. The satisfaction of customer is directly related to quality service delivered. The satisfied customers become loyal customers and improve the organizational performance and gain profit.

1.1 Rationale of the Study

Myanmar healthcare services are provided by public and private sectors. Private healthcare gets higher customer recognition than the former one. The private healthcare sector has been growing rapidly due to developing market economy in Myanmar. Aung Yadana Hospital is one of the private hospital in Yangon. It provides quality healthcare service to patient from both downtown and district areas of Yangon.

This study intends to evaluate job satisfaction and motivation of employees in the organization. Because of difficulties of keeping good employees, they become the most valuable resource for business. When employees are happy to work, the goals of the business will be accomplished. The most important factor that affects employee satisfaction is motivation. Employee satisfaction is an important success factor for all organization.

Organization should use motivational factors such as pay, promotion, bonus, or other types of rewards to encourage high level performance of employees. Managers have to find the right combination of motivational situations.

Healthcare is an extremely people based industry. Medical personals are interactive persons between patients and organization and also direct contact persons to provide quality health services to patients. Service quality is especially needed in

healthcare industry that gives ample benefits for well-being of customers. To provide better quality service, it is necessary to motivate healthcare service providers for their high performance. To motivate healthcare service providers, management needs to aware and understand the motivation factors of the employees. The best way to satisfy patient is by viewing employees as internal customers and by understanding their needs, wants, expectation and concerns their level of satisfaction. When employees are more motivated and more satisfied, it can lead to better quality of healthcare and higher patient satisfaction and also enhance hospital performance.

Although there are 32 private hospitals in Myanmar, this paper studies only Aung Yadana Hospital. This hospital performs several services for customers and has many departments according to their roles. The Aung Yadana Hospital was established in 1998 as an out-patient specialist polyclinic providing primary healthcare services in private sector. This study emphasizes on motivation and satisfaction of medical employees in Aung Yadana Private Hospital since employee motivation is a significant element for assessing performance of healthcare service in the service industry.

1.2 Objectives of the Study

The objectives of the study are:

- (1) To identify the motivational practices of Aung Yadana Hospital
- (2) To analyze the influencing factors of employee motivation in Aung Yadana Hospital

1.3 Scope and Method of the Study

Descriptive statistics method is used for analyzing the data. This study is based on the primary data and secondary data. Primary data is collected from managerial and non-managerial level employees with questionnaires to obtain information about their satisfaction on motivation factors of medical employees. In this study, 120 respondents from all medical departments of Aung Yadana Hospital using convenience sampling method. The sample employees contribute 33 percent of medical employees selected by convenient sampling. This study focus on motivational factor that affect the employee satisfaction in Aung Yadana Hospital by

using Herzberg's Two-Factor theory. Each question of motivation is anchored with five points Likert's scale. Secondary data is gathered from Aung Yadana Hospital's records, previous thesis, research papers, texts books and internet website.

1.4 Organization of the Study

This paper is organized by five different chapters. Chapter 1 includes introduction for this paper, rationale of the study, objectives of the study, scope and method of the study. Chapter 2 contains theoretical background on motivation and important of employee motivation, motivation theory, satisfaction and important of employee satisfaction. Chapter 3 describes profile of Aung Yadana Hospital and the motivation of medical employees in the hospital. Chapter 4 is the analysis on the employee satisfaction of Aung Yadana Hospital. Chapter 5 is conclusion that presents the findings, discussion, suggestion, recommendations, limitation and need for further studies.

CHAPTER II

THEORETICAL BACKGROUND

This chapter includes the theoretical background of motivation which is one of the functions of human resource. It also includes concept of motivation, importance of motivation, motivation theories, and Previous Studies of Herzberg's Two-Factor Theory.

2.1 Concept of Motivation

Many contemporary authors have defined the concept of motivation. Daft (2008) defined as motivation is the arousal, direction, and persistence of behavior. Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Kreitner (1995) also defined motivation as the psychological process that gives behavior purpose and direction. Buford, Bedeian, and Lindner (1995) described that motivation is a predisposition to behave in a purposive manner to achieve specific, unmet needs, Higgins (1994) defined motivation as an internal drive to satisfy an unsatisfied need, and Bedeian (1993) as the will to achieve. Moorhead and Griffin explained motivation as the set of forces that causes people to engage in one behavior in an organization, a person's level of effort and a person's level of persistence.

Motivation is the act of stimulating someone or oneself to get a desired course of action or to push the right bottom to get a desired reaction. Michal, J. Jucius. Motivation is a process of including, inspiring and energizing people to work willingly with zeal, initiative, confidence, satisfaction and an integrated manner to achieve desired goals. It is a moral boosting activity. A man cannot be pulled from the front or pushed from behind. He can be only moved from within. The why of behavior, motivation is a hypothetical construct that intervenes between stimulus and a response process of motivation involves four steps: motive, behavior, goal and feedback.

- Motive: It indicates the inner state of mind that energizes, activates or moves a person and directs his behavior towards goals.

- Behavior: Behavior is the sum of various activities and attitudes of a person.
- Goals: Motives generally create a state of disequilibrium physiological or psychological imbalances within the individual. Attaining the goal restores this balance.
- Feedback: The system of feedback is important to understand and analyze the motives, behavior, goals and incentives for motivation.

2.2 Types of Motivation

There are two types of motivation such as intrinsic motivation and extrinsic motivation. In humans, intrinsic motivation is not the only form of motivation, or even of volitional activity, but it is a pervasive and important one. 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.

2.2.1 Intrinsic Motivation

Intrinsic motivation means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire and therefore importance is attached to it. Below are some examples:

- Acceptance: We all need to feel that we, as well as our decisions, are accepted by our co-workers.
- Curiosity: We all have the desire to be in the know.
- Honor: We all need to respect the rules and to be ethical.
- Independence: We all need to feel we are unique.
- Order: We all need to be organized.
- Power: We all have the desire to be able to have influence.
- Social contact: We all need to have some social interactions.
- Social Status: We all have the desire to feel important.

2.2.2 Extrinsic Motivation

Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task. Extrinsic motivation is external in nature. The most well-known and the most debated motivation is money. Below are some other examples: Employee of the month award, Benefit package, Bonuses, Organized activities.

2.3 Importance of Motivation

Employees are essentially most important aspect of an organization. Employee motivation affects productivity, and part of a manager's job is to channel motivation toward the accomplishment of organizational goals. Thus, the basic job of a manager or a supervisor is to work done by his employees. In order to do this successfully, the manager or supervisor must be able to understand the underlying psychological processes that motivate his employees. So motivation is a challenge for managers because motivation arises from within employees and typically differs from each other. Employee's goals must be aligned with the organization's mission and vision for creating and maintaining a high level of motivation. That can lead to productivity, improved work quality and financial gain across all departments.

That is because a motivated employee is a productive employee and a productive employee is a more profitable employee. When employees are not motivated, they become less productive, less creative, and less of an asset to the company.

2.4 Herzberg's Two-Factor Theory of Motivation (Motivation-Hygiene Theory)

There are numerous motivation theories that have influenced the way organizations manage employees to achieve the motivated work force. According to Richard L. Daft (2008), employee motivation is dominated by three types of theories. These are content theories, process theories and reinforcement theories. A lot of research papers have been conducted in the field of motivational theories. Herzberg's theory of motivation is utilized as the theoretical framework for this study. Herzberg's theory is linked to hygiene factors and motivators approach to motivation. This is so-

called exploratory part of this study. Then satisfaction level of employees on the motivator factors provided by the organization is analyzed as analytic part of this study.

