

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECTS OF WAGES, WELFARE FACILITIES AND
WORK MOTIVATION ON EMPLOYEE PRODUCTIVITY
IN TEXTILE PALACE CO., LTD.**

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ONLINE MBA

OCTOBER, 2023

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ACADEMIC YEAR (2020 – 2023)

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“A thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).”

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ACCEPTANCE

This is to certify that this thesis entitled “**The Effects of Wages, Welfare Facilities and Work Motivation on Employee Productivity in Textile Palace Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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OCTOBER, 2023

ABSTRACT

This study examines the effects of wages, welfare facilities, and work motivation on employee productivity in Textile Palace Co., Ltd. The main objectives of this study are to analyze the effect of wages and welfare facilities on work motivation and to examine the effect of work motivation on employee productivity in Textile Palace Co., Ltd. Both descriptive and linear regression methods are applied for data analysis to meet the objectives. Primary data are collected by questionnaire survey with 200 respondents, who are working in Textile Palace Co., Ltd. In this study, the sample size was calculated using the Raosoft sample size calculator. The secondary data are collected from the HR department database of Textile Palace Co., Ltd. relevant textbooks, some previous papers, journal articles, and internet websites. This survey's questionnaire is measured on a Five-Point Likert scale. The findings provide strong evidence that various aspects of employee work motivation are closely related to employee productivity, emphasizing the pivotal role of motivation in enhancing organizational performance. This model offers valuable insights into the factors influencing work motivation within the context of wages and welfare facilities. Based on the findings of this study, salary and increment policies significantly affect work motivation. Overtime and allowances should be better managed systematically to ensure cost-effectiveness. Employee welfare plays a pivotal role, particularly in medical and development programs, which significantly impact work motivation. In addition to financial factors, fostering a motivational work environment is crucial. Continuous monitoring and adaptation are essential, considering the multifaceted nature of employee productivity. Overall, this study contributes to a deeper theoretical understanding of the impact of wages, welfare facilities, and employee motivation on employee productivity while providing practical insights for organizational improvement in the textile industry.

ACKNOWLEDGMENTS

Firstly, grateful acknowledgment goes to Dr. Tin Tin Htwe, Rector of Yangon University of Economics for allowing me an opportunity to write this thesis and for allowing me the opportunity to undertake this thesis wisdom granted to MBA students.

I would like to register my heartfelt gratitude to Professor Dr. Myint Myint Kyi, Program Director and Head of the Department of Management Studies, Yangon University of Economics for kindly encouragement for this study.

My special gratitude goes to my supervisor, Dr. May Win Kyaw, Associate Professor, Department of Management Studies, Yangon University of Economics, for her patience and kind support, constructive suggestions, and close guidance in accomplishing this thesis paper.

Furthermore, I would like to take this opportunity to extend my gratitude to all lecturers and instructors of the Department of Management Studies, Yangon University of Economics, for importing valuable knowledge, support, and guidelines.

I would like to thank the managing director, managers, and employees of Textile Palace Co., Ltd for allowing me an opportunity to carry out survey questionnaires in their available time.

My sincere thanks go to all of my classmates and friends of Online MBA for sharing the spirit of friendship and various knowledge and for helping me on every side upon the completion of this thesis paper together with my apology that could not mention personally one by one.

Win Mar Lwin

OMBA-200218

2020 -2023

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CHAPTER 1

INTRODUCTION

The textile industry is known for its labor-intensive nature, and enhancing employee productivity is crucial for the company's success. The garment industry has become a more significant sector than any other sector in terms of female empowerment, poverty alleviation, employment opportunities, and contributing to the national economy (Sarker & Afroze, 2014).

There are many challenges faced by the textile industry including ensuring minimum wages, welfare facilities, employees' morale and motivation, and labor productivity. The manufacturer and exporter of the garments are making it costly for international buyers due to high wage rates and large-scale monetary investments. According to Chowdhury and Zabeen (2020), it is necessary to have lower manufacturing expenses uniquely backed by low domestic wage rates. In the textile industry, production efficiency and productivity have become crucial issues and competition is also high amongst garment exporting nations.

The effectiveness of any institution relies on the efficiency and output of its employees. Therefore, managers and employers continuously strive to improve the performance of their employees. One of the key factors that can significantly affect employee productivity is the work environment, which includes not only the physical workspace but also the compensation and benefits package and work motivation.

Employee productivity pertains to how efficiently and effectively an employee fulfills their job responsibilities and duties. It is a measure of the amount of work produced by an employee within a given period of time. According to Zahra (2003) emphasizes the importance of measuring and improving employee productivity as a key component of effective management. Employee productivity is influenced by a variety of factors, including wages, welfare facilities, and work motivation.

Wages refer to the compensation paid to employees in exchange for their labor. Wages can be paid in the form of an hourly rate, or a salary, depending on the nature of the work and the employment agreement. Wages are a significant factor in determining

employee satisfaction and motivation, as they are directly tied to an employee's financial well-being.

Welfare facilities refer to the benefits and services provided by employers to support the well-being of their employees. Workers' welfare facilities include but are not limited to, free medical facilities and housing facilities, amongst others. Work motivation refers to the internal factors that drive an employee to perform their job duties effectively and efficiently. It is a measure of the level of enthusiasm and commitment an employee has towards their work and the effort they are willing to put in to achieve their goals (Mansaray, 2019). Poonam and Sumit (2013) asserted that providing employees with welfare facilities increases their motivation.

By focusing on wages, welfare facilities, and work motivation, employers can create a work environment that fosters high levels of employee productivity and satisfaction. Textile Palace Co., Ltd is a company operating in the textile industry in Myanmar, possibly specializing in the production of textile products. Currently, it has a workforce of over 1,000 and specializes in the production of textile products. This paper will analyze the factors influencing work motivation and its effect on employee productivity in Textile Palace Co., Ltd.

1.1 Rationale of the Study

In the modern business landscape, organizations face the ever-evolving challenge of maximizing employee productivity to maintain competitiveness and achieve sustainable growth. Employee productivity, defined as the efficiency and effectiveness with which employees utilize their resources to accomplish tasks, is recognized as a critical driver of organizational success (Brynjolfsson & McAfee, 2014). To enhance productivity, organizations must consider various factors that influence their workforce, including wages, welfare facilities, and work motivation.

Employee productivity is a cornerstone of organizational performance. Enhanced productivity directly contributes to increased profitability, improved product and service quality, and heightened customer satisfaction (Huselid, 1995). In contrast, reduced productivity can lead to inefficiencies, higher operational costs, and decreased competitiveness in the market. Thus, understanding the factors that impact employee productivity is crucial for business leaders and policymakers alike.

Wages play a central role in attracting, retaining, and motivating employees. Adequate and equitable wage structures are not only essential for meeting employees' basic needs but also for fostering a sense of fairness and equity within the organization (Bloom, (2004). However, the relationship between wages and productivity is complex, and the extent to which wages influence productivity depends on various factors such as industry, job type, and individual motivations.

Welfare facilities encompass a range of benefits and amenities provided by organizations to enhance the well-being of their employees. These may include healthcare, childcare, recreational facilities, and more. Improving employee well-being is not only a moral imperative but also a strategic move for organizations. Research has shown that employee well-being positively correlates with job satisfaction and can lead to higher levels of engagement and productivity (Greenberg, 2006).

Work motivation is a critical determinant of employee behavior and performance (Ryan & Deci, 2000). Motivated employees are more likely to invest effort, demonstrate commitment, and innovate, all of which contribute to higher productivity levels. Understanding the factors that drive and sustain work motivation is vital for organizations seeking to harness the full potential of their workforce.

Organizations today are increasingly recognizing the need for a holistic understanding of the factors that drive productivity. Therefore, the primary purpose of this study is to observe the effect of wages, welfare facilities, and work motivation on employee productivity among employees in Textile Palace Co., Ltd. The study also aims to provide valuable insights for organizational leaders and policymakers.

This research seeks to shed light on the multifaceted relationship between wages, welfare facilities, work motivation, and employee productivity. By examining these factors in tandem, it aspires to provide actionable recommendations that can empower organizations to enhance their workforce's performance and, in turn, achieve sustainable success in an increasingly competitive business environment.

1.2 Objectives of the Study

This study includes two objectives,

1. To analyze the effect of wages and welfare facilities on work motivation in Textile Palace Co., Ltd.
2. To examine the effect of work motivation on employee productivity in Textile Palace Co., Ltd.

1.3 Scope and Method of the Study

The scope of the study involves examining the effects of wages, welfare facilities, and work motivation on employee productivity. This study is constructed to understand the effect of wages, welfare facilities, and work motivations on employee productivity of Textile Palace Co., Ltd. This study incorporates a combination of primary and secondary data sources. There are 1000 employees, who are working in Textile Palace Co., Ltd. The sample size is 200 employees using the Raosoft sample size calculator, with a 5% margin of error, 95% confidence interval, and response distribution (80%). A simple random sampling method is applied to select 200 from 1000 employees. Primary data are collected by the use of a structured questionnaire with a five-point Likert scale. The questionnaires in this study are structured with relevant and reliable questions related to wages, welfare facilities, and work motivation on employee productivity. For data analysis, both descriptive and linear regression methods are applied. Secondary data are collected from the HR department database of Textile Palace Co., Ltd., relevant textbooks, reference books, international research papers, journal articles, some previous papers, and internet websites that are used for a better understanding of research findings. This study is designed to the effects of Wages, Welfare facilities, and Work Motivation on Employee Productivity in Textile Palace Co., Ltd.

1.4 Organization of the Study

This study is constructed into five chapters. Chapter one is the introduction which consists of the rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter Two is about the theoretical background of wages, welfare facilities, work motivation, and employee productivity. Chapter three

describes the profile of wages, welfare facilities, and work motivation on employee productivity. Textile Palace Co., Ltd. in Myanmar. Chapter four includes an analysis of the effect of wages, welfare facilities, and work motivation on employee productivity of Textile Palace Co., Ltd in Myanmar. Chapter five is the conclusion with the findings, discussions, suggestions, recommendations, and needs for further research for this paper. References and appendixes are also attached in the last section of the study.

CHAPTER 2

THEORETICAL BACKGROUND

The study of the effect of wages, welfare facilities, and employee motivation on employee productivity in Textile Palace Co., Ltd to be satisfied with their wages and welfare facilities, they are more likely to be motivated in their work. In this chapter, the theoretical framework of wages, welfare facilities, work motivation, and employee productivity, the theoretical framework of previous studies, and the theoretical framework of this study are discussed.

2.1 Theories and Models of Wages and Welfare Facilities

The concept of wages and welfare facilities has been a cornerstone of labor economics and human resource management for decades. In the ever-evolving and fiercely competitive contemporary business environment, companies are constantly exploring strategies to draw, retain, and inspire their employees while simultaneously upholding operational efficiency and long-term viability.

2.1.1 Theories and Models of Wages

A wage refers to the remuneration provided by an employer to an employee in exchange for their services during a designated time frame. One of the primary aims of an individual working as an employee within a company is to generate earnings through wages or compensation.

Equity theory developed by Adams, posits that employees compare their input and outcomes (e.g., wages, benefits) with those of their colleagues. If perceived inequities exist, it can affect motivation and, subsequently, productivity (Adams, 1963). Employees' motivation to exert effort depends on their belief that their effort will lead to a desired outcome, such as higher wages or better welfare facilities (Durocher, 2007). Abraham Maslow's theory proposes that employees have a hierarchy of needs, including physiological needs (e.g., wages for basic survival) and higher-order needs (e.g., self-actualization, which could be supported by welfare facilities) (Maslow, 1943).

Frederick Herzberg's theory suggests that wages and benefits (hygiene factors) can prevent dissatisfaction but may not motivate employees. Instead, motivators like recognition, achievement, and the work itself play a more significant role in enhancing motivation and productivity (Herzberg, 1959). The Total Rewards model integrates financial rewards (such as wages) with non-financial rewards (including welfare facilities) to create a comprehensive approach to employee compensation and motivation (Beck-Krala, 2020). Social Exchange Theory posits that employees engage in a reciprocal relationship with their organizations.

Agency Theory delves into the principal-agent dynamic within organizations. When companies offer competitive compensation and welfare benefits, they can harmonize the interests of both parties, mitigating agency costs and potentially boosting productivity. According to Jensen and Meckling (1976) and findings by Kampelmann et al. (2018), wages are a significant motivator influencing an individual's decision to become part of a company (O'Connor, 2018). Balloon et al. (2018) conducted research that established a correlation between wages and motivation. Thus, wages are a crucial factor influencing work motivation, job satisfaction, and overall productivity within the organization.

These theories and models offer insights into the complex interplay between wages, welfare facilities, work motivation, and employee productivity. Combining elements from these theories can help organizations design effective compensation and benefits packages that drive higher levels of employee engagement and performance.

2.1.2 Theories and Models of Welfare Facilities

Welfare facilities are those that are necessary for the well-being of your employees, such as washing, toilet, rest and changing facilities, and somewhere clean to eat and drink during breaks. Providing welfare facilities in a business offers several benefits, not only to employees but also to the organization itself. When researching the effect of wages, welfare facilities, and work motivation on employee productivity, it's essential to consider relevant theories and models related to welfare facilities.

Abraham Maslow's hierarchy of needs theory proposes that individuals have a hierarchy of needs, starting with physiological needs (such as wages and basic welfare facilities) and progressing to higher-level needs like self-esteem and self-actualization.

Meeting these basic needs is essential for employees to reach their full potential and be productive (Maslow, 1943). Victor Vroom's Expectancy Theory suggests that employees' motivation to perform is influenced by three factors: expectancy (the belief that effort will lead to performance), instrumentality (the belief that performance will lead to rewards, including wages and welfare facilities), and valence (the value placed on the rewards) (Vroom, 1964)

The total rewards model emphasizes that employees are motivated and engaged by a combination of monetary and non-monetary rewards, including wages, welfare facilities, career development opportunities, and work-life balance. This model recognizes the importance of a holistic approach to employee motivation. Hackman and Oldham, (1976) suggests that providing welfare facilities, such as autonomy, skill variety, and task significance, can lead to higher levels of motivation and performance.

