



**IMPACT OF EMPLOYEE’S MOTIVATIONAL FACTORS ON JOB
SATISFACTION OF CIVIL AVIATION TRAINING
INSTITUTE OF MYANMAR**

A Thesis Presented
by
AR YU

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ABSTRACT

This study attempts to identify Impact of Employee's Motivational Factors on Job Satisfaction of Civil Aviation Training Institute of Myanmar. The sample size is selected 127 employees (30.98%) of total population 410 employees from Civil Aviation Training Institute. The objectives of the study are to identify the employee motivation practices in the Civil Aviation Training Institute and to explore employee's job satisfaction on the motivation factors of Civil Aviation Training Institute. Questionnaires are used to collect data by using simple random sampling method. This study uses the descriptive research method and regression analysis. Two Factor theory is applied in this study. This analysis expresses that recognition for achievement, growth, promotion and advancement, and work content has a significant positive relationship on job satisfaction. In addition, responsibilities for own work have a significant negative relationship on job satisfaction. Based on the result of the study, Civil Aviation Training Institute should appreciate and recognize employee achievement at work, provide employees with opportunities for growth, promotion and advancement, and provide them with varied, challenging, and interesting work. The Institute should delegate the responsibilities associated with the position to the employees and not delegate the responsibilities of other employees to them.

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CHAPTER I

INTRODUCTION

Human resource is one of the most important parts of an organization. Major activities carried out in the organization are controlled and held by the contribution of human resources. It plays important role in the development of organization beneficially. Human resources were the most significant or very economical resources that cannot be replaceable for any organization. The key role of human resource management in any organization is selection and recruitment, planning, training, development program for its employees and motivation of employees to step for improvement in the organization. Motivation is the key element that impacts the human capitals of any organization. In order to do so, it is required to understand very well about the motivation factors and which of them could facilitate and result better performance of the employees in the organization (Islam & Ali, 2013)

As long as competition increases, managers are more interested with keeping talents employees of the company. For managers, employee motivation is one of the basic key tools to raise the efficient and effective management between the organization and employees. Therefore, successful work performance can appear from a variety of motives. For instance, two people was doing similar jobs to be successful for different reasons, one salesperson may be incited by the commission earned on sales, while the other may be more concerned about meeting sales targets. Hence, these are the challenges managers are faced with in designing appropriate motivation tools that will be able to meet with the expected performance within the company (Saxena, Jatoi, & Memom, 2012).

Employee motivation is a reflection of energy, commitment and creativity that a company's workers bring to their jobs. Then, Employee motivation also describes an employee's basic enthusiasm about work and incentives given to accomplish work. Within the framework of modern competitive struggle, each organization wants to attain advantages over its competitors. However, this could not be achieved without proper involvement of the staff, without the application of different methods of human resource and motivation management. Unsatisfied employees produce unsatisfactory results; therefore, it is very vital for top management to take care of their employees to ensure that they are satisfied in their jobs; when they are satisfied; they strive for the company's goals and aim (Hoppock, 1935)

Therefore, Employee motivation has regularly been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no attempt in their jobs, avoid the workplace as much as possible, leave the organization if given the opportunity and make low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. Consequently, managers need to know their employees very well and use different tactics to motivate the behavior each of them based on their personal wants and needs.

For this reason, the challenge for managers today was to keep the staff motivated and performing well in the workplace. In our rapidly changing workplaces, motivated employees are needed. Furthermore, motivated employees are required for the survival of the organization and they can help to increase productivity. In addition, Employee performance was directly related to motivational factors. So, the goal of most companies is to benefit from positive employee behavior in the workplace by promoting a win- win situation for both the company and employees. As a result, motivation development becomes one of the strategies to fulfill higher objectives of an organization (Bryson, Barth, & Dale-Olsen, 2012).

1.1 Background of the Study

Civil Aviation Training Institute (CATI), under the Department of Civil Aviation, the Ministry of Transport and Communications, Myanmar, is responsible for training and developing the aviation human resources and for providing other services related with aviation industry. As it is important to enhance the aviation human resources and the qualified aviation personnel, CATI plays a vital role in the advancement of aviation industry.

In 1981, by aids of the Department of Civil Aviation (DCA) has clearly demonstrated its capacity to absorb external assistant and experts. According to agreement between the government and UNDP, Civil Aviation Training Center was needed to be established to provide basic training in DCA. Later Civil Aviation Training Centre was changed its name to Civil Aviation Training Institute (CATI) and it is committing itself to meet international standards for strengthening of air transport sub sector, to provide more reliable and safer air transport services.