Herzberg's two-factors theory is a content theory. Fredrick Herzberg, a behavioral scientist proposed two-factor or hygiene-motivation theory to learn about the motivational characteristics of workers (Herzberg et al., 1959). Herzberg's theory follows Maslow's Hierarchy of Needs Theory's major concepts. The two theorists, Maslow and Herzberg, attempted to identify factors motivating individuals to satisfy their needs (Ball, 2003). Herzberg analyzed the job attitudes of 200 accountants and engineers who were asked to recall when they had felt positive or negative at work and the reasons. Herzberg found out that people who felt bad. The results formed the basis of Herzberg's "Motivation-Hygiene Theory".

Thus, Herzberg's theory of motivation postulates that the satisfaction and dissatisfaction the function of two need systems, namely, hygiene factors and motivators. These two sets of factors influence satisfaction and dissatisfaction of employees at work. Some factors result in satisfaction whiles other factors prevent dissatisfaction. According to Herzberg, the opposite of "satisfaction" is "no satisfaction" and the opposite of "dissatisfaction" is "no dissatisfaction".

2.4.1 The Hygiene Factors

Herzberg (1996-2003) referred to the factors such as working conditions, pay and security, company policy, supervisors and interpersonal relationships as "hygiene" or "extrinsic factors". The hygiene factors are also referred to as dissatisfiers or maintenance factors in the organization. In addition, the factors are similar to the first three needs level of Maslow which are; physiological needs, safety needs and belongingness needs. Hygiene needs do not directly relate to a person's work but to conditions that surrounding a job. The hygiene factors cannot motivate the employees but can reduce the level of dissatisfaction. Poor hygiene factors promote dissatisfaction. However, good hygiene factors do not promote motivation but simply reduces dissatisfaction. Hygiene factors are not direct motivators but are necessary to prevent dissatisfaction. At the same time these factors serve as a starting

point for motivation. However, improvements in these conditions do not create motivation. (Huling, 2003).

- (i) **Working condition** – The environment in which the employees work should be a safe, clean and convenient place to practice. The equipments and materials should be updated and well-maintained.
- (ii) **Pay and security-** The pay or salary is not a motivator but employees will be happy if their salaries are perceived to be fair and reasonable. It must be equal and competitive to those in the same industry. The organization must provide job security to the employees.
- (iii) **Company policies-** Policy is an overall plan which contains the general principle of the organization. Policies should be fair, applied equally to all, easily accessible and updated regularly. Policies should be compared with practices to make appropriate amendments. The hospital should have clear policies about salaries, raises, bonuses, promotion, working hours, leave, holidays and healthcare plan.
- (iv) **Supervisors-** Appointing a good supervisor is essential to enhance employee's levels of satisfaction. However, not all good employees make good supervisors. All supervisors should have good leadership skills as poor leadership can decrease.
- (v) **Interpersonal relationships-** Lack of friendliness and a poor team spirit among employees could lead to the dissatisfaction. So the relationship of employees with peers, supervisors and subordinates should be appropriate and acceptable. Conflicting situations among employees may result from a lack of management support or from having much responsibility (Syptak et al, 1999).

2.4.2 The Motivators

According to Herzberg, the motivators pertain to the job content; they are intrinsic to the job itself. The presence of motivators increases the satisfaction and motivation level. They are therefore called satisfiers or motivators. These factors include achievement, recognition, responsibility, work itself and personal growth. They are factors that increase satisfaction and morale (Hong, 2011). These factors are similar to fourth and fifth needs level of Maslow: esteem needs and self-actualization needs. They are significant for productivity, giving the employee a sense of

fulfillment. The absence of these factors does not prove highly dissatisfying but when present, they build strong levels of motivation that result in good job performance. Thus, the motivators help to increase employee satisfaction and enhance performance in the organization (Herzberg et al, 1959).

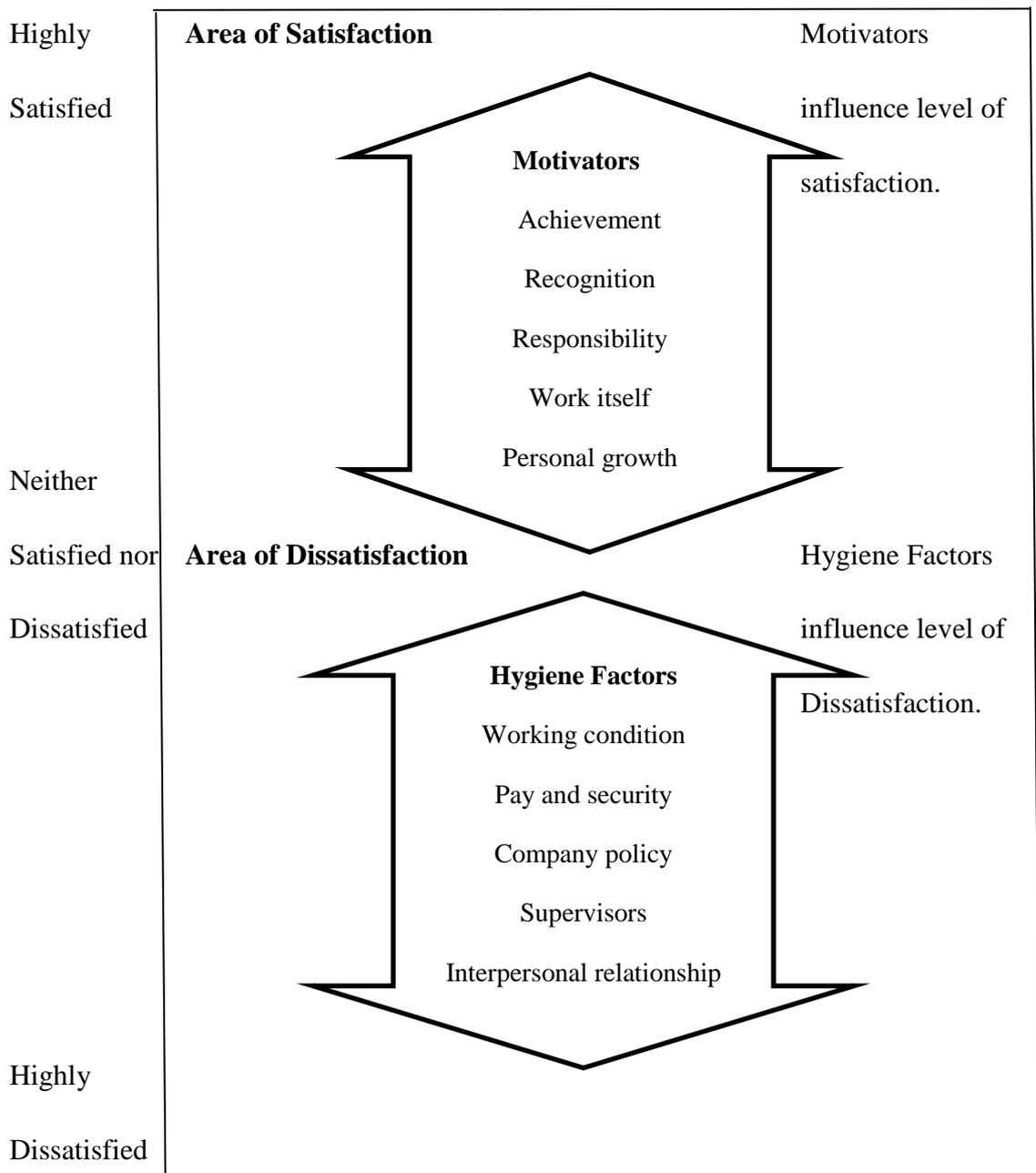
- (i) **Achievement-** Employees need challenges and are happy if they are allowed to utilize their expertise. The organization should have definite, achievable goals and standards that each employee should understand. Regular feedback to employees is essential to maintain their performance levels.
- (ii) **Recognition-** Employees are happy if the organization shows interest in them and if their contributions are recognized. Praising individuals giving a bonus or having a formal recognition program like employee of the month and customer care awards.
- (iii) **Responsibility-** Responsibility implies having control over and being accountable for an allocated duty. Autonomy is very important to employees as this makes them assume ownership of their work. As the individual matures, more challenging and meaningful responsibilities could be added while avoiding work overload.
- (iv) **Work itself-** Motivation implies that individuals should feel that their work is meaningful, interesting and challenging. Employees should know that their contributions are essential to the success of organization.
- (v) **Personal Growth-** An employee wishes to make progress in his/her job and to develop. At times the organization might not have positions for promotions but could create a new. Supporting ongoing education could make employees feel more valuable and fulfilled professionally. All these could enhance motivation, satisfaction and intentions to stay with the current employer (Syptak et al, 1999).