These theories and models offer different perspectives on how welfare facilities, along with wages and work motivation, influence employee productivity.

2.2 Factors of Wages and Welfare Facilities

Wages constitute a significant component of employee compensation. The base salary or hourly rate serves as the fundamental element, providing employees with a financial foundation. Performance-based pay, including bonuses and commissions tied to individual or team achievements, can serve as powerful motivators for enhanced productivity. Ensuring job evaluation and pay equity within the organization is crucial for maintaining employee satisfaction and motivation. Moreover, organizations often adjust wages based on market conditions and benchmarking against industry peers to remain competitive. Additionally, the cost of living and the geographic location of employees can impact wage levels, as they may need to be adjusted to reflect regional differences.

Welfare facilities encompass a range of offerings designed to support employees' well-being and work-life balance. Healthcare benefits, such as medical, dental, and vision insurance, are vital components that contribute to overall employee health and satisfaction. Work-life balance programs, including flexible work arrangements, telecommuting options, and paid time off, are essential in reducing stress and enhancing productivity by allowing employees to manage personal and professional commitments effectively. Retirement and savings plans are integral components of welfare facilities,

helping employees secure their financial futures. Finally, investments in professional development and training programs are viewed as valuable welfare facilities that enhance skills and contribute to career advancement opportunities for employees.

2.2.1 Salary

Salary is a fixed and regular payment associated with salaried positions and serves as a foundational element of employee compensation, determined by factors such as skills, qualifications, and job responsibilities. This compensation component significantly influences employee productivity. Base salaries or hourly rates provide financial stability and job satisfaction. Performance-based pay, including bonuses and commissions, acts as a potent incentive, boosting productivity. Ensuring equity through fair pay practices maintains motivation and morale. Salary structures adapt to market conditions and industry benchmarks for competitiveness. Considerations like the cost of living and geographic location necessitate adjustments. These factors collectively underpin the pivotal role of salary in motivating and enhancing employee productivity.

2.2.2 Overtime

Overtime refers to the additional compensation provided to employees when they work beyond their regular working hours, as defined by labor laws or company policies. Overtime pay is usually higher than the regular hourly wage and serves as an incentive for employees to work extra hours. It typically refers to hours worked beyond the standard workweek and is subject to specific regulations and compensation rates. Overtime pay serves as a powerful incentive, motivating employees to put in extra effort when needed. Factors influencing overtime include organizational demands, peak workloads, and employee willingness to take on additional hours. Effective management of overtime and fair distribution of these hours can contribute to maintaining a motivated workforce. However, excessive or poorly managed overtime can lead to burnout and decreased productivity, emphasizing the importance of balancing this compensation factor within the broader context of employee motivation and well-being.

2.2.3 Allowances

Allowances are supplementary payments given to employees to cover specific expenses related to their job or personal circumstances. These allowances are often provided to employees in addition to their base salary and may include housing allowances, medical allowances, and meal allowances, among others. Firstly, the adequacy of these allowances significantly impacts an employee's overall financial well-being, influencing their motivation to perform optimally. If allowances effectively cover essential expenses, employees are more likely to be content and focused on their work. Secondly, the structure and fairness of allowance distribution within an organization can affect employee morale and teamwork. When allowances are distributed fairly and transparently, it fosters a positive work environment and collaborative spirit, potentially enhancing productivity. Additionally, organizations may adjust allowances in response to economic conditions or industry standards to remain competitive, which can further impact motivation and productivity. The multifaceted role of allowances highlights their importance within the broader context of employee compensation and motivation.

2.2.4 Increment

Increment also known as a pay raise or salary increase, is the upward adjustment in an employee's wage over time. These increments are typically awarded based on factors such as employee performance, experience, and market conditions. Firstly, the frequency and size of salary increments play a vital role in motivating employees. Regular, meaningful increments acknowledge and reward hard work, encouraging employees to continually strive for excellence and contribute to increased productivity. Secondly, a fair and transparent process for determining who receives increments is essential for maintaining employee morale and motivation. When increments are tied to performance, it fosters a culture of accountability and dedication within the workforce. Additionally, organizations may adjust increment policies to align with industry standards and economic conditions, further affecting employee motivation and productivity. The strategic management of increments underscores their significance within the broader context of employee compensation and motivation.

2.2.5 Housing Facilities

Housing facilities provided by the employer may include company-provided accommodations or housing allowances to assist employees in securing suitable housing near the workplace. These facilities often include employer-provided housing or housing allowances, and their adequacy plays a pivotal role in influencing employee well-being. Firstly, the quality and accessibility of housing can significantly affect an employee's overall satisfaction and motivation to perform well in their job. When employees have access to safe, comfortable, and affordable housing, they are more likely to be focused and committed to their work. Secondly, the proximity of housing facilities to the workplace can contribute to reduced commute times and less stress, which can boost overall productivity. Additionally, fairness and transparency in the allocation of housing facilities within an organization can foster a positive work environment, promoting collaboration and employee engagement. Organizations that recognize the importance of housing facilities as part of their welfare package can enhance employee motivation and, in turn, productivity.

2.2.6 Medical

Medical encompasses various health-related benefits such as health insurance, medical check-ups, and access to healthcare services. These provisions support employees' physical well-being and help in times of illness or medical emergencies. Firstly, the quality and comprehensiveness of medical can significantly influence an employee's physical and mental well-being. When employees have access to comprehensive healthcare services and insurance coverage, they are more likely to maintain good health, reducing absenteeism and enhancing productivity. Secondly, wellness programs and preventive healthcare initiatives can further promote employee well-being, leading to a healthier and more engaged workforce. Additionally, fairness and inclusivity in the distribution of medical within an organization can create a positive work culture, fostering motivation and collaboration among employees. Organizations that prioritize employee health through medical not only contribute to a healthier workforce but also reap the benefits of increased motivation and productivity.

2.2.7 Personal Loan

Personal loan facilities enable employees to access financial assistance from the employer for personal needs, such as education expenses, family emergencies, or major life events. These programs offer a helping hand during times of financial strain and can positively impact employees' overall financial security and peace of mind. These loans may include options for low-interest loans or emergency financial assistance. Firstly, the accessibility and terms of personal loans can significantly impact an employee's financial well-being and, consequently, their motivation to perform effectively in their role. When employees have access to affordable loans during times of financial need, they may experience reduced stress and increased job satisfaction, leading to improved productivity. Secondly, the fairness and inclusivity in providing personal loan options can foster a supportive work environment, enhancing employee morale and teamwork. Organizations that recognize the importance of personal loans as part of their welfare package can contribute to reduced financial stress and increased employee motivation, ultimately positively affecting overall productivity.

2.2.8 Development Program

Development programs are a key component of welfare facilities and encompass various factors that significantly influence employee motivation and productivity. These programs typically include opportunities for skill development, career advancement, and professional growth. Firstly, the accessibility and quality of development programs play a vital role in shaping an employee's sense of career progression and job satisfaction. When employees have access to effective training and career development initiatives, they are more likely to feel motivated and engaged in their roles, ultimately leading to increased productivity. Secondly, transparency and fairness in the allocation of development opportunities within an organization can foster a culture of continuous learning and improvement, promoting collaboration and employee loyalty. By investing in employees' growth and development, employers foster a motivated and skilled workforce.

2.3 Work Motivation

Work motivation, a central aspect of employee performance, is influenced by numerous factors. Motivation can arise from factors such as personal ambition,

recognition, opportunities for growth, and the perceived value of rewards tied to performance. These include financial factors like wages, non-financial factors such as welfare facilities, and intrinsic elements like job satisfaction and career advancement opportunities. Motivation plays a pivotal role in driving employee performance (Olusadum & Anulika, 2018). When the basic needs are met, employees will be motivated to improve their performance further (Evelyne et al. 2018). According to Maslow's Hierarchy of Needs, employees are motivated when their basic physiological and safety needs, often fulfilled by wages and welfare facilities, are met. Additionally, Herzberg's Two-Factor Theory highlights that factors like recognition, responsibility, and advancement opportunities contribute to job satisfaction and intrinsic motivation. Therefore, work motivation is a multifaceted concept where wages and welfare facilities act as foundational components, while non-financial and intrinsic factors play a significant role in driving employee productivity (Maslow, 1943).

2.4 Employee Productivity

Employee productivity, a critical aspect of organizational success, is influenced by a multitude of factors. Employee productivity describes a balance between all production factors that, with the lowest effort, will give the maximum output. These encompass financial elements like competitive wages that incentivize employees to perform efficiently. Welfare facilities, including health benefits and work-life balance programs, contribute to physical and mental well-being, positively impacting productivity. Moreover, work motivation driven by factors such as recognition, job satisfaction, and opportunities for advancement plays a significant role in how engaged and committed employees are to their tasks. According to Madhani (2020), engaged employees are more productive, resulting in a 21% increase in profits. Accurately measuring employee productivity is essential for organizations seeking to enhance their overall performance. The interplay of these factors is crucial, as motivated and contented employees are more likely to translate their motivation into enhanced productivity levels, benefiting both the individual and the organization (Ismail & Anuar, 2017).

2.5 Previous Studies

The prior studies that are associated with the title of this research are presented in this section. Previous studies have examined relationships between various factors, including wages, welfare facilities, work motivation and employee productivity. As a result, there may be some differences when comparing the findings of previous studies with the findings of this research. Additionally, there are differences in the implementation of wages and welfare facilities across various garment industries. The following section covers the effect of wages, welfare facilities, and work motivation on employee productivity.

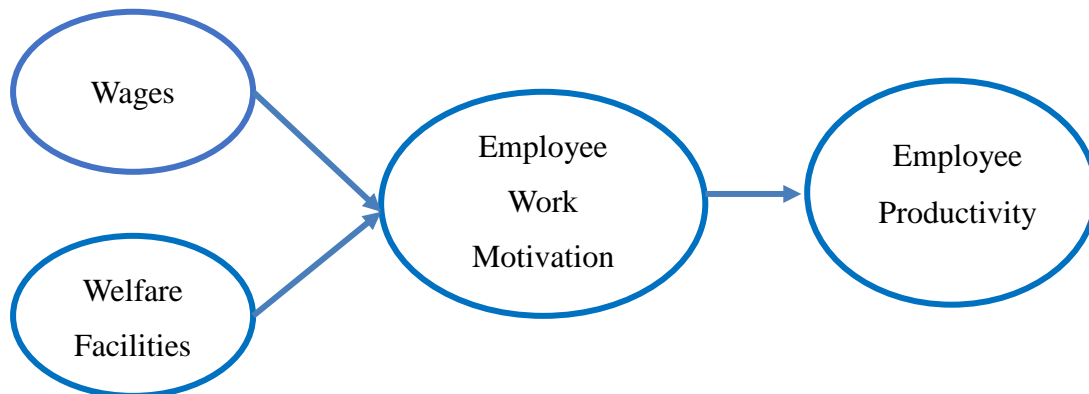
This research explores how variations in wage structures impact employees' intrinsic and extrinsic motivation levels, ultimately influencing their commitment, engagement, and performance in the workplace. While there may be several factors influencing motivation, wages serve as a fundamental component of compensation that can significantly affect employees' drive and dedication. Various research studies have emphasized the significance of wages in the attraction and motivation of quality employees. Kampelmann et al. (2018) noted that compensation serves as a motivational factor, influencing an individual's choice to become part of a company, as highlighted by O'Connor (2018). In terms of the motivation of employees, wages, and benefits have a positive effect on employees' behaviors and attitudes toward work (Yee, 2018). Baljoon et al. (2018) stated the relationship between wages and motivation. By examining the connection between wages and work motivation, this study aims to shed light on the critical role of compensation in shaping employee productivity and organizational success.

This study also explores the crucial link between welfare facilities and work motivation in the broader context of employee productivity. This research delves into how the provision of comprehensive welfare facilities, including healthcare benefits, work-life balance initiatives, and professional development opportunities, impacts employees' motivation levels. By offering a supportive and employee-centric environment, organizations can boost intrinsic and extrinsic motivation, leading to enhanced engagement and overall performance (Muruu et al., 2016) the concept of worker welfare programs has been used by many organizations as a strategy to boost employee motivation. Padmini (2016) advised that the provision of welfare schemes was to generate an efficient, loyal, healthy, and contented labor force within the company. The

provision of such amenities aims to enhance the quality of employees' work-life and elevate their motivation in the workplace. As elucidated by Manju and Mishra (2012), worker welfare encompasses a wide array of benefits, amenities, and services furnished by employers to uplift and inspire their workforce. Additionally, the implementation of employee welfare programs in both advanced and emerging societies can significantly impact workforce motivation, as indicated by Hassan et al. (2019). Organizations provide welfare facilities to their employees so that their motivation remains high (Tiwari, 2014).

This study is based on four previous research papers from international research papers. The following previous researches conducted their conceptual frameworks to discuss the effect of wages, welfare facilities and work motivation on employee productivity. The first conceptual framework of previous research studies is shown in Figure (2.1). These researchers would like to know the Effect of Non-Statutory Welfare Schemes on the Motivation Levels of Non-Academic Staff in Private Universities in Uganda.

Figure (2.1) Conceptual Framework of Alam, et al



Source: Alam, et al, 2020

The research goals of the preceding study encompass the following: (1) to investigate the impact of wages and welfare amenities on Employee Productivity, and (2) to elucidate the mediating function of work motivation in the connection between wages, benefits, welfare facilities, and employee productivity. Conducting a research paper on "The Effects of Wages and Welfare Facilities on Employee Productivity: The Mediating Role of Employee Work Motivation," equips organizations with the knowledge needed to make informed decisions regarding compensation and benefits. This, in turn, can lead to heightened workforce productivity and more efficient cost management. This research

holds the potential to advance our understanding of the complex interplay between compensation, motivation, and productivity, with far-reaching implications for academia, industry, and society as a whole.