It updated the standards as stipulated by International Civil Aviation Organization (ICAO) in accordance with the its Annexes to the Convention on International Civil Aviation, all aviation

training courses of CATI are conducted the training arm of the DCA from 1991 to 2014, CATI has trained over 10386 participants and conducted 541 courses.

The CATI is headed by a Principle and is responsible for the conduct of initial training for personnel of Air Traffic Control Course, CNS/ATM Course, Computer Operation Course, Aircraft Rescue & Firefighting Course, Safety Management System Course, Flight Operation Officer/Flight Dispatcher Course, Aviation Security Course, Aviation English Course, Airport Operation Course, Trainer Course, Airline Transport Pilot License Course and Commercial Pilot License Course and other related divisional recurrent courses as shown in Table (3.1). The CATI is located in Mingaladon Township at Airport Road, near Yangon International Airport. Civil Aviation Training Institute (CATI) aims to provide the highest quality of training and to share knowledge and experiences of the aviation for the advancement of Myanmar civil aviation. And it has continued developing curriculums in order to upgrade the training standard, to enhance the capabilities of the aviation personnel to fulfill the increasing demand of the aviation industry. Civil Aviation Training Institute (CATI) is responsible for training and developing the aviation human resources and for providing other services related with aviation industry. And it is important to enhance the aviation human resources and the qualified aviation personnel. CATI plays a vital role in the advancement of aviation industry.

The method of instruction may have slightly varied depending on the levels of program. The seminars, group assignments are more enriched at the graduate level program, while lectures, tutorials, discussions are more intensive at the certificate level program. The plant trips and report writing are as a partial requirement of the program at all levels. Study groups are to be formed with participants from various backgrounds and experience so that effective communication and teamwork skills become developed.

1.2 Rationale of the Study

Every organization search to promote its efficiency by all possible means. In this highly chaotic world, it was more and more difficult to keep good employees in a company. Hence, the organization's growth and performance are dependent upon the effectiveness of the HR department. To maximize motivation among today's diversified workforce, human resource management policy makers need to consider in terms of flexibility. The managerial task of

motivating employees in a highly effective manner is of great importance for the organization's ability to achieve success and to attain a competitive advantage in relation to competing organizations (Graham & Weiner, 2012)

There are several reasons why employee motivations are important. Mainly because it permits management to meet the company's goals. Without a motivated workplace, companies could be placed in a very risky position. When a person is motivated to do an activity, they certainly put in more effort into the task than whom they are demotivated. A manager can hire a person with extraordinary skills, knowledge and experience, but this will not know for certain their satisfactory performance. This is very important for an organization because they need personnel who do their best and whose motivation was to reach goals that are in accordance with those of their organization. If the employees of the firm are not happy, they will not take interest in attaining the targets of the firm and firm will not be able to get their targets. On the other hand, when employees are happy and enthusiasm to work in organization, the organization will be successfully accomplished (Aziri, 2011)

Motivation is about giving employees the right mixture of guidance, direction, and resources and rewards so that they are inspired and keen to work in this organization. In this thesis, it is mainly focused on how Civil Aviation Training Institute performs to fulfill the needs of employees and how this performance can motivate employees to lead employee satisfaction. By studying the motivation of the employees of the Civil Aviation Training Institute, management level knows more about previous situation of their employees and they could decide and handle well for the better situation of the organization in the future.

And these finding will be used by the implementation of more effective human resource management policies concerning motivation in this company. The research study will support to inform Civil Aviation Training Institute about the motivational problems and develop strategies to minimize the problems. The research will also assist the managers and the employees to realize their obligations and responsibility towards, the good performance of the organization.

1.3 Objectives of the Study

The objectives of the study are;

1. To identify the employee motivation practices in the Civil Aviation Training Institute

2. To explore employee's job satisfaction on the motivation factors of Civil Aviation Training Institute

1.4 Research Questions of the Study

1. What is the employee motivation practices in the Civil Aviation Training Institute?
2. What is the relationship between employee's job satisfaction on the motivation factors of Civil Aviation Training Institute?