Herzberg emphasized motivators (intrinsic factors) more than the hygiene factors (extrinsic factors), as they are more important for the individual's potential to achieve higher levels of satisfaction. Herzberg's theory of motivation indicates that once the hygiene factors are properly addressed, the motivator will promote satisfaction and productivity (Barrentt and Myrick, 1998).

Herzberg theory is largely responsible for the practice of allowing people greater responsibilities for planning and controlling their work, as a means of increasing motivation and satisfaction. The relationship between motivation and satisfaction is not overly complex. The problem is many employees and managers look at the hygiene factors as a way to motivate the employees. In fact, beyond the very short term, they do very little to motivate. Management takes less effort to raise wages than it does to reevaluate company policies and redesigning the jobs for maximum satisfaction. Management in organization must identify and address things that make employees unhappy about the workplace environment. Furthermore, management has a responsibility to ensure that employees are treated fairly and developing employees to grow within their jobs and giving opportunities for achievement.

As Frederick Herzberg explained in his theory, it does not take only the motivators to motivate employees neither does it take the hygiene factors to remove dissatisfaction. To motivate and satisfy employees, managers need to effectively blend the factors well to suite the special needs of their employees. To the extent that managers understand employee needs, they can design rewards systems to meet them and direct employee energies and priorities toward attaining organizational goals (European journal of Business and management, 2011).

Figure 2.1 Herzberg's Two-Factor Theory



Source: Daft, Richard L., (2008)

2.5 Previous Studies of Herzberg's Two-Factor Theory

The groundwork of Two-factors Theory is built on the factors for employees' job satisfactions. According to Spector (1997), Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". It has been recognized to have its positive impact on organizational performance and employees' commitments (Levy, 2003); on the contrary, contrariwise with

absenteeism and turnover intentions (Yousef, 2000). Following the definitions provided, it may assume that if individuals place high preferences on Extrinsic Factors such as Working Environment or Supervision, then the Extrinsic Factors will have positive effects towards their job satisfactions, rather than only prevent their dissatisfactions and keep them in a neutral feeling.

In order to support such assumption, several research finding have being introduced. A finding that found contradicted with Herzberg's finding is carried out by Schroer (2008). The researcher used the Two-Factor Theory to study the impact of demographical factors on job satisfaction. Findings arrived from the study has concluded that overall job satisfaction was related to age and educational level, and that level of Extrinsic an Intrinsic Motivation Factors were very among occupational groups of people. Besides, another case study that covered two Universities in Kuala Lumpur, Malaysia to understand their job satisfaction factors was also found in support to the idea of criticism. Ten major factors corresponding to job satisfaction using Herzberg Two Factor theory were utilized to determine how these selected factors are related to job satisfaction of Malaysia faculty members (Edward & Teoh, 2009). Interestingly, present of Extrinsic Motivation Factors have positively contributed to respondents' job satisfaction; while absent of Intrinsic Motivation Factors don't really neutralized their feeling, but have de-motivated them.

In China, a study conducted by Fang Yang (2011) has found that all Extrinsic Motivation Factors can motivate employees in China to work hard. The finding has shown a reverse effect where Extrinsic Motivation Factors have overridden Intrinsic Motivation Factors to be the first and second highest motivation factor for workers in China. Lastly, a recent empirical research from Wan Fauziah and Tan (2013) has found that the factor of generations plays an important role in determining employees' favorability in Intrinsic Motivation Factors to perform Citizenship Performance in their workplace. Older generation of worker were found vice versa, where their Citizenship Performance was motivated by Intrinsic Motivation factors and demotivated by Extrinsic Motivation factors.

In a study presented by Stringer et. al. (2011) examines the implications of a pay-for-performance system on Intrinsic and Extrinsic motivation factors and job satisfaction of front-line employees at a retailer in Australasia. They concluded pay

and benefits have strongest association with job satisfactions. In Malaysian context, a research carried out by Ibrahim and Boerhaneoddin (2010) also suggested factor of compensations has a significant effect on job satisfactions. Another research from Islam and Hj. Ismail (2008) which widely survey on more than 500 workers scattered over 96 various Malaysian organizations have concluded their results where factor of pay was found effective in motivating their respondents.

Moreover, Asriet. al. (2007) has studied employees' organizational commitment in SMEs as well as the relationship between commitment and job satisfaction in the manufacturing sector. Based on a case study of 236 employees in Small and Medium Enterprises in Kuala Terengganu, they found employees' organizational commitments have a significant correlation with their perception of pay. In a research of Ponnu and Chuah in 2010 involved 172 respondents from various job levels and industrial backgrounds, they presented the strong significant relationship between organizational justice and organizational commitments. Their respondents have shown a shared behavior where their perceptions towards organizational procedural and distributive justice will positively affect their organizational commitments. Moreover, the results also revealed that procedural justice are more important than distributive justice in influencing employees' organizational commitments.

To define the relationship between supervisory factors and job satisfactions, Edwards and Rothbard (1999) provided their statements in supporting strong social relations found within the work environment will enhancement employees' job satisfaction and productivity. Another research finding contributed by Lin and Lin (2011) on supervisory factors has revealed a positive relationship between leader-member interactions and job satisfactions. The respondents from the research have revealed strong satisfactions on their jobs when they experienced positive interactions with their supervisors. In Malaysia context, Asriet, al, (2007) have concluded their research results as factor of supervisors have significantly influenced job satisfactions and organizational commitments. The above studies have successfully supported earlier statements that the better the coordinative relationship in terms of trust, confidence, and respect between leaders and followers, the higher rate of employees' job satisfactions arriving from supervisory factors will be achieved (Weng, Lai, Li,

2010). As summary, the hygiene factor of supervision is concluded with a positive relationship with job satisfactions.

A research in Malaysia retail sectors contributed by Tan and Amna (2011) have concluded the factor of working condition as the highest significant for job satisfaction. From a total of 152 sales personnel from women's clothing stores in shopping mall of Bandar Sunway, Regression analysis has demonstrated that the respondents valued their working conditions to be the most significant for their job satisfactions. On the other hand, a research contributed by Rafikul and Ahmad (2008) also concluded a positive relationship between good working condition and motivation. Compare to their respondents who hold professionals, bachelor and master degree, PhD and certificate holders have ranked the factor of working condition as the most important among other motivation and hygiene factors. Lastly, a study conducted by Jaafaret. al. (2006) has justified the importance of hygiene factors among Malaysia employees' job satisfactions. Respondents from the research have answered the factor of working condition has influencing power in their satisfactions towards their organizations.

According to Casper and Harris (2008), the balance between employees working hours and personal time will improve employees' organizational commitments and reduce turnover intentions. From a research of Saraswathi (2011), the factor of Personal Life has found to be the most important in motivating non-IT employees in India. The results although found incompatible with Herzberg' Two-Factors Theory where Hygiene factor only play as mediator to prevent dissatisfaction, however, the researcher has explained that this results may be due to difference in the need of employees, work contexts and types of organizations.

Since most of results arrived has shown the existence of Extrinsic factors towards employees' motivation, it is recommended that Herzberg Two-Factor theory should be used as single group of determinant for employee's job satisfactions. When applied to work motivation, the theory can be explained as follow. Intrinsic and Extrinsic Motivation factors will go thru employees' preferences for motivation factors in order to turn up their work motivation.