This research study has explored and established a range of significant relationships within the context of the Ready-Made Garments industry in Bangladesh. The findings have unveiled a compelling nexus between wages, welfare facilities, employee work motivation, and employee productivity. It is evident that higher wages positively impact both employee productivity and work motivation. Similarly, the provision of comprehensive welfare facilities has a direct positive influence on employee productivity, mediated through the mechanism of work motivation. Furthermore, the study underscores the importance of recognizing the interplay of these factors in the workplace. When employees' basic needs are met through fair wages and welfare amenities, it not only enhances their motivation but also fosters a sense of financial security and well-being. These elements collectively contribute to higher devotion to job responsibilities and increased productivity.

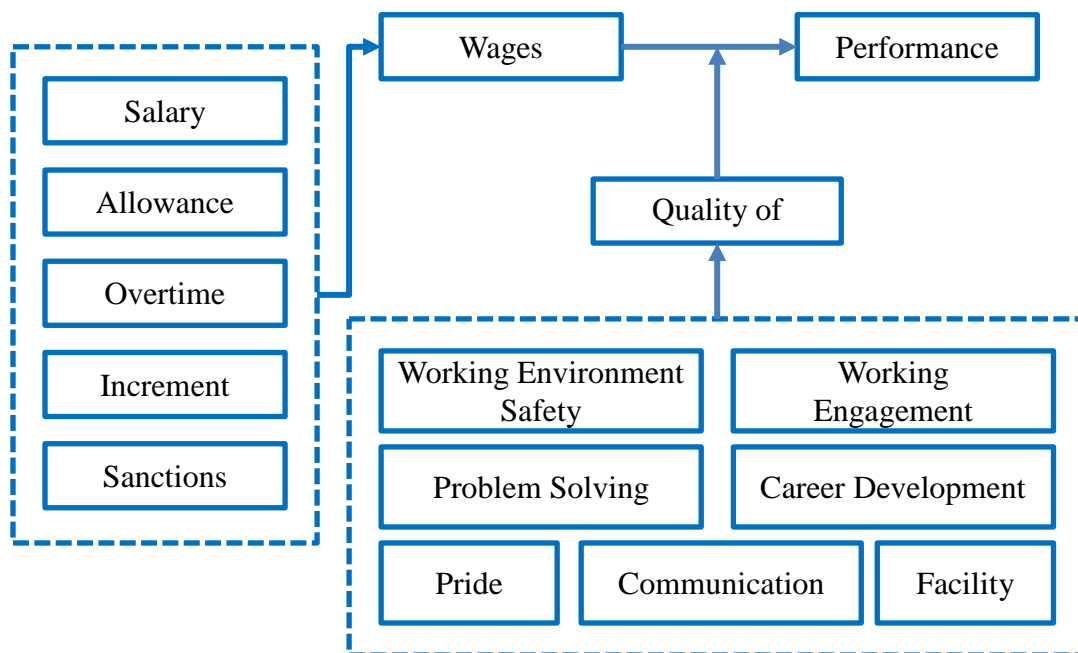
Moreover, the research emphasizes the mediating role of employee work motivation in the effect of wages and employee productivity, as well as the effect of welfare facilities and employee productivity. These findings reinforce the idea that employee work motivation serves as a crucial bridge between compensation and productivity. These findings have implications for RMG industry management in Bangladesh and potentially for similar contexts worldwide. By implementing policies and practices that prioritize fair wages and welfare facilities, organizations can nurture a motivated workforce, leading to improved productivity and overall success.

This research contributes to our understanding of the dynamics within the RMG industry, shedding light on the pivotal role of wages, welfare facilities, and employee motivation in driving productivity. It reinforces the notion that a satisfied and motivated workforce is a key asset for organizations, and investments in employees' well-being can yield substantial dividends in terms of productivity and competitiveness.

This study examines the pivotal role of work motivation in driving employee performance and productivity. This research focuses on how factors such as wages and the availability of welfare facilities can impact employees' motivation levels, both intrinsically and extrinsically. A motivated workforce is more likely to exhibit higher

levels of commitment, enthusiasm, and innovation, leading to increased productivity. From human relations theory, it is observed that motivation is the cause of the performance of the employees (Olusadum & Anulika, 2018). Dina and Olowosoke (2018) observed that workers' productivity depends upon the workers' level of motivation. Employee productivity is genuinely influenced by motivation and, for that reason, if workers are motivated then they will perform their jobs with higher determination and their productivity will eventually increase (Ajalie, 2017). Putra (2017) argued that a heightened intrinsic motivation level results in employees performing better and achieving greater productivity in their job tasks. This underscores a distinct and positive correlation between job performance and motivation, as corroborated by Evelyne et al. (2018) and Oktosatrio (2018). Various research has confirmed that motivation is linked to the employee's job performance (Singh, 2016). By understanding the mechanisms through which work motivation influences employee performance, this study seeks to provide valuable insights into how organizations can optimize their compensation and welfare strategies to foster a motivated and productive workforce.

Figure (2.2) Conceptual Framework of Gunawan and Amalia

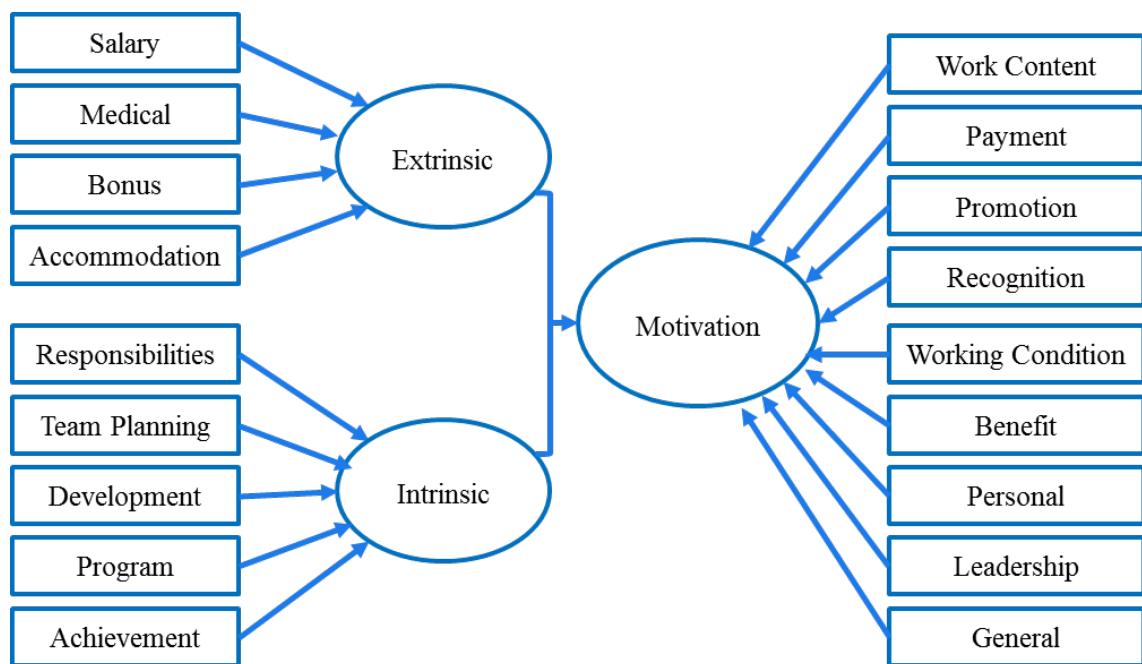


Source: Gunawan & Amalia, 2015

The conceptual framework of the previous research study as mentioned in Figure (2.2) is to examine wages and employee performance and the quality of work life. The

objectives of this previous study research have two main objectives. They are as follows: (1) to examine the relationship between wages and employees' performance, and (2) to assess the quality of work life as a moderator in the relationship between wages and employees' performance. The study assesses the significance of each variable and finds that wages, the quality of work life, and their interaction have statistically significant effects on employee performance. The data presented in this research paper are indeed related to the study's objectives and hypotheses. The findings suggest that both wages and the quality of work life are significant factors influencing employee performance. Additionally, the study identifies a moderating effect of the quality of work life on the relationship between wages and employee performance. These findings contribute valuable insights into the complex interplay of factors impacting employee performance in the context of wages and the quality of work life.

Figure (2.3) Conceptual Framework of Rahim and Wan Daud



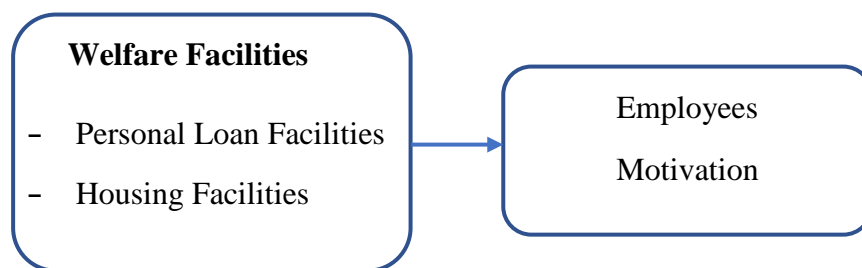
Source: Rahim & Wan Daud, 2013

In Figure (2.3), this research paper describes rewards and motivation among administrators of Universiti Sultan Zainal Abidin (UniSZA). It provides a comprehensive examination of the relationships between motivation, extrinsic reward, intrinsic reward, and their impact on employee performance. The objectives of this study are: (1) to examine the effect of intrinsic reward on motivation among administrators' staff of

UniSZA, (2) To examine the effect of extrinsic reward on motivation among administrators' staff of UniSZA, and (3) To propose the best predictor variable of motivation among administrators staff in UniSZA. The data presented reveal several important findings. Firstly, it is evident that a majority of respondents in the study expressed high levels of motivation and reward, both extrinsic and intrinsic, indicating a positive perception of these factors among the participants. The regression analyses support the study's hypotheses, demonstrating significant and positive effects of both extrinsic and intrinsic rewards on motivation. These findings underscore the crucial role of rewards in driving employee motivation, which in turn influences their performance.

This research emphasizes the importance of recognizing and fostering motivation through effective reward systems, as this can have a substantial impact on overall workplace performance. The data presented in the paper serve as a valuable resource for organizations seeking to enhance employee motivation and, ultimately, achieve improved performance outcomes.

Figure (2.4) Conceptual Framework of Kakaire



Source: Kakaire (2021)

In Figure (2.4), the research paper sheds light on the working conditions and motivation levels of non-academic staff in private universities in Uganda. The objectives are: (1) to establish the level of motivation of the non-academic staff in private universities in Uganda, (2) to establish the effect of staff loan facilities on the motivation levels of non-academic staff in the private universities in Uganda, and (3) to assess the effect of housing facilities on the motivation levels of non-academic staff the private universities in Uganda. The data presented in the study provide valuable insights into the challenges faced by these staff members and their perceptions of their jobs. Notably, the research reveals that many non-academic staff members encounter difficulties related to ethical standards, knowledge acquisition, personal goal achievement, flexibility, and

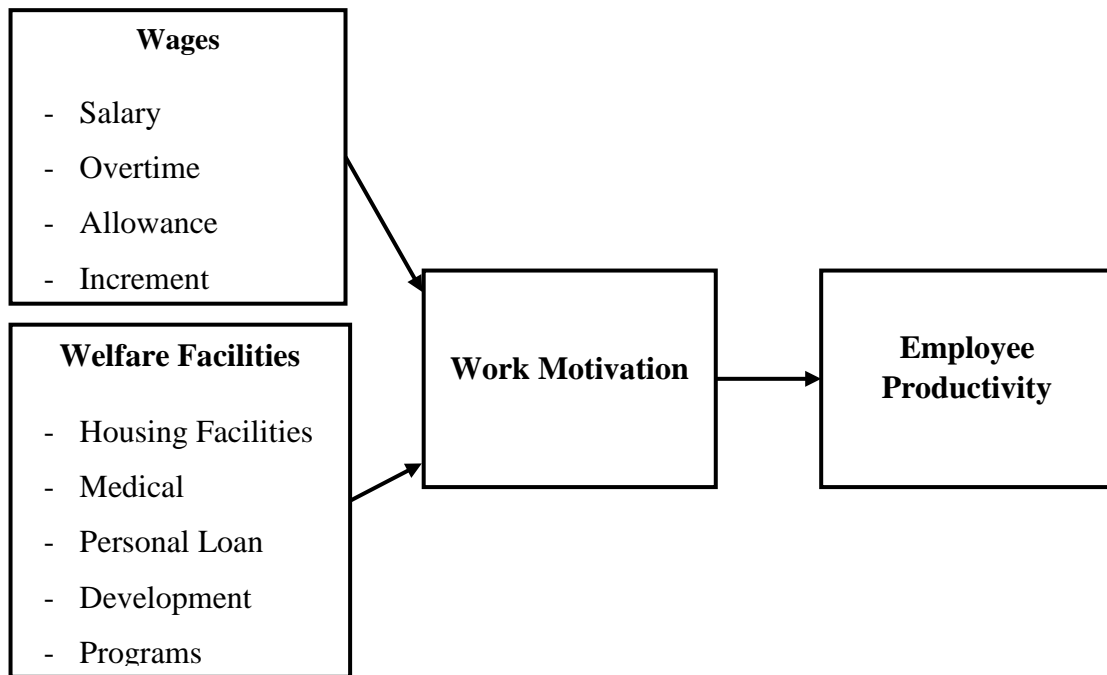
recognition of their contributions. Job security also appears to be a concern. Furthermore, the study's findings underscore the significant role of personal loans facilities in enhancing the motivation levels of non-academic staff. The data show a strong and positive relationship between access to personal loan and increased motivation among these employees. This suggests that private universities in Uganda can boost the motivation of their non-academic staff by offering such facilities.