1.5 Scope and Method of the Study

This study focuses on employee motivation of Civil Aviation Training Institute by using Herzberg's Two-Factor Theory. In Civil Aviation Training Institute, there are 27 branches and Head-office in Yangon. So, a sample of 100 employees is taken from the total population of 410 employees of Civil Aviation Training Institute in Yangon. It may be about 24% of total population. This study uses the descriptive research method and inferential analysis. This study was based on both, primary and secondary data. Primary data was collected from staff department of employees in Civil Aviation Training Institute. Simple random sampling method was used to get data. Data has been gathered through questionnaire and personal interview. Secondary data is gathered from CATI's records, previous thesis, research papers, text books and internet websites. As the analysis method, to explore the more influencing factors on employee motivation of Civil Aviation Training Institute.

1.6 Organization of the Study

This research has 5 chapters. In chapter (1) starts with introduction, rationale, objectives, methodology and scope and method of the study, and organization of the study. Chapter (2) have theoretical background relating to concept of individual differences, theoretical background of managerial competencies, and project success and the conceptual framework. Chapter (3) includes Research Methodology. Chapter (4) is analysis on effect of managerial competencies on project success. The last chapter was research findings and suggestions, recommendation and need for further research.

CHAPTER II

LITERATURE REVIEW

In this chapter includes the concepts and definition of job satisfaction, theories of motivational aspects and job satisfaction, major content theories, and empirical literature review on intrinsic satisfaction factors. Intrinsic factors include recognition for achievement, growth, promotion and advancement, work content, and responsibilities for own work.

2.1 Concepts and Definition of Job Satisfaction

The concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). According to this definition, an emotional state implied that there is an effective component to the job satisfaction; an appraisal process implied that there is a cognitive or evaluative component to the job satisfactions. In other words, Locke's definition consists of three elements: effective, cognitive and job-focused.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

2.2 Theories of Motivational Aspects and Job Satisfaction

There are various theories attempting to explain motivational factors and job satisfaction in the literature, among these theories, prominent ones are divided into two categories: content theories and process theories. Content theories identify factors leading to job satisfaction or dissatisfaction and suggest that job satisfaction come true when employees' need for growth and

self-actualization are met by their job. Process theories attempt to describe the interaction between variables for job satisfaction and explain job satisfaction by looking at how well the job meets one's expectations and values. Each of two theory groups has been explored by many researchers. Content Theories are Maslow's Need Hierarchy Theory, Aldefer-ERG, Herzberg's Two Factor Theory, McClelland's Need Theory; and process theories are Vroom's Expectancy Theory, Adams' Equity Theory etc.

2.3 Major Content Theories

Content Theories mainly deal with determining the satisfaction levels of particular needs, and their priority. These theories are still important for understanding what motivates people at work (Luthans, 1995).

2.3.1 Maslow's Hierarchy of Human Needs

Maslow's (1943) hierarchy of needs theory (HON) is one dimension of content-based theories of motivation. Maslow developed the HON to explain human needs in a pyramid with five hierarchies: physiology, safety, love, esteem, and self-actualization. As individuals climb the pyramid, they shape their behaviors by logically satisfying the lower needs before attending to the higher needs. For example, to meet their physiological needs, individuals might only need a paying job; then, afterward, individuals may aim to satisfy higher needs (e.g., self-actualization). This theory has gained great acceptance due to its clarity and its structure. However, many researches criticized the theory. The most prominent criticized point about the theory is related with its assumption: after a lower level of need is fully met, a worker is motivated of satisfying the next need up in the hierarchy. Practically, it appears that various categories of needs simultaneously can be satisfied and certain behavior can be aimed at higher needs, while the lower ones have not been satisfied yet. Moreover, the other criticized point is that the theory simplifies human needs by grouping into five classes, and, according to this hierarchy of needs, dissatisfaction toward a need cannot be explained. Graham (1992)

2.3.2 Herzberg's Two Factor Theory

Frederick Herzberg has closely related with Maslow's hierarchy of human needs theory and introduced two-factor theory of motivation.

According to Herzberg's two-factor theory of motivation, the factors are divided into two dimensions, "motivators" and "hygiene". According to him, certain factors that would directly motivate employees and cause satisfaction are intrinsic factors. Herzberg calls these factors as the "motivators" which give the intrinsic satisfaction, and represent the need for self-actualization and growth. The motivators are based on personal perceptions and internal feelings; including achievement, experience, the work itself, responsibility, changing status through promotion and opportunity for growth and advancement. On the other hand, "hygiene" factors, which lead to extrinsic satisfaction and cause dissatisfaction, include; supervision, inter-personal relationships, recognition, management, company policy and administration, promotion, salaries and benefits, status, job security and physical working conditions (Hong & Waheed, 2011).