CHAPTER III

MOTIVATIONAL PRACTICES OF AUNG YADANA HOSPITAL

This chapter includes the profile and organization structure of Aung Yadana Hospital. It also presents how to provide motivation factors of medical employees by the hospital.

3.1 Profile of Aung Yadana Hospital

The Aung Yadana Hospital is founded as a private medical center established in 1998 which was started as an out-patient specialist poly-clinic by providing quality primary health care services in private sector. After 4 years' success of out-patient specialist clinic, that was discovered the potential of our endeavors and healthcare needs in community, so they took first step in motion as more comprehensive and integrated specialist medical centre which can provide 24-hour in-patient and out-patient service, delivery care embedded with special nursing care. Additionally, minor or major surgical intervention can be done easily with full facilities, finest hygiene and 24 hours accessible. Total 50 private single rooms, one economy compound (12 beds) and one delivery compound were outfitted to standard of hospitals, with an array of suites, single or compound room for offering full complement specialist service, patient comfort and consolation. In 2018, it was upgraded as 100 bedded general hospital providing 17 healthcare services to meet the market demand.

It is located in near the heart of Yangon city, and just a 20-minutes' drive from Yangon International Airport, Aung Yadana Hospital provides medical tourists with ample opportunities to enjoy the city delights and context. The hospital compound, including the 8-storeyed building, the 5-storeyed building and the canteen flat, is situated at No.5/24, Thirigon Estate, Waizayantar Road, 16/2 ward, Thingankyun Township, Yangon. The specialist OPT clinic is situated at No.1, Yadanar Road, 16/2 ward, Thingankyun Township, Yangon.

To perform effective and qualified healthcare service business, Aung Yadana Hospital set its vision, mission and goals as follows.

(a) Vision

The vision of Aung Yadana Hospital is to be a leading edge and exemplary private medical center in providing total quality healthcare service to community with specialized, comprehensive integrated health care facilities and medical professionals.

(b) Mission

The mission statement is to reach quality healthcare service and lifelong well-being with a legacy of clinical excellence and a tradition of patient centered care by providing the better and better total healthcare. The slogans of Aung Yadana Hospital are:

“Better Quality for Good Health”

“Patient Satisfaction in Every Step of Health Care Journey is Our Topmost Concern”

(c) Goals

The goals of Aung Yadana Hospital are as follows:

- (i) To foster and promote the primary healthcare service in private sector.
- (ii) To deliver comprehensive and integrative healthcare service to community.
- (iii) To make specialized care which is more personalized and accessible, one-stop medical service center to both local and international patients.
- (iv) To provide competitive and international standard health care service in local as well as in abroad by co-operating and collaborating with international medical centers, professionals and experts.

(d) Objectives of Aung Yadana Hospital

In order to reach the goals, Aung Yadana Hospital has the following objectives:

- (1) To have consistently demonstrated quality outcomes those bring full percent satisfaction to patient, their families and the entire community for a wide range of medical conditions.

(2) To initiate and expand the healthcare packages dedicated to company and enterprises by opening additional services like planning regular checkup, providing standby consultation and supports regarding to occupational health and environmental health which implied to fully comprehensive approach.

The history and milestones of the development of Aung Yadana Hospital is described as below with the years chronically till current date from its beginning.

Table 3.1 Milestones of Aung Yadana Hospital

Year	Milestones
Current~2017	Continuous medical education is held twice a month for sharing of knowledge and experience by specialist's doctors making change in attitude and also improvement in the skill of the employees.
2015-2016	Training concerning with updated medical equipments and refreshment training for work flow procedures are occasionally provided for all medical employees.
2012-2014	Extended the auxiliary services like food center, ambulance services and so on. Laboratory and other investigative services were also upgraded. Extending new five-floor building.
2008-2011	Upgraded in-patient services, equipped operating theatre facilities for sophisticated surgical intervention and opened occupational health care services.
2006-2007	Provided fully in-patient services at the hospital and appended out-patient services at the hospital and at the clinic as usual before.
2004-2005	Opened partially in-patient services in Aung Yadana general hospital
2003-2002	Established Aung Yadana general hospital with its complex including spacious car parking as well as 24-hours service poly-clinic was still run. Laid foundation and preceded the process of constructing eight-floors building.

2001-2000	Extended the clinic by opening minor operating theatre and day care surgery service.
2000-1998	Opened as Daily Poly-Clinic in 1998 and upgraded to 24-hour service poly-clinic.

Source: Aung Yadana Hospital

3.2 Organization Structure of Aung Yadana Hospital

The Aung Yadana Hospital is organized into two major departments, the medical and business departments. Under these two major departments, there are total of eleven departments as shown in figure 3.1. There are Out-patient Department (OPD), In-patient Department (IPD), Operating Theatre Department, Investing Department, Customer Service Department, Administrative Department, Finance Department, Reception Department, Office Department, Engineering Department and Repair and Maintenance Department. The Medical Department is the chief and responsible to all medical care services. Business Department is managing a Director. According to the organization structure, the employees perform their duties and responsibilities under proper delegation for providing effective and quality services to the patients.

3.3 Numbers of Employees in the Aung Yadana Hospital

Total number of employees according to the occupational field is shown in the table 3.2. It includes medical and non-medical employees of the hospital. In medical employees, there are clinical staffs including medical officers and nurses, and clinical support staffs including laboratory technicians, radiology technicians and pharmacists.

Table 3.2 Number of Total Employees of Aung Yadana Hospital

No.	Occupation	Total Number
1.	Medical officer (MO/JMO/AMO)	38
2.	Nurses (OT/Ward/ ICU)	48
3.	Laboratory Technicians	19
4.	X-Ray Technicians	25
5.	Pharmacists	8
6.	Healthcare assistants	148
7.	General staffs (Sales/ Receptionists/ Other)	56
8.	Maintenance and security	25
	Total employees	367

Source: Aung Yadana Hospital, 2018

There are total of 367 employees from which 138 are medical employees and 229 are non-medical staffs. The medical employees contribute 37.60% of total employees. They perform their duties and also group work as a team to fulfill the effective and integrated healthcare services.

The number of medical employees according to the position on specific occupational field is shown in table 3.3. There are 86 clinical employees which

contribute 23.43% of all medical employees. Supervisors are assigned to clinical staff group in each occupational field and officers to clinical support staffs.

Table 3.3 Number of Medical Employees of Aung Yadana Hospital

No.	Particular	No. of Employee	Total No. of Employee
1.	Medical Officer		38
	MO in Charge	2	
	Senior MO	11	
	Junior MO	25	
	Assistant MO	-	
2.	Nurses		48
	Sister	2	
	Nurse In Charge	6	
	Nurse	25	
	Junior Nurse	15	
3.	Laboratory Technicians		19
	Laboratory Officer	6	
	Laboratory Technician (Medical Technologist)	8	
	Laboratory Technician Grade 1 and 2	5	
4.	Radiology Technicians		25
	Radiology Officer	10	
	Radiographer (Medical Technologist)	15	
5.	Pharmacists		8
	Chief Pharmacist	1	
	Pharmacist	7	
	Total		138

Source: Aung Yadana Hospital, 2018

The nurses contribute the largest number in the medical employees followed by medical officers. Therefore, clinical employees are prominent part in the hospital compared to clinical support staffs of technicians and pharmacists. Moreover, clinical staffs are more interactive between the patients and the organization to provide the quality healthcare service to the patients and performance of the hospital.

3.4 Motivation Factors of Employees in Aung Yadana Hospital

Motivational factors of Aung Yadana Hospital include Hygiene Factors and Motivators.

3.4.1 Hygiene Factors of Aung Yadana Hospital

According to the Frederick Herzberg Two-factor theory, the hygiene factors of Aung Yadana Hospital consists of working condition, pay and security, company policy, supervisors and interpersonal relationships.