Surprisingly, the research does not find a significant impact of housing facilities on motivation levels, contrary to some previous studies. This finding suggests that while housing facilities are provided, they may not be perceived as influential motivators by non-academic staff in these institutions. The data in this research paper are closely related to the study's objectives and contribute to our understanding of the welfare challenges and motivation factors within private universities in Uganda. The findings can serve as a valuable resource for universities and organizations aiming to address staff welfare issues and improve motivation levels among their non-academic employees.

2.6 Conceptual Framework of the Study

This study aims to analyze the effects of wages, welfare facilities, and work motivation on employee productivity in Textile Palace Co., Ltd. Therefore, the following conceptual framework is developed based on the previous studies. The conceptual framework of this study is shown in Figure (2.5).

Figure (2.5) Conceptual Framework of the Study



Source: Own compilation based on previous studies, 2023

The study presented in Figure (2.5) focuses on understanding the effects of wages, welfare facilities, and work motivation on employee productivity within Textile Palace Co., Ltd. The conceptual framework adopted for this research draws from the work of Alam, et al. (2020). It encompasses dimensions such as wages, including salary, overtime, allowance, and increment, as well as welfare facilities, which encompass housing facilities, medical, personal loan, and development programs. These dimensions are considered crucial in influencing employee motivation, which in turn impacts employee productivity.

The study is rooted in Abraham Maslow's hierarchy of human needs, where fair and competitive wages are seen as essential for fulfilling employees' physiological and security needs, ultimately enhancing their work motivation and commitment (Kim & Choi, 2018) support this notion, highlighting that improved wages lead to increased employee productivity. The research also explores the relationship between welfare facilities, including housing, medical support, loans, and development opportunities, and their impact on work motivation—a key determinant of employee productivity. The conceptual framework of this study illustrates the connections between various independent variables related to wages and welfare facilities and their influence on work

motivation, ultimately leading to employee productivity. This study aims to provide valuable insights into how these factors interact within the organizational context of Textile Palace Co., Ltd.

CHAPTER 3

**PROFILE AND WAGES, WELFARE FACILITIES, AND
WORK MOTIVATION ON EMPLOYEE PRODUCTIVITY
IN TEXTILE PALACE CO., LTD**

The Myanmar garment industry held substantial economic importance within the country. It served as a vital source of employment and foreign exchange earnings, attracting foreign investment from global clothing brands and manufacturers. The industry's future trajectory was closely tied to international trade preferences and the evolving political and social landscape in Myanmar. In Myanmar, the Myanmar Garment Manufacturers Association has been established. Member factories offer employment and sustain the livelihoods of around 450,000 workers. The garment industry is also a business that many families depend on.

3.1 Profile of Textile Palace Co., Ltd

Textile Palace Co., Ltd. is a well-known company in the textile industry, renowned for its commitment to quality and innovation. Established several decades ago, the company has built a stellar reputation as a leading manufacturer and supplier of textiles globally. Specially produced in a wide range of textile products, including fabrics, apparel, and home textiles, Textile Palace has consistently delivered high-quality products that cater to the diverse needs of its customers. Their state-of-the-art manufacturing facilities and stringent quality control processes ensure that their textiles meet the highest industry standards. With a strong focus on sustainability and ethical practices, Textile Palace has also significantly reduced its environmental footprint. This dedication to excellence, coupled with a forward-thinking approach, has positioned Textile Palace Co., Ltd as a trusted and reliable partner in the textile industry, serving a global clientele with products that combine style, durability, and responsible production practices.

Textile Palace Co., Ltd. has informed about activities related to wages, welfare facilities, and work motivation on employee productivity. The company ensures timely salary payments and offers performance-based bonuses. In terms of overtime, the

company complies with labor laws, fairly compensating employees while maintaining transparent practices to prevent overwork. Various allowances, including transportation and meal bonuses, are provided to support employees, with adjustments made periodically. The company values skill development, incorporating recognition into promotion systems, and offering regular performance appraisals with pay raises for high achievers. Housing facilities are maintained to reduce commuting pressures, and health insurance or on-site clinics ensure access to medical, fostering employee health and reducing absenteeism. Personal loan programs and professional development opportunities, such as workshops, are available. Employee dedication and contributions are recognized through certificates or public acknowledgments. Finally, Textile Palace Co., Ltd prioritizes work-life balance, offering reasonable hours, flexible schedules, and time off options to recharge and boost productivity. The managing director of the Textile Palace Co., Ltd. explained that these things are being done for the employees.

3.2 Wages Provided by the Textile Palace Co., Ltd

Textile Palace Co., Ltd. places paramount importance on its wage practices as a cornerstone of its commitment to employee satisfaction and organizational excellence. This commitment extends across various aspects of wages, encompassing salary structures, overtime policies, allowances, and increment systems. These components, carefully designed and managed, collectively reflect the company's dedication to not only providing competitive and equitable compensation but also fostering a workplace culture that values employee well-being and growth.

(a) Salary

Textile Palace Co., Ltd. places a strong emphasis on providing competitive and equitable salaries to its employees. The company recognizes that fair compensation is not only a fundamental right but also a crucial factor in attracting and retaining top talent in the textile industry. Employees at Textile Palace Co., Ltd. receive salaries that are commensurate with their job roles, skills, and experience. The company conducts regular market research and salary benchmarking to ensure that its compensation packages remain competitive within the industry.

In Textile Palace Co., Ltd., employee salaries are categorized into two distinct groups based on factors including age, education, and work experience: managerial level and non-managerial level.

Table (3.1) Salary Provided by the Textile Palace Co., Ltd

Sr No.	Description	Salary Range (Kyats)
1	Managerial Level	500,000 – 1,500,000
2	Non-Managerial Level	144,000 - 300,000

Source: Survey Data, 2023

In Table (3.1), for managerial-level employees, the salary structure ranges between 500,000 and 1,500,000 kyats and for non-managerial level employees, the salary scale is set between 144,000 and 300,000 kyats.

(b) Overtime

At Textile Palace Co., Ltd. recognize the importance of providing fair and respectful overtime policies to valued employees. Overtime work may occasionally be required due to production demands, and it is provided in accordance with legal regulations and industry standards. Overtime policies are designed to prioritize the well-being and work-life balance of the workforce. The company operates transparent and fair wage practices. Moreover, Textile Palace Co., Ltd. values employees' personal time and respects their need for work-life balance. The company aims to minimize the necessity for excessive overtime by implementing efficient production planning and offering flexible work arrangements where possible. The well-being of employees is of utmost importance, and continuously strive to strike a balance between meeting production demands and ensuring the health and happiness of the workforce.

In Textile Palace Co., Ltd, overtime work is generally compensated at a rate higher than the regular hourly wage and the overtime rate is usually 1.5 times the regular hourly wage for work done on weekdays (Monday to Friday). The overtime rate for weekends and holidays is two times the regular hourly wage based on the overtime

policies. A Weekly Overtime is usually a legal limit on the number of overtime hours an employee can work in a week. In Textile Palace Co., Ltd, this limit is often set at 16 hours of overtime per week.

(c) Allowance

Textile Palace Co., Ltd. provides financial prosperity and comfort to employees at various costs. The company understands that allowances are an essential component of employees. Allowances encompass a range of financial benefits, including transportation allowances and meal allowances. These allowances are designed to alleviate the financial burden associated with covering daily expenses. We believe that by offering these allowances, the company can enhance the overall quality of life for employees and contribute to their job satisfaction. Textile Palace Co., Ltd provides allowances in accordance based on the human resources policy in accordance with labor laws and regulations.

(d) Increment

Textile Palace Co., Ltd. understands the importance of providing opportunities for professional growth and financial advancement. The increment process at Textile Palace Co., Ltd. is based on a comprehensive performance evaluation system. This system evaluates various aspects of employee performance, including job proficiency, teamwork, and individual contributions to the organization's success. After completion of the evaluation, employees who have demonstrated exceptional performance and dedication may receive salary increments. This system not only motivates the employees to perform at their best but also fosters a culture of continuous improvement within the organization. This approach allows us to provide the employees with salaries that reflect their skills, experience, and the broader compensation landscape. In Textile Palace Co., Ltd, the annual increment increase is based on a fixed percentage, such as 3% to 5% of the current salary. The increment policy at Textile Palace Co., Ltd. underscores the company's commitment to recognizing and rewarding the hard work and dedication of the employees.

3.3 Welfare Facilities Provided by the Textile Palace Co., Ltd

Textile Palace Co., Ltd. has an array of various welfare facilities catering to the multifaceted needs of its workforce for employee welfare. These comprehensive

offerings, including housing facilities, medical benefits, a personal loan program, and a robust development initiative, underscore the organization's unwavering dedication to nurturing the holistic well-being and success of its employees. From providing comfortable housing options and prioritizing health and wellness to extending financial support and empowering professional growth, Textile Palace Co., Ltd. exemplifies a workplace culture that recognizes and addresses the intricate web of needs that contribute to employee satisfaction and success within the textile industry. In this comprehensive overview, the company explores each of these welfare facilities designed to create an environment where employees can thrive both professionally and personally.

(a) Housing Facilities

Textile Palace Co., Ltd. recognizes the significance of providing comfortable and secure housing options for its employees. The company understands that where employees live significantly impacts their overall well-being and job satisfaction. As such, Textile Palace Co., Ltd. has taken proactive measures to offer housing facilities that meet the diverse needs of its workforce. In Textile Palace Co., Ltd, for accommodation Non-managerial level employees are provided with rooms ranging from dormitory style accommodation and Managerial level employees are provided with apartments. The company is committed to providing housing options that align with varying preferences and family sizes, offering a range of housing types, from apartments to family homes. Furthermore, Textile Palace Co., Ltd. ensures that its housing facilities comply with all necessary safety and quality standards.

(b) Medical

Textile Palace Co., Ltd. places a strong emphasis on the health and well-being of its employees, recognizing that a healthy workforce is essential for both individual and organizational success. To support the medical needs of its employees, the company offers a comprehensive range of medical benefits and healthcare services. Medical benefits package includes access to quality healthcare facilities and coverage for medical expenses. Employees and their families can receive medical care when needed. The company prioritizes preventive care, encouraging employees to maintain their health. In addition to medical services, Textile Palace Co., Ltd. also provides access to healthcare professionals who can offer guidance and support for various health-related concerns. Whether it's a routine health query or a more complex medical issue, our employees have

access to the necessary resources and expertise. Textile Palace Co., Ltd provides employees with access to first aid services and medical assistance in case of occupational injury or accident. In addition, periodic health check-ups are conducted for employees. The facility also has procedures in place to handle medical emergencies. There are also injury-based compensation systems for work-related injuries. The company is committed to continuously reviewing and enhancing its medical benefits to ensure they remain in line with industry standards and the evolving needs of our workforce.

(c) Personal Loan

Textile Palace Co., Ltd. acknowledges that personal financial requirements may arise for its employees from time to time, and to support their financial well-being, the company extends a personal loan program. This initiative is designed to provide employees with access to financial assistance when needed, whether it be for unexpected expenses, educational pursuits, or other personal financial goals. The personal loan program offers competitive interest rates and flexible repayment terms, catering to the diverse needs of our workforce. Employees have the option to apply for personal loans within the framework of the program, and the process is conducted with transparency and confidentiality. In Textile Palace Co., Ltd, the amount of personal loan that a factory employee can secure depends on various factors, including their income and creditworthiness, and is divided into short-term loans and long-term loans. By providing this financial support, the company creates a supportive work environment where employees can address their financial needs and aspirations while focusing on their professional roles with confidence.

(d) Development Program

Textile Palace Co., Ltd. is committed to nurturing the growth and potential of its employees through a comprehensive development program. This initiative is designed to empower our workforce with the skills, knowledge, and opportunities needed for both personal and professional advancement. The development program spans a wide spectrum, encompassing various aspects of skill enhancement, career progression, and leadership development. Employees have access to a diverse range of training and development modules, workshops, and courses that align with their roles and career aspirations. These programs are tailored to promote continuous learning and skill development, ensuring that our workforce remains agile and capable in an ever-evolving

industry. These programs encompass quality control, machine operation, communication, and safety and compliance training. By providing a broad range of development opportunities, the company aims to equip the employees with the skills and knowledge to excel in their roles and beyond, ensuring that they can achieve both personal and professional success within the textile industry.

3.4 Reliability Analysis

Reliability analysis is required to assess the internal consistency of the questionnaire's variables. Table (3.2) describes reliability test results. The questionnaire's internal reliability can be measured by Cronbach's Alpha, which is presented in Table (3.2).

Table (3.2) Reliability Test Results

Sr. No	Statement	No. of Items	Cronbach's Alpha
1	Salary	4	0.611
2	Overtime	4	0.615
3	Allowance	4	0.668
4	Increment	4	0.627
5	Housing Facilities	3	0.704
6	Medical	3	0.912
7	Personal Loan	3	0.909
8	Development Program	3	0.711
9	Work Motivation	7	0.752
10	Employee Productivity	8	0.782

Source: Survey Data, 2023

Cronbach's Alpha is used to check if factors are reliable and according to Tavakoi and Dennick (2011), if Cronbach's Alpha value is above 0.6, it is considered to be reliable and valid.

In Table (3.2), Cronbach's Alpha values for medical and personal loans are higher than 0.9. Moreover, the values of Cronbach's Alpha for employee productivity, work motivation, development program, and housing facilities are greater than 0.7. In addition, Cronbach's Alpha values for allowance, increment, overtime and salary are more than 0.7. All factors in this study have Cronbach Alpha values within a range of 0.611 and 0.912. Thus, there is no need to exclude items from factors and it is reliable to proceed using these questions in a comprehensive survey. As a result, the reliability test of data for independent and dependent variables of this study is acceptable within a reasonable range.