According to Herzberg's two-factor theory, the primary determinants of employee satisfaction are intrinsic factors, because employees are motivated to obtain more of them. If the motivator factors are not provided by the institution, individuals will be dissatisfied, as, dissatisfaction is caused by hygiene factors. Absence of hygiene factors contribute to job dissatisfaction but their presence does not contribute to satisfaction. In other words, when the hygiene factors are not met, dissatisfaction occurs but they do not motivate employees (Ghafoor, 2012).

2.4 Empirical Literature Review on Intrinsic Satisfaction Factors

Researchers have examined the predictive power of intrinsic rewards on job satisfaction. Ozutku (2012) surveyed 217 HR managers in Turkish manufacturing industry to determine whether intrinsic rewards lead to job satisfaction. The multivariate analysis revealed a significant association between intrinsic rewards and job satisfaction.

Cho and Perry (2012) reached similar conclusions and underscored the essentials of intrinsic motivation to employee satisfaction, turnover intention, and firm performance. These findings imply that current employees are desirous of internal satisfaction.

2.4.1 Growth, Advancement or Promotion

In MHT, promotion on the job is motivational, but empirical results are inconclusive. Linz and Semykina (2012) examined how job satisfaction relates to anticipated rewards in Armenia, Kazakhstan, Kyrgyzstan, Russia, and Serbia. Regression results indicated desired and expected promotion opportunities tend to relate negatively to job satisfaction. The chances are that workers from socialist cultures view promotion as a job stressor and not as growth.

In contrast, growth opportunities could increase satisfaction, at least in the short term, of workers in capitalist societies (Johnston & Lee, 2013). Similarly, in South Korea, promotion opportunities are more likely to lead to a higher level of job satisfaction than lack of it. Yang, Brown, and Moon (2011) examined the influence of promotion opportunity among other variables on job satisfaction of sampled South Korean correction officers (N = 400). Ordered logit regression analysis yielded a positive and significant result, indicating that promotion opportunity can predict correction officers' job satisfaction. These findings suggest that growth or advancement can increase or decrease employee job satisfaction.

2.4.2 Recognition for Achievement

Theoretically, employees who receive recognition for achievements are likely to have higher job satisfaction than those who do not. In contrast, empirical evidence indicated mixed results.

Dhammika, Ahmad, and Sam (2012) used MSQ instrument in gathering data from 136 public sector employees, in Sri Lanka to validate dimensions of job satisfaction, OC, and job performance. Exploratory factor analysis indicated the feeling of accomplishment employees get from their jobs showed a high level of reliability with Cronbach alpha values of .727. Although recognition for achievement can arouse feelings of accomplishment, empirical results remain uncertain.

Empirical studies in India and Pakistan indicated a different relationship between recognition for achievement and job satisfaction. Islam and Ali (2013) tested the applicability of Herzberg's MHT on private sector university teachers in Peshawar district, Pakistan and they have found evidence, suggesting recognition leads to satisfaction. Conversely, Saxena and Vyas (2011) examined the ranked importance of different factors affecting job satisfaction of employees in

leading Indian power backup company (N = 50). Although important, employees' rating of recognition for work done was less important than variables such as work location, working hours, working environment, and opportunity for promotion in determining job satisfaction.

These findings highlight the growing importance of extrinsic rewards as a measure of employees' job satisfaction in developing countries such as Ethiopia.

2.4.3 Responsibility for Own Work

Responsibility connotes employees' desire to be accountable for own work and to participate in the associated decision-making process. Employees' level of accountability evolves from employees' level of involvement in decision-making and proactive disposition (Appelbaum et al., 2013).

Jolodar (2012) examined the influence of participation in organization decision making among other variables on job satisfaction of remedial service insurance workers in Sari. Multiple regression results indicated involvement in a decision is as important as a personal belief, pay, and interactions with colleagues in explaining variations in job satisfaction. Participating in decisionmaking increases employees involvement, enriches workplace experiences, and increases employees' ability to take responsibility for own work. Information sharing can also increase employees' workplace experience with a profound effect on job satisfaction.

Findings from other studies linking responsibility for own work to job satisfaction in some developed countries were inconsistent. Involvement in decision-making was among other independent variables predicting job satisfaction although; high involvement was not a predictor of job satisfaction. Conversely, lack of employee participation in decision-making potentially decreases job satisfaction in Canada (Zatzick & Iverson, 2011). The implication for further study is the unresolved effects of participative decision-making and the work content on job satisfaction.