Working Conditions

The Aung Yadana Hospital arranges clean, well lighting, good ventilation and sufficient and safe work place for all employees with well equipment furniture. Electric fans for employees at in-patient and out-patient departments and air conditions for operation theatre and investigation departments are provided with the needs of work nature and seasonal conditions. The hospital mainly provides updated medical equipments, instruments and laboratory machines accordingly and stationeries are also fully provided. There is a spacious room decorated with teaching aided materials for trainings, continuous medical education or special events. Separate dining room is available for all employees and having the food at working area is strictly prohibited.

Pay and Security

The hospital provides pay grade according to the occupation and level of employees. Pay range system with minimum and maximum pay rate is already declared in advance on service year.

Table 3.4 Total Pay in Range of Medical Employees of Aung Yadana Hospital

No.	Occupation	Pay Range in Kyats
1.	Medical Officer	450,000-1200,000
2.	Nurse	400,000-800,000
3.	Laboratory Technician	400,000-800,000
4.	Radiology Technician	400,000-800,000
5.	Pharmacist	400,000-800,000

Source: Aung Yadana Hospital, 2018

In addition to the pay, the followings are added as financial and non-financial benefits to the employees depending on the level of employees such as supervisors and operational staffs and years of service.

- Assed Merit pay on performance level of employees as confidential system
- Extra-added by lump-sum payment as annual bonus in mid-year
- New year vacation trip for all employees in every year
- Thingyan vacation trip for employees above 3 years of service
- Excursion trip to international hospital for supervisor level of medical officers and nurses
- Healthcare benefits for both OPD and admitted employees. But the benefit varies depending on service year.
- Hepatitis B vaccination and emergency treatment of needle prick injury from infectious patients is crucial for all employees.
- Safety precautions by SOPs are provided at every work place and well known in advance before appointed to the departments.

Company Policy

The followings are stated as company policy in the hospital.

- Promotion policy based on service year and performance
- Employee performance by supervisors and top management by rating scale method
- Reward as promotion, incentives and other non-financial benefits or punished as demotion to fire from the work after 3 times of warning

- Pay by increment system
- Job specification at every department with stated SOPs at every work area
- Job rotation for medical officers and nurses except operation theatre nurses
- Flexible working hour is provided for part time employees, and day and night duty assignment.
- Casual leave 6 days per year but not allow to taking altogether at once
- Emergency leave with limited benefits
- Employee attendance by finger print method

Supervisors

Supervisors are appointed depending on the service years and performance levels in all medical employees with area focus and they are responsible for closed supervision two to three times a day so that they can solve the employee problems and customer complaints daily. The supervisors are assigned as day duty and night duty groups for closed supervision of employees and also for patients. There are officers appointed for the supervision of laboratory technicians, radiology technicians and pharmacists respectively. The supervisors are responsible for not only supervision but also for the routine tasks in the organization. Empowerment is given to the supervisors and they have a participatory role in decision-making and policy-making in the department and also in the organization.

Interpersonal Relationship

The mutual relationship is created between top management, supervisors and all the employees in the hospital. The hospital practices the formal communication for disciplines, duties and responsibilities of the employees, downward communication for some important messages and regular feedbacks from top management through supervisors to all employees, and upward communication is also accepted for employees and customer problems, suggestions for improvement and performance reports. Creating team spirit and team work is successfully practiced in the organization. Intradepartmental problem solving and interdepartmental coordination is maintained to be more productive.

3.4.2 Motivators of Aung Yadana Hospital

Motivators of Aung Yadana Hospital consist of achievement, recognition, responsibility, work itself and personal growth.

Achievement

The organization sets definite and achievable goals and objectives which are well known to employees. Employees are assigned for challenging works depending on their service and performance so that the employees feel the success when the tasks are well done. They are allowed to give suggestions for improvement of the organization. Regular trainings, getting experiences from trainings and practices, and promotion make the employee feel sense of achievement. Some improvements in medical interventions and some lifesaving cases after training are presented in regular continuous medical education programs and annual meeting. This makes the employees feel of success in their contribution for improvement. Strict organizational disciplines result in change of attitude of employees and increase in performance and productive workforce in the organization.

Recognition

Recognition of employees on the evaluation of performance are done by supervisors and top management by means of financial rewards such as confidential incentives, increasing amount in annual bonus, promotion and nonfinancial rewards as words of appreciation to the employees individually and at the meeting. Opportunity for excursion trip to international hospitals abroad is provided for the task well done according to the stated standards especially for the supervisor level.

Responsibility

Job specification with duties and responsibilities are well state and assigned to the employees. The supervisors are responsible for all the subordinates of the focused areas. The medical officer is responsible for all the responsibilities of junior medical officer, assistant medical officer, nurses and healthcare assistants. The well done employee is delegated for taking greater responsibility of more challenging works. So the employees apply their best skill on the assigned jobs. The supervisors are allowed to participate in decision-making and policy-making in the organization.

Work itself

The medical employees feel the sense of being healthcare professionals. They have the chance to contribute their effort on the quality patient care and growth of the organization as becoming 59 bedded in 2010 to 100 bedded-hospital in 2018. The supervisors help the routine tasks with the employees in addition to closed supervision to maintain the highest possible level of employee motivation and department productivity.

Personal Growth

The hospital provides the trainings and development programs for the employees according to organization needs, task needs and employee needs. After selecting, medical officers, technicians and pharmacists can directly go through on the job training together with the supervisors but nurses have to join the provisional training due to their work nature.

Table 3.5 Training in Aung Yadana Hospital

No.	Occupation	Types of Training
1.	Medical Officers and Nurses	Provisional training for nurses
		Continuous on the job training
		Job rotation regularly
		Continuous Medical Education twice a month
		Special training for updated equipments
		Refreshment training for emergency medicine and work flow procedure occasionally
		Training for interpersonal relationship
		Leadership skill training for supervisor level
		Language training for nurses
2.	Technicians and Pharmacists	Continuous on the job training

		Special training for updated medical machines and pharmaceutical products
		Refreshment training for work flow procedures
		Training for interpersonal relationship
		Leadership skill training for officer level
		English language training on performance level

Source: Aung Yadana Hospital, 2018

On the job training is never ending process in the hospital. Providing job rotation makes the employees to get the experiential training in every medical field. Continuous medical education is held twice a month for sharing of knowledge and experience by specialist's doctors making change in attitude and also improvement in the skill of the employees. Training concerning with updated medical equipments and refreshment training for work flow procedures are occasionally provided for all medical employees. Based on the ongoing assessment, the employees are promoted in the form of position with increased salary or opportunity to join language training depending on the service year and performance.

CHAPTER IV

RESEARCH METHODOLOGY

This chapter includes research design, demographic factors and analysis of employee's satisfaction on motivational factors in Aung Yadana Hospital. 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 120 employees were taken from the total number of 367 employees of Aung Yadana Hospital. 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 parts is related to the influencing factors of employee's satisfaction on motivational factors.

The questionnaire is designed to explore the motivation factors of Aung Yadana Hospital based on Herzberg's Two-Factor theory. For hygiene factors, employee's satisfaction is measured by using questionnaires for the company's working condition, pay and security, company policy, supervision and interpersonal relationship. For motivators, employee's 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 and mean value.

4.2 Demographic Profile of Medical Employees

Table 4.1 describes the demographic profile of the sample of medical employees in Aung Yadana Hospital such as age, gender, education, marital status, occupation, service year and salary.