Cronbach Alpha values were within the range of 0.611 and 0.912. This means that all the factors in this study demonstrate a moderate to very high level of internal consistency. As a result, there is no need to exclude any items from these factors, and you can proceed with confidence in using these questions in a comprehensive survey. The data collected for the independent and dependent variables in this study are reliable and can be used with confidence in this analysis.

3.5 Demographic Profile of Respondents

Textile Palace Co., Ltd. is a prominent garment manufacturing facility based in Myanmar. The factory specializes in the production of various clothing items, including T-shirts, warm clothes, shorts, and more. Notably, it has established partnerships with renowned brands such as H&M and KIABI, along with several other brands. Textile Palace Co., Ltd. primarily exports its products to European and Asian markets, contributing significantly to the global fashion industry. Textile Palace Co., Ltd. has initiated a survey aimed at gathering insights from respondents regarding aspects such as wage structures, welfare facilities, employee motivation, and their impact on overall employee productivity. This not only encourages respondent engagement but also cultivates a culture of transparent communication and ongoing enhancement. Moreover, through the active engagement of employees in shaping both the workplace and the industry at large, organizations can enhance job satisfaction, proficiently identify and

address challenges, and consequently cultivate a more favorable and productive work atmosphere. Approximately 200 out of 1,000 employees at Textile Palace Co., Ltd. participated in a survey focused on comprehending the influence of motivation on employee productivity, particularly concerning wage and welfare facilities. In this study, a targeted sample of 200 individuals, representing 20% of Textile Palace Co., Ltd.'s total workforce of 1,000 employees, was surveyed using a questionnaire. The demographic information on Textile Palace Co., Ltd. corresponded to age, gender, education, working experience, and monthly gross wage were analyzed in this study. The study was conducted in several parts. The data of respondents' profiles are collected from the survey questionnaire which is attached in Appendix A as a detail. Age, gender, education, working experience, and gross wages represent the demographic characteristics of respondents in this study.

Each question is structured as a multiple-choice question, and respondents have to select the answer that is relevant to them. Table (3.3) presents the background information with regard to the survey respondents.

Table (3.3) Demographic Profile of Respondents

Sr No.	Demographic Factors	No of Respondents	Percentage (%)
1	Age		
	Less than 18	2	1
	18 to 25	63	31.5
	26 to 35	105	52.5
	Above 35	30	15
2	Gender		
	Male	72	36
	Female	128	64
3	Education		
	Primary	15	7.5
	Middle	24	12
	High	56	28
	Graduate	105	52.5
4	Working Experience		
	Less than 3 years	53	26.5
	3-7 years	106	53
	8-13 years	34	17
	Above 12 years	7	3.5
5	Gross Wages (Monthly)		
	Below 200,000 kyats	6	3
	200,000-400,000 kyats	98	49
	400,000-600,000 kyats	60	30
	Above 600,000 kyats	36	18
Total		200	100

Source: Survey Data, 2023

As illustrated in Table (3.3e), the survey encompasses a diverse range of age groups among the respondents. The sample population is categorized into four distinct age brackets. Specifically, there are 2 respondents (1%) who are under the age of 18, 63 respondents (31.5%) aged between 18 and 25, 105 respondents (52.5%) aged between 26 and 35, and 30 respondents (15%) who are above the age of 35. It is evident that the predominant age group among the respondents falls within the 26 to 35-year range, constituting a substantial majority of the participants.

In terms of respondent gender, the survey data indicates a noteworthy distinction. Male participants, represented by a total of 72 individuals, constitute 36% of the overall respondents. Conversely, female participants, numbering 128 individuals, account for 64% of the total respondents. This data underscores that within Textile Palace Co., Ltd., the proportion of female employees participating in the survey exceeds that of their male counterparts.

The survey results reveal a notable distribution among respondents based on their educational qualifications. The majority, comprising 105 individuals, possess a "Graduate" level of education, constituting 52.5% of the total respondents. Following this, individuals with a "High School" education level represent 28% of the respondents, while those with a "Middle School" level account for 12%. Lastly, individuals with a "Primary School" level of education constitute 7.5% of the respondent population. This data underscores the prominence of respondents with a "Graduate" education level in the survey, followed by a descending order of "High School," "Middle School," and "Primary School" levels.

In terms of work experience, the survey data reveals distinctive patterns. The largest segment of respondents, comprising 106 individuals or 53%, possess work experience ranging from 3 to 7 years. Following this, 53 respondents, or 26.5%, have less than 3 years of work experience. Additionally, 34 respondents, constituting 17% of the total, report having 8 to 13 years of work experience. Lastly, a smaller group of 7 respondents, accounting for 3.5%, have accumulated more than 12 years of work experience. These findings delineate the distribution of respondents across various categories of work experience.

In conclusion, the survey data indicates a clear predominance of respondents aged between 26 and 35 years, constituting the majority. It's possible that this age group was

more actively engaged in the workforce at the time the survey was conducted. Female respondents outnumber their male counterparts, with females comprising 64% of the total. The higher participation of women in the survey may be because the textile industry provides more employment opportunities for many women. Moreover, a significant proportion of respondents hold a "Graduate" level of education, representing 52.5% of the sample. This is because the distribution method of the survey reaches more individuals with a higher level of education. In terms of work experience, the majority falls within the 3 to 7 years range, making up 53% of the respondents. This could be attributed to the fact that this range is a common point in one's career where they may be actively seeking professional development and opportunities. These key findings underscore the demographic and experiential diversity observed within the surveyed workforce.

CHAPTER 4

**ANALYSIS ON EFFECTS OF WAGES, WELFARE FACILITIES,
WORK MOTIVATION AND EMPLOYEE PRODUCTIVITY
IN TEXTILE PALACE CO., LTD**

To analyze the effect of Wages, Welfare Facilities, Work Motivation, and Employee Productivity of Textile Palace Co., Ltd, regression analysis was conducted with selected respondents of Textile Palace Co., Ltd. Linear regression model SPSS version 27 was used to measure the effect of Wages and Work Motivation, Welfare and Work Motivation, Work Motivation, and Employee Productivity.

4.1 Wages Factors

This study uses a structured questionnaire to assess the effects of wages, welfare facilities, and work motivation on employee productivity. The structured questionnaire uses a five-point Likert scale to examine the effect of wages, welfare facilities, and work motivation on employee productivity. The mean and standard deviation for the measurement are then obtained using descriptive statistics. In order to examine the effector of wages, welfare facilities, and work motivation on employee productivity, a regression model was designed and calculated. Work motivation and employee productivity are the dependent variables in the model, while other factors such as salary, allowance, overtime, increment, housing facilities, medical, personal loan, and development programs make up the independent variables. In accordance with Best (1977), the mean value of a five-point Likert scale is interpreted as follows: a score between 1.00 and 1.80 indicates a strong disagreement, a score between 1.81 and 2.60 indicates disagreement, a score between 2.61 and 3.40 indicates neutrality, a score between 3.41-4.20 indicates agreement and a score between 4.21 and 5.00 indicates a strong agreement.

4.1.1 Salary

Table (4.1) shows the salary of Textile Palace Co., Ltd, which includes mean values implementing uniform minimum wage standards, the income earned, compensation arrangements, and perception of wages.

Table (4.1) Salary

Sr No.	Statement	Mean Value	Std. Deviation
1	Implementing uniform minimum wage standards within the clothing manufacturing sector could greatly enhance the economic security and quality of life for employees.	3.43	0.70
2	The income earned in clothing manufacturing sufficiently covers financial requirements and responsibilities.	3.55	0.75
3	It is believed that compensation arrangements within clothing manufacturing are equitable and open, featuring distinct guidelines for progression and salary increases.	3.55	0.69
4	The perception is that wages in clothing manufacturing compare favorably to those in similar positions across various sectors.	3.39	0.74
	Overall Mean	3.48	

Source: Survey Data, 2023

In Table (4.1), reports the fact that most of the respondents agreed that the income earned in Textile Palace Co., Ltd sufficiently covers financial requirements and responsibilities and they believed that compensation arrangements within this company are equitable and open, featuring distinct guidelines for progression and salary increase

because the overall mean score is 3.48. Among the factors, the income and compensation arrangements are good references for the salary of Textile Palace Co., Ltd and got the highest mean score of 3.55. The lower mean scores under the overall mean score are 3.43 and 3.39 respectively. The lowest mean score of 3.39 indicates that most of the respondents agreed that their perception of wages in this company compares favorably to those in similar positions across various sectors.

According to study data collected, it was found that respondents generally believe that the income earned in clothing manufacturing is sufficient to cover financial requirements and that compensation arrangements in the sector are perceived as equitable and open, featuring distinct guidelines for progression and salary increases. This suggests that respondents generally see wages in clothing manufacturing as competitive compared to similar positions in other sectors. Uniform minimum wage standards received a slightly lower average rating of 3.43, but it still indicates a relatively positive perception that implementing such standards could enhance economic security and quality of life for employees.

This data provides an overview of how survey respondents perceive salary-related aspects in the clothing manufacturing sector, with generally positive views on income sufficiency, equity, and wage competitiveness.

4.1.2 Overtime

Table (4.2) describes the overtime of Textile Palace Co., Ltd, in terms of mean values for working additional hours, the payment received for extra hours, method and rules for tracking and remuneration of additional work hours and vigorously applying overtime hours restrictions.

Table (4.2) Overtime

Sr No.	Statement	Mean Value	Std. Deviation
1	Working additional hours in clothing manufacturing becomes essential to fulfill production goals and time constraints.	3.56	0.63
2	The payment received for extra hours worked in clothing manufacturing is fair and meets expectations.	3.55	0.69
3	The methods and rules for tracking and remunerating additional work hours in clothing manufacturing are clear and straightforward.	3.69	0.59
4	Vigorously applying overtime hour restrictions in clothing manufacturing could enhance the health and welfare of workers.	3.57	0.69
	Overall Mean	3.59	

Source: Survey Data, 2023

According to Table (4.2), most of the respondents agreed that the methods and rules for tracking and remunerating additional work hours in Textile Palace Co., Ltd are clear and straightforward because this fact is the highest mean score of 3.69. This indicates that respondents generally believe that the methods and rules for tracking and compensating additional work hours in clothing manufacturing are clear and straightforward. The overall mean score is 3.59. It was followed by the other three factors as shown in Table (4.2), showing the mean values as 3.57, 3.56, and 3.55. These mean values suggest that respondents generally find working additional hours necessary to meet production goals, consider the payment for extra hours worked as fair, and believe that vigorously applying overtime hour restrictions could enhance the health and welfare of workers.

The data in this table provides an overview of how survey respondents perceive overtime-related aspects in the clothing manufacturing sector, with generally positive views on the necessity of overtime, fairness in payment, clarity of rules, and potential benefits of applying overtime restrictions.

4.1.3 Allowance

Table (4.3) shows the allowance of Textile Palace Co., Ltd, in terms of mean values based on allowance, information and guidelines, rigorous implementation of regulations and standards for allowance, and fair and equitable allowances.

Table (4.3) Allowance

Sr No.	Statement	Mean Value	Std. Deviation
1	It is believed that allowances in the garment industry are equitable and aligned with the nature of the work and the cost of living.	3.47	0.57
2	The information and guidelines concerning garment industry allowances are transparent and readily available.	3.69	0.61
3	Rigorous implementation of regulations and standards for garment industry allowances would enhance the overall well-being and financial stability of workers.	3.62	0.60
4	It is believed that allowances in the garment industry are fair and equitable when compared to similar industries.	3.43	0.60
	Overall Mean	3.55	

Source: Survey Data, 2023

According to Table (4.3), most of the respondents agreed that the information and guidelines concerning allowances in Textile Palace Co., Ltd are transparent and readily available because this factor is the highest mean score of 3.69, which is more than the

overall average of 3.55. It was followed by the other three factors as shown in Table (4.3), showing the mean values as 3.62, 3.47, and 3.43. The lowest mean score of 3.43 indicates that most of the respondents agreed that allowances in Textile Palace Co., Ltd are fair and equitable when compared to similar industries.

According to the study data collected, the mean value of 3.47 suggests that, on average, respondents believe that allowances in the garment industry are equitable and in alignment with the nature of the work and the cost of living. This indicates a generally positive perception regarding the fairness of allowances. With a mean value of 3.69, this statement received the highest average rating, indicating that respondents generally perceive the information and guidelines related to garment industry allowances as transparent and readily available. This suggests that there is a positive view of the accessibility and transparency of information related to allowances.

The mean value of 3.62 suggests that, on average, respondents believe that rigorous implementation of regulations and standards for garment industry allowances would enhance the overall well-being and financial stability of workers. This indicates a positive perception of the potential benefits of enforcing regulations in this context. The mean value of 3.43, indicates that respondents generally believe that allowances in the garment industry are fair and equitable when compared to similar industries. This suggests a generally positive perception of the fairness of allowances in comparison to other sectors.

Overall, the Mean Values provide a summary of the respondents' perceptions regarding various aspects of allowances in the garment industry, with generally positive views on the equity of allowances, transparency of guidelines, the potential benefits of strict implementation of regulations, and the fairness of allowances compared to similar industries.

4.1.4 Increment

Table (4.4) shows increment of Textile Palace Co., Ltd. It states that mean values of perception for the increments, the process for determining increments, a more structured and standardized approach to increments and satisfaction exists with the increment system.