2.4.4 The Work Content

Work content, a measure of the level of autonomy, creativity, and tasks, can significantly predict job satisfaction. Greater freedom at work can mitigate adverse effects of work pressure on job satisfaction (Lopes, Lagoa, & Calapez, 2014).

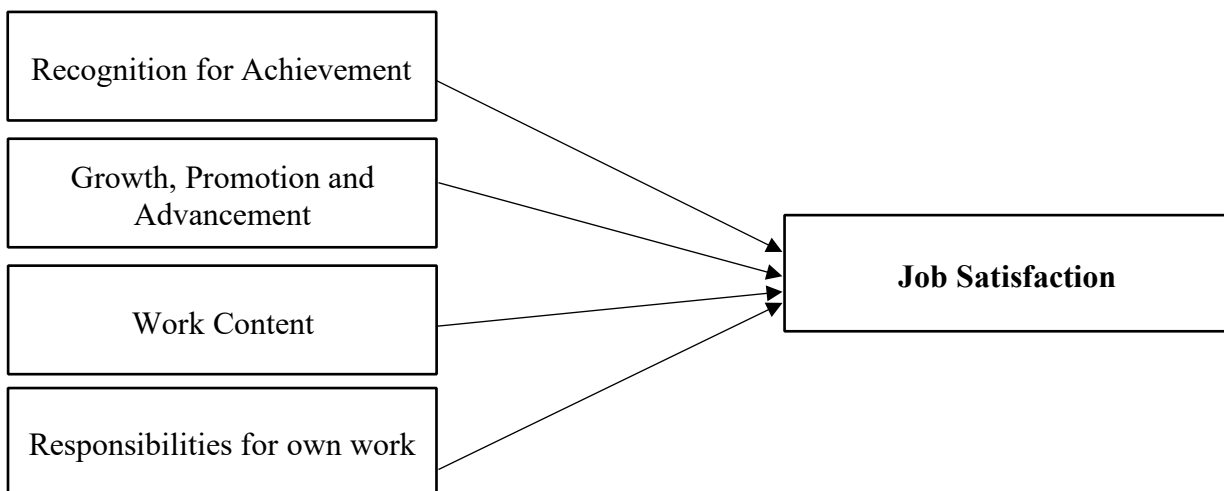
A longitudinal study of young school leavers' cohort (N = 6000), in Switzerland, indicated job control is a reliable predictor of job satisfaction (Keller & Semmer, 2013). As employees take greater control of their jobs, they embed themselves on the work and accomplish more tasks than they would have with less autonomy on the job.

Using a survey of 14,127 employees in 1,177 workplaces in the United Kingdom, Wood et al. (2012) found enriched job design related positively and significantly to job satisfaction and organizational performance. Enriched job design increases creative self efficacy as employees develop new skills and master new tasks (Zhou, Hirst, & Shipton, 2012).

2.5 Conceptual Framework of the Study

Based on the above concepts, and theories concerning motivation and employee job satisfaction, the study develops the conceptual framework that is presented in Figure (2.4).

Figure 2.5 Conceptual Framework of The Study



Source; Own Compilation based on previous studies

According to Figure (2.4), there are independent variables and dependent variable. Dependent variable is job satisfaction and recognition for achievement, growth, promotion and advancement, work content, and responsibilities for own work are independent variables.

CHAPTER III

RESEARCH METHODOLOGY

The purpose of this chapter was to show how data would be obtained in the field and analyzed for interpretation and conclusion in this study. It comprises research design, population and sampling techniques, types of data and instruments of data collection, methods of data analysis, validity and reliability, and ethical considerations.

3.1 Research Design

According to Leedy and Ormrod (2010: 22), research design can be defined as “a set of guidelines and instructions to be followed in addressing the research problem”. Research design’s main function is to allow the researcher to foresee appropriate research decisions, in order to maximize the eventual results’ validity.

The research design for the study will be Explanatory (Causal) research design. According to Zikmund, (2012), “Explanatory research design is prepared to identify the extent and nature of cause-and-effect relationships. Causal designs enable to analyze a situation or a specific problem to explain the patterns of relationships between variables.”

A mixed research approach, which includes quantitative and qualitative methods, has been used in this case study, to assist with a thorough research of the factors that contribute to the characteristics of the study topic.