Table 4.1 Demographic Profile of Medical Employees in Aung Yadana Hospital

Age (Year)	No. of Respondent	Percentage
Under 25	34	28.3
25-30	69	57.5
31-35	9	7.5
Above 35	8	6.7
Total	120	100.0
Gender	No. of Respondent	Percentage
Male	13	10.8
Female	107	89.2
Total	120	100.0
Education	No. of Respondent	Percentage
Diploma	10	8.3
Graduate	110	91.7
Post-Graduate	-	-
Total	120	100.0
Marital status	No. of Respondent	Percentage
Single	96	80.0
Married	24	20.0
Total	120	100.0
Occupation	No. of Respondent	Percentage
Medical Officer	26	21.7
Nurse	57	47.5
Laboratory Technician	14	11.7
Radiology Technician	12	10.0
Pharmacists	11	9.2
Total	120	100.0
Service Year	No. of Respondent	Percentage
Less than 1 year	18	15.0
1 to 3 years	36	30.0
3 to 6 years	35	29.2
More than 6years	31	25.8

Total	120	100.0
Salary	No. of Respondent	Percentage
Between 100,000 and 200,000 Kyats	2	1.7
Between 200,001 and 400,000 Kyats	41	34.2
Above 400,000 Kyats	77	64.2
Total	120	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 four groups. It is found that there are 34 employees under 25, 69 employees between 25 and 30, 9 employees between 31 and 35 and then 8 employees above 35 years. In term of percentage, there are 28.3 percent, 57.5 percent, 7.5 percent and 6.7 percent. Therefore, employees between 25 and 30 years are the largest with 57.5 percent while employees above 35 years are the smallest with 6.7 percent.

The gender condition of respondent in this study is found those 13 males and 89.2 females. In percentage of term, there are 10.8 percent for males and 89.2 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 10 diploma employees, 110 graduate employees and non-post-graduate employees.

Marital status of the sample includes 96 single employees and 24 married employees. In term of percentage, single employee is 80.0 percent while married employee is 20.0 percent. Therefore, the most of respondents are single employees.

Position of respondent is divided into five groups. This study found that there are 26 medical officers, 57 nurses, 14 laboratory technician, 12 radiology technician and 11 pharmacists. In percentage of term, there are 21.7 percent, 47.5 percent, 11.7 percent, 10.0 percent and 9.2 percent. Thus, the most of respondents are nurses.

Monthly income of employee is classified into three groups. There are 2 employees earning between 100,000 and 200,000 kyats, 41 employees earning between 200,001 and 400,000 kyats and then 77 employees earning above 400,000

kyats. In percentage of term, employees earning above 400,000 kyats is the largest with 64.2 percent while employees earning between 100,000 and 200,000 kyats is the smallest with 1.7 percent.

The final factor is working experience and that is grouped into four. This study is found that 18 employees with working experience less than one year, 36 employees with working experience between one year and three years, 35 employees with working experience between three years and six years and then 31 employees with working experience more than six years. In term of percentage, there are 15.0 percent, 30.0 percent, 29.2 percent and 25.8 percent. Employees with working experience between one and three years is the largest 30.0 percent while employees with working experience less than one year is the smallest with 15.0 percent.

4.3 Descriptive Statistics Analysis of Employee's 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 five dimensions namely working conditions, pay and security, company policy, supervision and interpersonal relationship. 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 value 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, employee's satisfaction on working condition are classified as the following factor; good condition such as

cleanliness, lighting, temperature, ventilation and convenience, the utilization of equipment and facilities, safety and secure in working area and enough equipments and materials to perform that job. 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

No.	Statement	Mean Value	
		Managerial level	Non-Managerial level
1.	I have good working condition.	3.73	4.07
2.	I feel satisfied the utilization of equipment and facilities.	3.85	3.13
3.	I'm safety and secure in working area.	3.96	3.37
4.	I have enough equipment's and materials in my work to perform my job.	3.81	3.26
	Average Mean	3.84	3.48

Source: Survey Data, 2018

By comparing the mean scores of working condition factors, this study found that managerial level is more agreed with safety and secure in working area while the non-manual level is more agreed on good working condition. For all statements of working condition, employees are prevented their dissatisfaction.

Pay and Security

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

Table (4.3) Satisfaction Level of Pay and Security

No.	Statement	Mean Value	
		Managerial level	Non- Managerial level
1.	My salary is fair for my tasks, duties and responsibility of my job	3.50	3.96
2.	Compare with similar organization, my salary is reasonable and fair to those of the same position	3.50	3.98
3.	I like pay system of this hospital	3.58	3.02
4.	Pay raise is directly connected with performance	3.50	3.06
5.	The hospital provides equitable salary	3.58	3.02
6.	The hospital provides flexible work hours to accommodate my personal needs.	3.69	3.03
	Average Mean	3.56	3.35

Source: Survey Data, 2018

Based on these six factors, the responses of 120 employees are shown above in Table (4.3). By comparing the mean scores of pay and security factors, this study found that managerial level is more agreed on the hospital provides flexible work hours to accommodate my personal needs while the non-managerial level is more agreed with salary is reasonable and fair to those of the same position, compare with similar organization. Therefore, employees are prevented their dissatisfaction with the pay factors of their work.

Company Policy

Company policy is the six variable in hygiene factors which includes organization's rule for promotion is clear, promotion depends on employee work performance, performance done by supervisor is fair and equitable, rules and principles support advancement of employee on job, rules and principle support creativity and improvement of employee and then rules and principles support the survival of organization. Employee satisfaction on company policy is shown in Table (4.4)

Table (4.4) Satisfaction Level of Company Policy

No.	Statement	Mean Value	
		Managerial level	Non- Managerial level
1.	Organization's rule for promotion is very clear	3.30	3.27
2.	Promotion depends on employee work performance	3.50	3.50
3.	Performance done by supervisor is fair and equitable	3.60	3.59
4.	Rules and principles support advancement of employee on job	3.60	3.51
5.	Rules and principles help creativity and improvement of employee	2.60	2.17
6.	Rules and principles support the survival of organization	3.80	3.80
	Average Mean	3.40	3.31

Source: Survey Data, 2018

By comparing the mean scores of company policy factors, both managerial level and non-managerial level are agreed on rules and principles support the survival of organization with the mean score of 3.80 while they are not agreed on rules and principles help creativity and improvement of employee with the mean score of 2.60 and 2.17 respectively. But it can be concluded that both employee levels are agreed with company policies factors according to the average mean score.

Supervision

Supervision is the six variables in hygiene factors which includes clearing instruction and systematic training to employees by supervisor, mutual respect and understanding with supervisor, discussing work problems with supervisor freely and supervisor provides fair authority and responsibility and supervisor gives supportive feedbacks with cooperation and negotiation. There are six factors to measure supervision. Employee satisfaction on supervision is shown in Table (4.5)

Table (4.5) Satisfaction Level of Supervision

No.	Statement	Mean Value	
		Managerial level	Non- Managerial level
1.	My supervisor gives clear instruction and systematic training to employee	4.04	4.02
2.	I have mutual respect and understanding with my supervisor	3.88	3.40
3.	My supervisor is respectable and admirable	3.96	3.32
4.	I can discuss work problems with my supervisor freely	3.18	3.10
5.	Supervisor provides fair authority and responsibility to me and others	3.12	3.00
6.	Supervisor gives supportive feedbacks with cooperation and negotiation	3.12	3.15
	Average Mean	3.55	3.33

Source: Survey Data, 2018

By comparing the mean scores of supervision factors, this study found that the managerial level is agreed on supervisor gives clear instruction and systematic training to employee with mean score of 4.04. For the non-managerial level, they are more agreed on clear instruction and systematic training program with the mean score of 4.02. Concerning with all supervision factors, it is found that employees also dispel the dissatisfaction.