Table (4.4) Increment

Sr No.	Statement	Mean Value	Std. Deviation
1	It is perception that the increments received in the garment industry correlate with performance and contributions.	3.37	0.52
2	The process for determining increments in the garment industry is transparent and effectively communicated to all employees.	3.71	0.62
3	A more structured and standardized approach to increments in the garment industry is believed to improve fairness and motivation among workers.	3.68	0.56
4	Overall, satisfaction exists with the increment system in the garment industry, and it is believed to adequately reward employees' efforts and achievements.	3.35	0.60
	Overall Mean	3.53	

Source: Survey Data, 2023

Table (4.4) reports the fact that most of the respondents agreed that the process for determining increments in Textile Palace Co., Ltd is transparent and effectively communicated to all employees because this factor is the highest mean score of 3.71, which is greater than the overall average of 3.53. This implies that respondents have a positive perception of the clarity and communication of the increment process. It was followed by the other three factors, showing the mean values as 3.68, 3.37, and 3.35. The lowest mean value of 3.35 indicates that overall satisfaction exists with the increment system and adequately rewards employees' efforts and achievements.

The Mean Values provide a summary of the survey respondents' perceptions regarding various aspects of the increment system in the garment industry, with generally positive views on transparency, structured approaches, and overall satisfaction with the system.

4.2 Welfare Facilities Factors

The study investigating the relationship between wages, welfare facilities, work motivation, and employee productivity offers a comprehensive overview of key elements within welfare facilities. This analysis delves into specific dimensions such as housing facilities, medical support, personal loans, and development programs. By providing a detailed description and examination of these factors, the study seeks to shed light on their individual and collective contributions to employee motivation and, consequently, productivity. Understanding the nuances of welfare facilities is vital for organizations striving to create supportive environments that drive employee engagement and performance within the broader context of the research on wages, welfare facilities, work motivation, and employee productivity.

4.2.1 Housing Facilities

Table (4.5) describes housing facilities of Textile Palace Co., Ltd, showing the mean values of provided the housing facilities, enhancing housing facilities, and housing facilities offered by the employer.

Table (4.5) Housing Facilities

Sr No.	Statement	Mean Value	Std. Deviation
1	The housing facilities provided in the garment industry are perceived as safe, secure, and meeting basic standards of hygiene.	3.46	0.57
2	Enhancing housing facilities in the garment industry is thought to positively affect the overall well-being and quality of life of workers.	3.52	0.56
3	The housing facilities offered the employer in the garment industry exhibit good quality and conform to fundamental living standards.	3.46	0.54
	Overall Mean	3.48	

Source: Survey Data, 2023

In Table (4.5), most of the respondents agreed that enhancing housing facilities in Textile Palace Co., Ltd positively affects overall well-being and quality of life of workers because this factor has the highest mean score of 3.52, which is greater than the overall average of 3.48. It is indicated that respondents believe that enhancing housing facilities in the garment industry would positively affect the overall well-being and quality of life of workers. It was followed by provided housing facilities and housing facilities offered by the employer, showing the mean value of 3.46 and 3.46 respectively. These indicate a generally positive perception of the safety and hygiene of housing facilities and the quality and conformity of employer-provided housing. The Overall Mean of 3.48 represents the average sentiment across all the statements in this category.

4.2.2 Medical

Table (4.6) illustrates the medical of Textile Palace Co., Ltd, showing the mean values of medical offered by the employer, medical provided by the factory, and enhancing medical in the garment industry.

Table (4.6) Medical

Sr No.	Statement	Mean Value	Std. Deviation
1	The medical offered the employer in the garment industry are readily available when required.	3.49	0.69
2	It is believed that the medical provided in the garment industry are well-equipped and fulfill fundamental healthcare requirements.	3.55	0.69
3	Enhancing medical in the garment industry is thought to have a significant positive impact on the health and well-being of workers.	3.56	0.71
	Overall Mean	3.53	

Source: Survey Data, 2023

According to Table (4.6), most of the respondents agree that enhancing medical in Textile Palace Co., Ltd has a significant positive impact on the health and well-being of workers because this fact has the highest mean score of 3.56, which is greater than the overall average of 3.53. It was followed by medical provided in this garment factory and the medical offered by the employer, showing the mean scores of 3.55 and 3.49 respectively.

The mean value of 3.49 suggests that, on average, respondents believe that the medical facilities offered by employers in the garment industry are readily available when required. This indicates a generally positive perception of accessibility to medical services. With a Mean Value of 3.55, this statement received a slightly higher average rating, indicating that respondents believe that the medical provided in the garment

industry is well-equipped and fulfill fundamental healthcare requirements. This suggests a positive view of the quality and functionality of medical facilities. The mean value of 3.56 suggests that, on average, respondents believe that enhancing medical facilities in the garment industry would have a significant positive impact on the health and well-being of workers. This indicates a positive view of the potential benefits of improving medical facilities. The overall mean of 3.53 represents the average sentiment across all the statements in this category.

4.2.3 Personal Loan

Table (4.7) describes the personal loan of Textile Palace Co., Ltd, showing the mean values of access to personal loans, personal loan options offered by the employer, and the interest rates and fees linked to personal loans.

Table (4.7) Personal Loan

Sr No.	Statement	Mean Value	Std. Deviation
1	Access to personal loan in the garment industry is believed to have benefited financial well-being.	3.52	0.66
2	The personal loan options offered the employer in the garment industry are presented with clear explanations and are straightforward to comprehend.	3.52	0.66
3	The interest rates and fees linked to personal loan in the garment industry are considered reasonable and accessible for employees.	3.57	0.68
	Overall Mean	3.54	

Source: Survey Data, 2023

In Table (4.7), most of the respondents agreed that the interest rates and fees linked to personal loans in Textile Palace Co., Ltd are reasonable and accessible for employees because this fact has the highest mean score of 3.57, which is greater than the overall average of 3.54. It was followed by access to personal loans and personal loan options offered by the employer, showing mean scores of 3.52 and 3.52 respectively. Therefore, the result data of the study indicated that respondents believe that access to personal loans in the garment industry has benefited their financial well-being. And then, it indicates that respondents believe that the personal loan options offered by employers in the garment industry are presented with clear explanations and are straightforward to comprehend. Finally, respondents consider the interest rates and fees linked to personal loans in the garment industry as reasonable and accessible for employees.

4.2.4 Development Program

Table (4.8) mentions the development program of Textile Palace Co., Ltd, showing the mean values of the development program offered by the employer, the resources and support provided during the development program, and satisfaction with the quality and effectiveness of the development program.

Table (4.8) Development Program

Sr No.	Statement	Mean Value	Std. Deviation
1	The development program offered the employer in the garment industry has contributed to the improvement of skills and knowledge.	3.58	0.61
2	The resources and support provided during the development program in the garment industry have been sufficient for learning and growth.	3.65	0.65
3	Satisfaction exists with the quality and effectiveness of the development program offered the employer in the garment industry.	3.62	0.69
	Overall Mean	3.62	

Source: Survey Data, 2023

In Table (4.8), most of the respondents agreed that the resources and support provided during the development program in Textile Palace Co., Ltd have been sufficient for learning and growth because this fact has the highest mean score of 3.65, which is greater than the overall average of 3.62. It indicates that respondents generally perceive the resources and support provided during development programs in the garment industry as sufficient for learning and growth. It was followed by satisfaction with the quality and effectiveness of the development program and the development program in Textile Palace Co., Ltd has contributed to the improvement of skills and knowledge, showing mean scores of 3.62 and 3.58 respectively. Thus, the result data of the study indicated that employees prefer the resources and support during the development program in Textile Palace Co., Ltd is sufficient for learning and growth of their future career life.

4.2.5 Comparison of Wages and Welfare Facilities Factors

The survey results of wages and welfare facilities factors such as salary, overtime, allowance, increment, housing facilities, medical, personal loan, and development program in Textile Palace Co., Ltd as shown in Table (4.9).

Table (4.9) Summary of Wages and Welfare Facilities Factors

Sr. No	Particular	Mean
	Wages Factors	
1	Salary	3.48
2	Overtime	3.59
3	Allowance	3.55
4	Increment	3.53
	Welfare Facilities Factors	
5	Housing Facilities	3.48
6	Medical	3.53
7	Personal Loan	3.54
8	Development Program	3.62

Source: Survey Data (2023)

Among wage factors, the overall mean value of overtime is 3.59, indicating it is the most influential factor. The majority of respondents in the study expressed high satisfaction with overtime. Regarding welfare facilities, the development program receives the highest mean value of 3.62, signifying the highest level of satisfaction among respondents. It stated that the development program is a key driver of satisfaction for employees of Textile Palace Co., Ltd. According to the result, the respondents agree with all the factors except housing facilities have strong influential factors of wages and welfare facilities.

The data reveals a generally positive outlook in various facets of the industry, with respect to wages, welfare facilities, and development programs. Respondents expressed

satisfaction with salary structures, believing they meet financial requirements and are equitable. Overtime is viewed as a necessity to meet production goals, and the payment for extra hours is considered fair. Allowances are perceived as transparent and beneficial for financial well-being. Additionally, the increment system is seen as rewarding and effective. Within the realm of welfare facilities, housing is regarded as safe and hygienic, and medical facilities are accessible and well-equipped. Access to personal loans is believed to enhance financial well-being due to clear explanations and reasonable rates. Finally, development programs contribute to skill improvement and are supported by sufficient resources.

These positive perceptions across various dimensions suggest that the garment industry is making strides in ensuring not only financial stability for its workforce but also in enhancing their overall well-being and skill development. While there may be specific areas for improvement, the data underscores the commitment of the industry to the welfare and professional growth of its employees. These findings can inform further efforts to enhance the work environment and benefits provided by employers in the garment sector, ultimately contributing to the well-being and satisfaction of workers in this industry.

4.3 Work Motivation and Employee Productivity

The study explores the intricate relationship between work motivation and overall employee productivity. This analysis provides a detailed examination of the factors that contribute to employees' motivation, including elements such as wages, and welfare facilities. By delving into the descriptive aspects of these variables, the study aims to uncover the nuances of how they influence employee commitment, enthusiasm, and performance. Understanding the dynamics of work motivation is critical for organizations seeking to optimize their compensation and welfare strategies to foster a motivated and highly productive workforce. This analysis adds depth to the broader research on the impact of wages, welfare facilities, and work motivation on employee productivity. There are 7 questions related to work motivation and 8 questions related to employee productivity.

4.3.1 Work Motivation of Textile Palace Co., Ltd

Table (4.10) describes the work motivation of Textile Palace Co., Ltd, showing the mean values of adequate fringe benefits, promotion based on employees' length of service, training programs, suggestions made by supervisors, good work and hard efforts, challenging and exciting job opportunities, and current position at the job.

Table (4.10) Work Motivation

Sr No.	Statement	Mean Value	Std. Deviation
1	The company provides adequate fringe benefits.	3.47	0.62
2	The company regularly promotes employees based on their length of service.	3.44	0.58
3	The company organizes training programs to improve skills.	3.56	0.63
4	Suggestions can be made to supervisors, and they provide guidance with detailed explanations.	3.53	0.66
5	The company consistently recognizes good work and hard efforts.	3.61	0.58
6	The company offers challenging and exciting job opportunities.	3.57	0.59
7	The current position at my job is permanent and secure.	3.49	0.64
	Overall Mean	3.52	

Source: Survey Data, 2023

In Table (4.10), most of the respondents agreed that Textile Palace Co., Ltd consistently recognizes good work and hard efforts because this fact has the highest mean score of 3.61, which is greater than the overall average of 3.52. However, the respondents agreed that this company regularly promotes employees based on their length of service which has the lowest mean score of 3.44, which is less than the overall average of 3.52.

The mean value of 3.52 for the combined statements suggests a generally positive work motivation within the garment industry. The perception of promotions based on length of service (Mean: 3.44) and the availability of training programs to enhance skills (Mean: 3.56) suggests that employees see opportunities for growth and development within the company. Furthermore, the data indicates that employees feel they can make suggestions to supervisors and receive detailed guidance (Mean: 3.53). The company's consistent recognition of good work and hard efforts (Mean: 3.61) and its offering of challenging and exciting job opportunities (Mean: 3.57) contribute to a positive work environment. The perceived permanence and security of the current job positions (Mean: 3.49) provide employees with a sense of stability.

This data underscores the importance of recognizing and rewarding employees for their hard work and efforts, as well as providing opportunities for skill development and career advancement.

4.3.2 Employee Productivity of Textile Palace Co., Ltd

Table (4.11) illustrates the employee productivity of Textile Palace Co., Ltd, showing the mean values of completed work on time, created solutions to work problems, satisfaction with the quantity of produced output, attainable production target, work without wasting raw materials, preference to work attentively, satisfaction with the quality of work output and technical requirement of the work process.

Table (4.11) Employee Productivity

Sr No.	Statement	Mean Value	Std. Deviation
1	Work is typically completed on time.	3.69	0.63
2	Creative solutions to work-related problems can be found.	3.67	0.65
3	Satisfaction exists with the quantity of produced output.	3.66	0.61
4	The company's production target is attainable.	3.70	0.67
5	Work is done without wasting raw materials.	3.68	0.62
6	Preference is to work attentively without engaging in gossip with others.	3.82	0.67
7	Satisfaction exists with the quality of the work output.	3.72	0.65
8	The technical requirements of the work process can be met.	3.70	0.69
	Overall Mean	3.70	

Source: Survey Data, 2023

In Table (4.11), most of the respondents agreed that employees prefer to work attentively without engaging in gossip with others because this fact has the highest mean score of 3.82, which is greater than the overall average of 3.70. However, the respondents agreed that employees' satisfaction exists with the quality of produced output because this fact has the lowest mean score of 3.66, which is less than the overall average of 3.70.

Therefore, Table (4.11) provides valuable insights into employee productivity within the garment industry, reflecting the perceptions and attitudes of employees. The Mean Values associated with each statement reveal the average ratings provided by respondents, offering a comprehensive view of their perspectives on various aspects of productivity. The data indicates that, on average, employees believe that work is typically completed on time (Mean: 3.69) and that creative solutions to work-related problems can be found (Mean: 3.67). This suggests that employees are generally effective and resourceful in their work.