Interpersonal Relationship

According to the prepared questionnaire in this paper, employee's satisfaction on interpersonal relationship are classified as the following factor; mutual relationship with other employees, good coordination with employees, team work performance, mutual respect with supervisors, peers and subordinates. There are five factors to measure interpersonal relationship. Employee satisfaction on interpersonal relationship is shown in Table (4.6)

Table (4.6) Satisfaction Level of Interpersonal Relationship

No.	Statement	Mean Value	
		Managerial level	Non- Managerial level
1.	I have a mutual relationship with other employee in my department	3.38	3.32
2.	I have a good coordination with employees from other departments	2.72	2.49
3.	My supervisor will help me when I need	3.62	3.46
4.	There is a team work in my organization	3.69	3.50
5.	I have mutual respect with top management, supervisors, peers and subordinates in my organization	3.88	3.81
	Average Mean	3.46	3.32

Source: Survey Data, 2018

By comparing the mean scores of interpersonal relationship factors, this study found that both managerial level and non-managerial level are agreed on mutual respect with top management, supervisors, peers and subordinates in organization with the mean score of 3.8 while they are not agreed on good coordination with employees from other departments with the mean score of 2.4. However, with all interpersonal relationship factors, employees dispel their dissatisfaction on these factors.

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 feeling myself to see the success of my work, applying creative concepts in every angle of the job to get a success, opportunity to do my best in work and opportunity to reach my own goal. The respondents are asked four questions of employee achievement. Therefore, employee satisfaction on achievement is shown in Table (4.7)

Table (4.7) Satisfaction Level of Achievement

No.	Statement	Mean Value	
		Managerial level	Non- Managerial level
1.	I feel myself to see the success of my work	3.65	3.02
2.	I apply my creative concepts in every angle of the job to get a success	3.77	3.19
3.	I always have the opportunity to do my best in work	3.96	3.99
4.	I always find out the opportunity to reach my own goal	3.88	3.13
	Average Mean	3.82	3.33

Source: Survey Data, 2018

By comparing the mean scores of achievement factors, this study found that both managerial and non-managerial level are the most satisfied on always have the opportunities to the best in work since mean score indicates 3.9. However, it is found to that managerial level are more satisfied on always find out the opportunity to reach own goal while the non-managerial level is more satisfied on creative concepts in every angle of the job to get a success. Therefore, both level are satisfied concerning with achievement factors.

Recognition

Recognition is the second component variable of motivators and it includes positive recognition, acknowledgement and appreciation when performed the high quality work, supervisor appreciates employee when reach an achievement in work, the patients appreciate what have done very well for them and then when doing a good job, receive the recognition from supervisors and other employees. There are four factors to measure recognition. Based on these four factors, the response of 120 sample employees is shown in Table (4.8).

Table (4.8) Satisfaction Level of Recognition

No.	Statement	Mean Value	
		Managerial level	Non-Managerial level
1.	I feel positive recognition when I perform the high quality work	3.77	3.05
2.	When I reach an achievement in my work, my supervisor appreciates me	3.65	3.12
3.	The patients appreciate what I have done very well for them	3.92	3.20
4.	When I do a good job, I receive the recognition for tasks well done from top management, supervisor and other employees.	3.81	3.14
	Average Mean	3.79	3.13

Source: Survey Data, 2018

By comparing the mean scores of recognition factors, this study found that both managerial and non-managerial level are more satisfied on the patients appreciate when have done very well for them. 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; entrusted with great responsibility in my work, opportunity to take other's responsibilities, involved during decision making in the work and involved in policy making in my department. The

respondents are asked four questions of employee responsibility. Based on these four factors, the response of 138 sample employees is shown in Table (4.9).

Table (4.9) Satisfaction Level of Responsibility

No.	Statement	Mean Value	
		Managerial level	Non- Managerial level
1.	I'm entrusted with great responsibility in my work	3.92	3.90
2.	I have an opportunity to take other's responsibilities	3.81	3.64
3.	I'm involved during decision making in the work	3.54	3.06
4.	I'm involved in policy making in my department	3.38	3.19
	Average Mean	3.66	3.45

Source: Survey Data, 2018

By comparing the mean scores of responsibility factors, this study found that managerial level is satisfied on entrusted with great responsibility in work although they are not satisfied on involving in policy making in department. For non-managerial level is satisfied on entrusted with great responsibility in work while they are not satisfied involving during decision making is the work.

Work Itself

According to the prepared questionnaire in this paper, employee satisfaction on work itself are classified as the following factor; challenging and interesting in the work, creating ample improvement in the work, giving me a great achievement for innovation and a greater sense of dignity and safety. Based on these four factors, the response of 120 sample employees is shown in Table (4.10)

Table (4.10) Satisfaction Level of Work itself

No.	Statement	Mean Value	
		Managerial level	Non-Managerial level
1.	My work is challenging and interesting	3.32	3.30
2.	My work can create ample improvement	4.00	3.23
3.	My job gives me a great achievement for innovation	3.20	3.17
4.	I'm feeling a greater sense of dignity and safety	4.04	4.24
	Average Mean	3.64	3.49

Source: Survey Data, 2018

By comparing the mean scores of work itself factors, this study found both managerial and non-managerial level are more satisfied on feeling a greater sense of dignity and safety although they are not satisfied on job gives a great achievement for innovation. However, it can be concluded that both level are satisfied on all work itself factors by basing on the average of both level on all personal growth factors.

Personal Growth

Personal growth is the final component variable of motivator and it includes training opportunities to learn and grow, receiving enough training needed to do the job well, training that received match with their job, receiving experiential training from work, receiving new knowledge, exposure and experience from the training, training supports employee for promotion and doing the best skill in the organization. The respondents are asked seven questions of employee's personal growth. Based on these seven factors, employee satisfaction on personal growth is shown in Table (4.11).

Table (4.11) Satisfaction Level of Personal Growth

No.	Statement	Mean Value	
		Managerial level	Non-Managerial level
1.	I have training opportunities to learn and grow	3.15	3.10
2.	I receive enough training needed to do the job well	3.12	3.12
3.	Training that I received match with my job	3.08	3.06
4.	I received experiential training from my work	3.20	4.39
5.	I received knowledge, exposure and experience from the training	4.23	3.16
6.	Training supports me for promotion	3.25	3.08
	Average Mean	3.34	3.32

Source: Survey Data, 2018

By comparing the mean scores of personal growth factors, this study found that managerial level are more satisfied on received knowledge, exposure and experience from the training with the mean score of 4.23 while the non-managerial level are more satisfied on received experiential training from the work with the mean score of 4.39. It can be concluded that both managerial and non-managerial levels are satisfied with personal growth factor.

4.3.2 Comparing Mean Value of Motivation Factors

In this section, the factors of hygiene and motivator have been described as the one of the most satisfaction factor among them. There are 10 factors such as (1) working condition, (2) pay and security, (3) company policies, (4) supervision, (5) interpersonal relationship, (6) achievement, (7) recognition, (8) responsibility, (9) work itself and (10) personal growth. The mean value of each factor is shown in Table (4.13). Moreover, the mean score of factors are classified into managerial and non-managerial level. It can be concluded that employees are satisfied when the mean score of factor is above 3.5.

Table (4.12) Comparing Mean Value of Motivation Factors

Motivation Factors		Mean Value	
		Managerial level	Non-Managerial level
Hygiene Factors	Working Condition	3.84	3.48
	Pay and Security	3.56	3.35
	Company Policy	3.40	3.31
	Supervision	3.55	3.33
	Interpersonal Relationship	3.46	3.32
Motivators	Achievement	3.82	3.33
	Recognition	3.79	3.13
	Responsibility	3.66	3.45
	Work Itself	3.64	3.49
	Personal Growth	3.34	3.32

Source: Survey Data, 2018

According to Table (4.12), both managerial and non-managerial level are most agreed on working condition factor while they are less agreed on company policies factor among hygiene factors. Therefore, it can be concluded that both levels dispel their dissatisfaction on hygiene factors since all mean scores of hygiene factors are above 3.

However, hygiene factors cannot reach to satisfaction level and can only dispel dissatisfaction. Thus, motivators factors must be provided to reach the satisfaction level on motivation of organization. With the motivators factors, managerial level is more satisfied on achievement factor while non-managerial level is more satisfied on work itself factor. However, it can be concluded that both levels are satisfied on all motivators factors according to the mean score of Table (4.13). Finally, it can be conducted that employees dispel their dissatisfaction with hygiene factors. To reach satisfaction, motivators factors must continually be provided them. With motivators, they also satisfy. Therefore, employees get their satisfaction on motivation of organization according to two-factor theory.

CHAPTER V

CONCLUSION

This chapter describes the findings and discussions of this study by basing on analyzing result, suggestions and need for further research.

5.1 Findings and Discussion

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 factor 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 and security, company policy, supervision and interpersonal relationship. And then, motivator includes achievement, recognition, responsibility, work itself and personal growth.

In hygiene factors, Managerial level are most agreed on safety and secure in working area while they are less agreed on good working condition among working condition factors. However, Non-Managerial level are more agreed on good working condition than utilization of equipment and facilities. For pay and security factor, managerial level are most agreed on the hospital provides flexible work hours to accommodate my personal needs and non-managerial level are most agreed on salary is reasonable and fair to those of the same position, compare with similar organization. For company policy factor, both managerial and non-managerial levels are most agreed on rules and principle support the survival of organization although they are not agreed on rules and principle help creativity and improvement of employee. With supervision factors, both managerial and non-managerial levels are more agreed on supervisor gives clear instruction and systematic training to employee. Moreover, managerial and non-managerial levels are most agreed on mutual respect with top management, supervisors, peers and subordinates in organization among interpersonal relationship although they are not agreed on good

coordination with employees from other department. Regarding the Hygiene factors, both levels are most agreed on working condition factor although they are less agreed on company policy factors. Therefore, it can be concluded that both levels agree on all Hygiene factors and they also dispel their dissatisfaction with Hygiene factors.

However, employees cannot reach to the satisfaction level although they dispel dissatisfaction. Thus, motivators factors must also be provided to reach the employee satisfaction on motivation. In motivators factors, both managerial and non-managerial levels are most satisfied on the opportunity to do the best in work among achievement factors. For the recognition factors, both managerial and non-managerial levels are most satisfied on the patients appreciate when employee have done very well for them. For the responsibility factors, managerial level is most satisfied on entrusted with great responsibility in the work although they are not agreed on involving in policy making in the department and then non-managerial level is more agreed on entrusted with great responsibility in the work although they are not agreed on involving during decision making in the work. With the work itself factors, managerial level and non-managerial level are most satisfied on feeling a greater sense of dignity and safety. Moreover, managerial level is more satisfied on receiving new knowledge, exposure and experience from the training although they are not agreed on training that received match with their job and then non-managerial level is most satisfied on received experiential training from the work although they are not satisfied on training that received match with their job among personal growth factors. Regarding the motivators factors, it can be concluded that both managerial and non-managerial levels are satisfied on motivators factors of hospital. Especially, managerial level are most satisfied on achievement factors while non-managerial level are most satisfied on work itself factors.

5.2 Suggestions

This study points out Aung Yadana Hospital requires to seeking the better ways to motivate the employees and increase employee satisfaction to be efficient and more productive and retain the employees. Human resource strategies should be discovered to overcome and cover the weak points of the hospital on employee motivation.

Based on the above finding results, Aung Yadana Hospital should try to remain all motivation factors and upgrade them to meet employee commitments at hospital. If the motivation standards are reduced, the employees will leave from hospital and the hospital will also lose good experienced employees. The hospital should also provide more accurate company policies and team work programs for both managerial and non-managerial level to update its products and launch new product categories. Employees must be provided rewards and financial incentive schemes by basing on the result of team work performance to improve and encourage employee's creative idea. Moreover, the hospital should provide more on personal growth opportunities to management level to get helpful for employee's creative idea and improve their own ability.

In addition, Aung Yadana Hospital should pay attention to growth the skills of employees and allow to study the required courses for organization as much as possible. Moreover, the hospital should apply performance appraisal system such as 360-degree system to manage the human resources effectively and efficiently between management and employees. Finally, the organization should always emphasize more on human resource practices and employee's changing needs and wants continuously.

5.3 Need for Further Research

This study only focuses on medical employees of Aung Yadana Hospital as medical personnel are interactive persons between patients and organization. In this study, employee motivation is analyzed only by Two Factor Theory. Thus, Aung Yadana Hospital should also study with other motivation theories such as Maslow's Hierarchy Need of Theory, Acquired Need Theory and ERG Theory etc.

And then, motivational factors of Aung Yadana Hospital should be made for the further study. Therefore, the relationship between motivational factors, employee performance and organizational commitment of Aung Yadana Hospital 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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Strongly Dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly Satisfied
1	2	3	4	5

“Hygiene Factors”

No	Working Condition	1	2	3	4	5
1	I have good working condition such as cleanliness, lighting, temperature, ventilation and convenience.					
2	I feel satisfied the utilization of equipment and facilities.					
3	I am safety and secure in working area.					
4	I have enough equipments and materials in my work to perform my job.					
	Pay and Security	1	2	3	4	5
1	My salary is fair for my tasks, duties and responsibility of my job.					
2	Compare with similar organization, my salary is reasonable and fair to those of the same position.					
3	I like pay system of this hospital.					
4	Pay raise is directly connected with performance.					
5	The hospital provides equitable salary.					
6	The hospital provides flexible work hours to accommodate my personal needs.					
7	Health care benefit is sufficient.					
	Company Policy	1	2	3	4	5

1	Organization's rule for promotion is very clear.					
2	Promotion depends on employee work performance.					
3	Performance done by supervisor is fair and equitable.					
4	Rules and principles support advancement of employee on job.					
5	Rules and principles help creativity and improvement of employee.					
6	Rules and principles support the survival of organization.					
	Supervision	1	2	3	4	5
1	My supervisor gives clear instruction and systematic training to employees.					
2	I have mutual respect and understanding with my supervisor.					
3	My supervisor is respectable and admirable.					
4	I can discuss work problems with my supervisor freely.					
5	Supervisor provides fair authority and responsibility to me and others.					
6	Supervisor gives supportive feedbacks with cooperation and negotiation.					
	Interpersonal Relationship	1	2	3	4	5
1	I have a mutual relationship with other employees in my department.					
2	I have a good coordination with employees from other departments.					
3	My supervisor will help me when I need.					
4	There is team work in my organization.					

5	I have mutual respect with top management, supervisors, peers and subordinates in my organization.					
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“Motivators”

No	Achievement	1	2	3	4	5
1	I feel myself to see the success of my work.					
2	I apply my creative concepts in every angle of the job to get a success.					
3	I always have the opportunity to do my best in work.					
4	I always find out the opportunity to reach my own goal.					
	Recognition	1	2	3	4	5
1	I feel positive recognition, acknowledgement and appreciation when I perform the high quality work.					
2	When I reach an achievement in my work, my supervisor appreciates me.					
3	The patients appreciate what I have done very well for them.					
4	When I do a good job, I receive the recognition for tasks well done from top management, supervisor and other employees.					
	Responsibility	1	2	3	4	5
1	I am entrusted with great responsibility in my work.					
2	I have an opportunity to take other's responsibilities.					

3	I am involved during decision making in the work.					
4	I am involved in policy making in my department.					
	Work itself	1	2	3	4	5
1	My work is challenging and interesting.					
2	My work can create ample improvement.					
3	My job gives me a great achievement for innovation.					
4	I am feeling a greater sense of dignity and safety.					
	Personal Growth	1	2	3	4	5
1	I have training opportunities to learn and grow.					
2	I receive enough training needed to do the job well.					
3	Training that I received match with my job.					
4	I received experiential training from my work.					
5	I receive new knowledge, exposure and experience from the training.					
6	Training supports me for promotion.					
7	I can do the best with my skill in the organization.					