Satisfaction with the quantity (Mean: 3.66) and quality (Mean: 3.72) of the produced output is apparent, reflecting a commitment to delivering both in terms of quantity and quality. The perceived attainability of the company's production targets (Mean: 3.70) further emphasizes employees' confidence in meeting their objectives. The data also suggests that employees are conscientious about resource conservation, as indicated by the favorable rating for working without wasting raw materials (Mean: 3.68). Additionally, the preference to work attentively and avoid engaging in gossip with others (Mean: 3.82) underscores dedication to the task at hand.

The Mean Value of 3.70 for the combined statements reflects a positive perception of employee productivity in the garment industry. It indicates a workforce that is not only productive but also committed to delivering high-quality work. Employers can use this data to recognize and build on the strengths of their workforce, fostering a culture of productivity and quality that benefits both the employees and the organization.

4.4 Analysis on the Effects of Wages on Work Motivation in Textile Palace Co., Ltd

This research study analyzes the effect of wages on the work motivation of Textile Palace Co., Ltd. Regression model is utilized in SPSS Software in order to find out the effect of wages on work motivation. The finding is shown in Table (4.12), as follows.

Table (4.12) The Effect of Wages on Work Motivation

Independent Variable (Work Motivation)	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
Constant	.639	.200		3.194	.002	
Salary	.153***	.047	.184	3.246	.001	1.308
Overtime	.120**	.060	.137	2.009	.046	1.912
Allowance	.157**	.064	.170	2.445	.015	1.965
Increment	.385***	.073	.392	5.283	.001	2.245
R	.723					
R Square	.523					
Adjusted R Square	.513					
Durbin Watson	1.507					
F-value	53.358***					

Source: Survey Data, 2023

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

In Table (4.12) reveals the effects of various independent variables on work motivation. The value of R square is nearly 52 percent and the adjusted R square is 0.513, which means the model explains 51 percent of the variance of the independent variable and dependent variable. The overall significance of the method, F value is highly significant at 1% level. Both independent variables together explain 52 percent of the variance (R square) in work motivation. According to the value of the F-test, the overall significance of models, the F-value is 53.358 indicates that salary and increment are extremely significant at 1% level on work motivation and has the predicted positive indication. The value of R is 0.723 which lies between 0 and 1 and it indicates that both independent variables and dependent variables correlate. The variance Inflation factor (VIF) of the independent variable is less than 10. Thus, there is no problem of correlation

between independent variables. The Durbin Watson statistics is 1.507 which is between 1.5 and 2.5. The Durbin-Watson statistics is 1.507, which indicates that there is no autocorrelation between them.

The regression result shows that most of the respondents in this study are more likely to get salary and increment as a direct and positive result of increase in overtime and increment in work motivation. Salary rise by 0.153 and increment will rise by 0.385 units for every unit higher of the effects of wages on work motivation. This is due to the positive employee perception that the effect of salary and increment make work motivation. Thus, employees are willing to get more salary and increments. To conclude, the standardized coefficient (Beta) of salary and increment has a value of 1.53 and 3.85 indicating that salary and increment have the largest contribution to improve work motivation in Textile Palace Co., Ltd. The reason is that the higher the absolute value of the beta coefficient, the stronger the effect of wages on work motivation.

The data in this Table (4.12) highlights that wage-related factors have a significant influence on employees' motivation underscoring the importance of salary and increment in affecting work motivation. For every unit increase in salary, work motivation is predicted to increase by 0.153 units, and for every unit increase in increment, work motivation is expected to rise by 0.385 units. This demonstrates that employees in this study are inclined to be more motivated when they perceive an increase in their salary and increment. These findings provide valuable insights for employers seeking to understand and improve the factors that drive employee motivation, ultimately contributing to a more motivated and productive workforce in the garment industry.

4.5 Analysis on the Effects of Welfare Facilities on Work Motivation in Textile Palace Co., Ltd

This study analyzes the effect of welfare facilities on work motivation in Textile Palace Co., Ltd. The regression model is utilized in SPSS software in order to find out the effect of welfare facilities on work motivation the finding is shown in Table (4.13), as follows.

Table (4.13) The Effect of Welfare Facilities on Work Motivation

Independent Variable (Work Motivation)	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
Constant	1.353	.152		8.884	.001	
Housing Facilities	.071	.056	.080	1.267	.207	2.015
Medical	.196***	.056	.321	3.510	.001	4.243
Personal Loan	.085	.053	.134	1.589	.114	3.604
Development Program	.257***	.049	.343	5.276	.001	2.135
R	.784					
R Square	.615					
Adjusted R Square	.607					
Durbin Watson	1.602					
F-value	77.897***					

Source: Survey Data, 2023

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

The results of the regression analysis Table (4.13), the value of R square is nearly 62 percent and the adjusted R square is 0.607, which means the model explains 62 percent of the variance of the independent variable and dependent variable. This demonstrates the significant influence of welfare facilities on motivating employees in this context. The overall significance of the model, F value (the overall significance of the model), is highly significant at 1% level. Both independent variables together explain 62 percent of the variance (R square) in work motivation. According to the value of the F-test, the overall significance of the models, the F-value of 77.897 indicates that welfare facilities are extremely significant at 1% level on work motivation and have the predicted positive indication. It suggests that the combined effect of these facilities significantly contributes to motivating employees. The value of R is 0.784 which lies between 0 and 1

and it indicates that both independent variables and dependent variables correlate. The variance Inflation Factor (VIF) of independent variable is less than 10. Therefore, there is no problem of correlation between the independent variables. The Durbin Watson statistics is 4.602 which is between 1.5 and 2.5. The Durbin-Watson statistics is 0.825 which indicates that there is no autocorrelation between them.

The regression result shows that most of the respondents in this study are more likely to be motivated as a direct and positive result of increased medical and development programs on work motivation. Medical and development program on work motivation. Medical will rise by 0.196 units for every unit and development program will rise by 0.257 units for every unit higher on work motivation. This is due to the positive effect of welfare facilities on work motivation. Thus, employees are willing to work actively due to the effect of welfare facilities on work motivation. To sum up, the standardized coefficient (Beta) of medical has a value of 1.96, and the Beta of the development program has a value of 2.57 indicating that the effect of welfare facilities has the largest contribution to improving work motivation of employees in Textile Palace Co., Ltd. This suggests that these two welfare facilities have the most pronounced effect on employees' motivation, in line with the concept that higher Beta coefficients imply a stronger impact.

These findings provide valuable guidance for employers looking to improve the work environment and boost employee motivation through enhanced welfare facilities, ultimately contributing to a more motivated and engaged workforce in the garment industry.

4.6 Analysis on the Effects of Work Motivation on Employee Productivity in Textile Palace Co., Ltd

The effect of work motivation on employee productivity is significant and multifaceted. Motivated employees tend to exhibit higher levels of dedication, initiative, and perseverance in their work. Motivated individuals are more likely to manage their time effectively, contribute to a positive work environment, and achieve their goals. The results of the descriptive analysis of work motivation on employee productivity are presented in Table (4.14).

Table (4.14) The Effect of Work Motivation on Employee Productivity

Independent Variable (Employee Productivity)	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
Constant	.303	.104		2.931	.004	
Work Motivation	.965***	.029	.920	33.033	.001	1.000
R	.920					
R Square	.846					
Adjusted R Square	.846					
Durbin Watson	1.618					
F-value	1091.149***					

Source: Survey Data, 2023

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

The results presented in Table (4.14), the value of the R square is nearly 85 percent and the adjusted R square is 0.846 which means the model explains 85 percent about the variance of the independent variable and dependent variable. It is indicated that the model effectively explains the variance in employee productivity. The overall significance of the model, F value is highly significant at 1% level. It suggests that motivation has a profound influence on the productivity levels of employees in the study. Both independent variables together explain 57 percent of the variance (R square) in employee productivity. According to the value of the F-test, the overall significance of the models, the F-value is 1091.149 indicates that work motivation is extremely significant at 1% level of employee productivity and has the predicted positive indication. The value of R is 0.920, which lies between 0 and 1 and it indicates that both independent variables and dependent variables correlate. The variance inflation factor (VIF) of the independent variable is less than 10. Thus, there is no problem of correlation between independent variables. The Durbin-Watson statistic as 1.618, which is between 1.5 and

2.5. The Durbin-Watson Statistics is 1.618, which indicates that there is no autocorrelation between them.

The regression result emphasizes the vital role of work motivation in influencing employee productivity positively. The regression result shows that most of the respondents in this study are more likely to have work motivation as a direct and positive result of increased work motivation on employee productivity. Work motivation will rise by 0.965 units for every unit higher work motivation on employee productivity. This is due to the positive employee perception. Therefore, employees in Textile Palace Co., Ltd are willing to get work motivation on employee productivity. To sum up, the standardized coefficient (Beta) of the work motivation on employee productivity variable has the value of 0.965 indicating that work motivation on employee productivity has the largest contribution to increasing employee productivity in Textile Palace Co., Ltd because the higher the absolute value of the beta coefficient, the stronger the effect. This means that for every unit increase in work motivation, employee productivity is predicted to rise by 0.965 units. The exceptionally high Beta coefficient underscores the substantial impact of motivation on enhancing employee productivity.

Employers and organizations can use this insight to focus on strategies and initiatives to boost work motivation, ultimately leading to improved productivity and overall success in the workplace.

CHAPTER 5

CONCLUSION

This chapter consists of the analysis of the results and their discussions, suggestions, and recommendations of findings from the effect of wages, welfare facilities, work motivation, and employee productivity, the scope limitations of this study, and the need for further investigation on this study.

5.1 Findings and Discussions

The purpose of this study is to assess the impact of wages, welfare facilities, and work motivation on employee productivity within Textile Palace Co., Ltd. This study seeks to delve into the intricate dynamics of these factors and their combined influence on the overall performance of the organization's workforce. By examining the practical implications and interactions between wages, welfare facilities, and motivation, this study aims to provide valuable insights for improving employee productivity in the textile industry. Additionally, this study contributes to the theoretical body of knowledge by expanding upon existing literature, offering fresh perspectives and a deeper understanding of the intricate relationship between compensation, workplace amenities, and employee motivation in driving productivity in contemporary workplaces.

Regarding the demographic people of respondents of Textile Palace Co., Ltd, the number of samples collected is reasonably sufficient to fulfill the objectives of the study because of the saturated response in the analysis. The sample consisted of 72 men and 128 women and the predominant age group among the respondents falls within the 26 to 35 years range, constituting a substantial majority of the participants. The survey data found that the proportion of female employees who participated in the survey exceeds that of female employees who participated in the survey exceeds that of their male counterparts. The survey results also reveal that the most prominent respondents are “Graduate” education level. In terms of work experience, the survey data indicated that the majority falls within the 3 to 7 years range.

In mean values tables, the findings highlight that employees generally perceive their wages and compensation as sufficient, equitable, and transparent. This indicates a

sense of financial security and contentment among the workforce, with many believing that their earnings are competitive within the sector. Furthermore, the willingness to endorse uniform minimum wage standards suggests an understanding of their potential benefits to economic security and quality of life. Employees also appreciate the clarity and fairness in overtime policies. Their belief in the necessity of extra hours, coupled with the perception of fair payment and potential health and welfare benefits through the enforcement of overtime restrictions, underscores a sense of responsibility and dedication. Allowances are seen as equitable and in alignment with the cost of living, and the transparency of guidelines contributes to a positive view of these additional benefits. Increment systems, despite some room for improvement in overall satisfaction, are perceived as transparent and communication-effective. Respondents believe that structured approaches to increments could further enhance fairness and motivation.

Housing and medical facilities within the industry are generally considered safe, hygienic, and accessible, significantly contributing to employees' overall well-being and quality of life. Accessible and transparent personal loan options with reasonable rates are viewed as beneficial to financial well-being. Furthermore, the data emphasizes the positive impact of development programs on employee skill improvement, supported by sufficient resources. Employees feel motivated by consistent recognition for their hard work and benefit from a work environment that promotes attentiveness and minimizes distractions. The findings reflect an industry that is taking substantial steps to ensure the financial stability, overall well-being, and professional growth of its employees.

The findings of the study provide strong evidence that various aspects of work motivation are closely tied to employee productivity. These results underscore the pivotal role that work motivation plays in positively influencing overall organizational productivity and performance. Motivated employees are more likely to invest greater effort in their work, ultimately leading to increased productivity. Furthermore, the study also reveals connections between different wage components and work motivation. The analysis revealed significant findings regarding the impact of wages on work motivation. Salary and increment were found to be highly significant, indicating a strong relationship between these variables. Fair and equitable increments are particularly effective in motivating employees.

Additionally, the study confirms that welfare facilities are correlated with work motivation. Specifically, medical, and development programs were found to be highly

significant, indicating a robust positive impact on employee motivation, highlighting the importance of a comprehensive welfare framework in fostering a motivated workforce. Conversely, housing facilities and personal loans did not show significant effects on work motivation.

Theoretically, the findings validate the impact of wages, welfare facilities, and work motivation on employee productivity. The results of this study reveal a clear understanding of employee motivation's significant influence on employee productivity. In this study, both descriptive and analytical research methods have been used to explore the effect of wages, welfare facilities, and work motivation on employee productivity. To measure the level of wages, welfare facilities, work motivation, and employee productivity of Textile Palace Co., Ltd, this study is designed to assess the effect of wages, welfare facilities, and work motivation on employee productivity by using a questionnaire survey.

The study questionnaire was based on the effects of wages, welfare facilities, work motivation, and employee productivity. A 5-point Likert response format was used where 1 = strongly disagree to 5 = strongly agree. Then, these questionnaires are sent to the respondents directly and they complete them.

Regarding the salary, the result data described that employees of that company perceive reasonable wages concerning salary. Thus, the perception of employees for wages is important for the company. Regarding overtime, the result data shows that restrictions on overtime hours in Textile Palace Co., Ltd could enhance the health and welfare of workers. Regarding Allowance, the result data indicates that the respondents prefer the information and guidelines of allowances that are transparent and readily available in Textile Palace Co., Ltd. Regarding increment, the result data shows that the employees of Textile Palace Co., Ltd prefer transparency and an effective communication process for determining increment.

Furthermore, the notable significance of welfare facilities, particularly medical and development programs, in fostering work motivation. Employees value the resources and support provided through these programs, which positively affect their motivation levels. The findings substantiate the view that a comprehensive approach to employee well-being, encompassing healthcare and professional growth opportunities, can significantly contribute to a motivated workforce. However, the study did not establish a

significant connection between housing facilities, and personal loans on work motivation. This absence of statistical significance suggests that, within the context of this study, the provision of housing facilities and access to personal loans did not notably impact employee motivation levels. Their influence on work motivation appears to be limited.

Regarding work motivation of Textile Palace Co., Ltd, the results data indicated that employees prefer suggestions to supervisors who provide guidance with detailed explanations. Regarding employee productivity of Textile Palace Co., Ltd, the result data showed that employees prefer to work attentively without wasting time with others in the company.

Through careful analysis, we have uncovered a wealth of insights that can significantly contribute to improving employee productivity within the textile industry.

5.2 Suggestions and Recommendations

This study focuses on understanding the intricate relationship between wages, welfare facilities, employee motivation, and employee productivity within Textile Palace Co., Ltd. The findings of this study are of great value to all stakeholders in this sector as the garment industry has played an important role in the industrialization of Myanmar. The study indicates that wages, specifically salary and increments, have a significant impact on employee productivity. To enhance overall productivity, organizations should consider implementing competitive salary structures and regular increments that align with industry standards. This can help attract and retain top talent while motivating existing employees to consistently perform at their best. While overtime and allowances were found to have significance, it's advisable for companies to carefully monitor and manage these aspects. Excessive overtime can lead to burnout and reduced productivity over time. Likewise, allowances should be reviewed to ensure they align with employees' needs and expectations while maintaining cost-effectiveness.

The study highlights that medical and development programs significantly impact employee productivity. Organizations should place a strong emphasis on providing comprehensive medical benefits and opportunities for skill development and career growth. These investments not only contribute to improved productivity but also enhance employee satisfaction and loyalty. Although housing facilities and personal loans are essential for organizations to periodically assess the relevance and accessibility of these

benefits. While they may not have registered significance in this specific context, they may still play a vital role in attracting and retaining employees, depending on the industry and regional factors. A closer examination is warranted to determine their impact accurately.

Beyond financial factors, organizations should focus on cultivating a motivational work environment. Encouraging a sense of purpose, recognition, and opportunities for personal growth can substantially boost work motivation. This, in turn, can positively influence employee productivity. Moreover, continuous monitoring and adaptation are important for organizations to recognize that the dynamics of employee productivity are multifaceted and can evolve over time. Regularly monitoring the effectiveness of wages, welfare facilities, and motivational strategies is crucial. Periodic employee surveys, feedback mechanisms, and performance assessments can provide valuable insights for adaptation and improvement.

In addition, not all employees have the same preferences and needs. Tailoring compensation packages, welfare facilities, and motivational programs to individual employee profiles can enhance their effectiveness. Offering flexibility in benefits and incentives can also be a significant motivator. To maximize organizational performance, companies should strive to strike a balance between competitive compensation, comprehensive welfare programs, and a motivating work culture. By continually assessing and adapting their strategies, organizations can ensure that their employees remain engaged, productive, and committed to achieving shared goals.

In conclusion, Textile Palace Co., Ltd. and other garment industry stakeholders in Myanmar can benefit greatly by proactively considering and implementing these suggestions and recommendations. By doing so, they can create a more conducive work environment that not only enhances employee motivation and productivity but also contributes to the overall success of the industry in the competitive market.

5.3 Needs for Further Research

This study delves into a crucial aspect of organizational dynamics, exploring the impact of wages, welfare facilities, and work motivation on employee productivity within the context of Textile Palace Co., Ltd. With a sample of 200 employees, this research

provides valuable insights that extend beyond the immediate confines of the company, offering a foundation for future investigations in emerging manufacturing industries.

While this study primarily centers on Textile Palace Co., Ltd., it is important to acknowledge that the implications of its findings have broader relevance. For future research endeavors, it is highly advisable to consider conducting a more extensive study using a random sample with a larger pool of respondents. A larger sample size would provide a more robust dataset, enhancing the generalizability of the findings and their applicability to a wider range of organizations. By incorporating these additional independent variables into future research, we can gain a more comprehensive understanding of the complex web of factors that influence employee productivity.

The manufacturing sector as a whole, both in Myanmar and globally, stands to benefit from the knowledge gained here. As such, future research endeavors should consider diversifying their focus to encompass a range of manufacturing fields, thereby enriching our understanding of the intricate relationship between wages, welfare facilities, work motivation, and employee productivity in various industrial contexts.

The findings of this study underscore the paramount importance of employee productivity in the corporate landscape. By shedding light on the intricate interplay of wages, welfare facilities, and work motivation, this research equips employers and practitioners with valuable insights into optimizing their human resources. It emphasizes that beyond monetary compensation, addressing welfare facilities and fostering a culture of work motivation can significantly enhance organizational performance.

Therefore, this study serves as a stepping stone for further exploration into the multifaceted dynamics of employee productivity. It underscores the imperative role that wages, welfare facilities, and work motivation play in shaping the success of Textile Palace Co., Ltd. and potentially many other manufacturing enterprises. By recognizing the significance of these factors, organizations can better align their strategies with the goal of achieving not only short-term gains but long-term sustainability. As such, the insights gained from this study hold relevance not only for the company itself but also for practitioners, academics, and manufacturing industries worldwide.

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APPENDIX A
YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**Questionnaire for Effects of Wages, Welfare Facilities and Work Motivation
on Employee Productivity in Textile Palace Co., Ltd.**

This survey is a partial fulfillment of the requirements for the Master Degree of Business Administration Program, aiming at studying the effect of wages, welfare facilities, and work motivation on employee productivity in Textile Palace Co., Ltd. This survey is only concerned with MBA thesis papers and is not related to other business purposes. Kindly respond to the questions provided below. Thank you for your precious time.

In this section, I would like to gather some general information.

Section A. Demographic Data

1. Age:

- Less than 18
- 18 to 25
- 26 to 35
- Above 35

2. Gender:

- Male
- Female

3. Education:

Primary

Middle

High

Graduate

4. Working Experience (years)

less than 3

3 to 7

8 to 12

Above 12

5. Gross wage (kyats) (Monthly)

below 200,000

200,000 to 400,000

400,000 to 600,000

above 600,000

In section B, C, D and E. Please answers the following questions to evaluate effects of Wages, Welfare Facilities, Work Motivation, and Employee Productivity. Please rate the following statements by circling only on appropriate box at the right side of each question.

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

Section B. Wages

No	Statement	Scale				
Wages						
	Salary					
S1	Enforcing standardized minimum salary levels in the garment industry would significantly improve workers' financial stability and well-being.	1	2	3	4	5
S2	The salary I receive in the garment industry is sufficient to meet my financial needs and obligations.	1	2	3	4	5
S3	I believe that the salary structure in the garment industry is fair and transparent, with clear criteria for advancement and raises.	1	2	3	4	5
S4	I feel that the salary levels in the garment industry are competitive compared to similar job positions in other industries.	1	2	3	4	5
	Overtime					
O1	Working overtime in the garment industry is necessary to meet production targets and deadlines.	1	2	3	4	5
O2	The compensation I receive for working overtime in the garment industry is fair and satisfactory.	1	2	3	4	5
O3	The policies and procedures for recording and compensating overtime hours in the garment industry are transparent and easy to understand.	1	2	3	4	5
O4	Strict enforcement of limits on overtime hours in the garment industry would improve worker well-being and health.	1	2	3	4	5

	Allowance					
A1	I believe that the allowances provided in the garment industry are fair and commensurate with the nature of the work and the cost of living.	1	2	3	4	5
A2	The information and guidelines regarding the allowances in the garment industry are clear and easily accessible.	1	2	3	4	5
A3	Strict enforcement of regulations and standards for allowances in the garment industry would contribute to improving workers' overall well-being and financial stability.	1	2	3	4	5
A4	I believe that the allowances provided in the garment industry are fair and equitable in comparison to similar industries.	1	2	3	4	5
	Increment					
I1	I feel that the increments I receive in the garment industry are proportionate to my performance and contributions.	1	2	3	4	5
I2	The process for determining increments in the garment industry is transparent and clearly communicated to employees.	1	2	3	4	5
I3	I believe that a more structured and standardized approach to increments in the garment industry would enhance fairness and motivation among workers.	1	2	3	4	5
I4	Overall, I am satisfied with the increment system in the garment industry and believe it adequately rewards employees' efforts and achievements.	1	2	3	4	5

Section C. Welfare Facilities

No	Statement	Scale				
Welfare Facilities						
	Housing Facilities					
H1	I feel that the housing facilities provided in the garment industry are safe, secure, and meet basic standards of hygiene.	1	2	3	4	5
H2	I believe that improving the housing facilities in the garment industry would have a positive impact on workers' overall well-being and quality of life.	1	2	3	4	5
H3	The housing facilities provided by my employer in the garment industry are of good quality and meet basic living standards.	1	2	3	4	5
	Medical					
M1	The medical provided by my employer in the garment industry are easily accessible when needed.	1	2	3	4	5
M2	I believe that the medical provided in the garment industry are well-equipped and meet basic healthcare needs.	1	2	3	4	5
M3	I believe that improving the medical in the garment industry would significantly enhance the health and well-being of workers.	1	2	3	4	5
	Personal Loan					
P1	I believe that having access to personal loan in the garment industry has been beneficial to my financial well-being.	1	2	3	4	5
P2	The personal loan options provided by my employer in the garment industry are clearly explained and easy to understand.	1	2	3	4	5
P3	The interest rates and fees associated with personal loan in the garment industry are reasonable and affordable for employees.	1	2	3	4	5

Development Program						
D1	The development program provided by my employer in the garment industry has helped me enhance my skills and knowledge.	1	2	3	4	5
D2	The resources and support provided during the development program in the garment industry have been adequate for my learning and growth.	1	2	3	4	5
D3	I am satisfied with the quality and effectiveness of the development program provided by my employer in the garment industry.	1	2	3	4	5

Section D. Employee Work Motivation

No	Statement	Scale				
Employee Work Motivation						
EM1	My company provides me with adequate fringe benefits.	1	2	3	4	5
EM2	My company gives promotion as a regular practice according to the length of services.	1	2	3	4	5
EM3	My company arranges training program to enhance my skills.	1	2	3	4	5
EM4	I am allowed to suggest to my supervisor and my supervisor guide me with detailed explanation.	1	2	3	4	5
EM5	My company always appreciates my good work and hard efforts.	1	2	3	4	5
EM6	My company provides me with a challenging and exciting job.	1	2	3	4	5
EM7	My job at my current position is permanent and secure.	1	2	3	4	5

Section E. Employee Productivity

No	Statement	Scale				
Employee Productivity						
EP1	I usually complete my work on time.	1	2	3	4	5
EP2	I can find creative solutions to my work-related problems.	1	2	3	4	5
EP3	I am satisfied with the quantity of output that I produce.	1	2	3	4	5
EP4	The production target of my company is achievable for me.	1	2	3	4	5
EP5	I do my work without wastage of raw materials.	1	2	3	4	5
EP6	I prefer to work attentively without gossiping with others.	1	2	3	4	5
EP7	I am satisfied with the quality of my work output.	1	2	3	4	5
EP8	I can meet the technical requirements of the work process.	1	2	3	4	5

THANK YOU

APPENDIX B

Statistical Output

1. Multiple Linear Regression Analysis of Wages on Work Motivation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.723	.523	.513	.272	1.507

a. Predictors: (Constant), Salary, Overtime, Allowance, Increment

b. Dependent Variable: Work Motivation

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.800	4	3.950	53.358	.001
	Residual	14.435	195	.074		
	Total	30.235	199			

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Salary, Overtime, Allowance, Increment

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.639	.200		3.194	.002		
	Salary	.153	.047	.184	3.246	.001	.765	1.308
	Overtime	.120	.060	.137	2.009	.046	.523	1.912
	Allowance	.157	.064	.170	2.445	.015	.509	1.965
	Increment	.385	.073	.392	5.283	.001	.445	2.245

a. Dependent Variable: Work Motivation

2. Multiple Linear Regression Analysis of Welfare Facilities on Work Motivation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.784	.615	.607	.244	1.602

a. Predictors: (Constant), Housing Facilities, Medical, Personal Loan, Development

Program

b. Dependent Variable: Work Motivation

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.597	4	4.649	77.897	.001
	Residual	11.638	195	.060		
	Total	30.235	199			

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Housing Facilities, Medical, Personal Loan, Development Program

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.353	.152		8.884	.001		
	Housing Facilities	.071	.056	.080	1.267	.207	.496	2.015
	Medical	.196	.056	.321	3.510	.001	.236	4.243
	Personal Loan	.085	.053	.134	1.589	.114	.277	3.604
	Development Program	.257	.049	.343	5.276	.001	.468	2.135

a. Dependent Variable: Work Motivation

3. Multiple Linear Regression Analysis of Work Motivation on Employee Productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.920	.846	.846	.160651	1.618

a. Predictors: (Constant), Work Motivation

b. Dependent Variable: Employee Productivity

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.161	1	28.161	1091.149	.001
	Residual	5.110	198	.026		
	Total	33.271	199			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Work Motivation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.303	.104		2.931	.004	1.000	1.000
	Work Motivation	.965	.029	.920	33.033	.001		

a. Dependent Variable: Employee Productivity