3.2 Population and Sampling Techniques

3.2.1 Target Population of The Study

In Civil Aviation Training Institute, there are 27 branches and Head-office in Yangon. Therefore, a sample of 100 employees is taken from the total population of 410 employees of Civil Aviation Training Institute in Yangon. It may be about 24% of total population.

3.3 Types of Data and Instruments of Data Collection

3.3.1 Types of Data Collected

Primary data which was directly gathered from respondents has been used for the study. The data was collected by using self - administered questionnaire that is adapted from the Minnesota Satisfaction Questionnaire (MSQ). In addition, the researcher used secondary data obtained from secondary sources like Reports, Previously conducted research papers, published and unpublished articles.

3.3.2 Procedures of Data Collection

The primary data was collected by using self administered questionnaire which is adapted from the Minnesota Satisfaction Questionnaire (MSQ) 1977 version long form and 5 point Likert Scale was applied. MSQ consist measures of intrinsic factors of job satisfaction. In addition, the researcher incorporates five item scale which was developed by Brayfield and Rothe's (1951) to measure the overall job satisfaction of respondents. The questionnaire was directly sent to the sampled respondents to collect their opinions regarding the general satisfaction level towards their job. The researcher conducted pilot survey to test the reliability of the collected data.

3.4 Methods of Data Analysis

The researcher used both descriptive and inferential data analysis techniques to analyze the collected data. The relevant data collected for the study was processed, analyzed and interpreted through SPSS (statistical package for social science) software that includes Cronbach's alpha reliability test and descriptive analysis. The respondents demographic characteristics were analyzed by descriptive method as well as the responses regarding the factors of job satisfaction were analyzed by using charts, tables, frequencies, mean and standard deviation. On the other hand, the relationship between the intrinsic factors (the independent variables) and job satisfaction (the dependent Variable) was analyzed by using inferential data analysis technique such as multiple regression techniques.

3.5 Validity and Reliability

Sound measurement must meet the tests of validity and reliability. In fact, these are the major considerations one should use in evaluating a measurement tool. “Validity refers to the extent to which a test measures what we actually wish to measure. Reliability has to do with the accuracy and precision of a measurement procedure”. Robert (1977).

3.5.1 Validity

The researcher attempted to construct some evidence on the degree of validity by checking whether there is a consensus among other researchers that the scale measures what it is supposed to measure and cover everything that it should. Two basic approaches, Face and Content validity were used to confirm the validity of the scale. The Face validity refers to the subjective agreement among professionals that a scale logically reflects the concept being measured. In the current study, the researcher adapted a MSQ which is a standard measure of employee job satisfaction. Thus, the face validity of the scale has been verified by previous researchers and experts. The content validity refers to the degree that a measure covers the domain of interest. In this regard, the researcher incorporates the intuitive judgment of the advisor whether the measuring instrument provides adequate coverage of the topic under study. Accordingly, the instrument gets approval for its validity.

3.5.2 Reliability

In order to ensure reliability, statistical analysis was implemented to examine the internal consistency of the instruments utilized. Cronbach’s alpha reliability test was used as an examination indicator to determine the reliability of the measurement scale. As stated by Nunnally (1978) the closer the reliability coefficient to 1.00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. In the current study, all variables' scale were independently measured and acceptable results found with an aggregate result of .933 as shown below.

3.6 Ethical Considerations

Participants' protection was adequate requires that researchers obtain necessary approvals before collecting data in studies involving human subjects (Tamariz, Palacio, Robert, & Marcus, 2013).

Accordingly, I obtained the consent of Civil Aviation Training Institute Human Resource director before conducting the research and data collection process. An informed consent form provides prospective participants the opportunity to understand their rights and benefits before participating in research (Montalvo & Larson, 2014). The informed consent form was the first open page of the questionnaire. Only participants who read and agreed to the informed consent completed the questionnaire voluntarily and confidentially. No participant received incentives for participating in the study.

CHAPTER IV

ANALYSIS OF IMPACT OF EMPLOYEE'S MOTIVATIONAL FACTORS ON JOB SATISFACTION

This chapter presents the demographic profile of the employees and the impact of employee's motivational factors on job satisfaction of Civil Aviation Training Institute of Myanmar. In this chapter, survey results are presented with frequency, percentage and mean scores based on facts and figures of findings.

4.1 Demographic characteristics of respondents

This study identifies the demographic characteristics of employees of Civil Aviation Training Institute of Myanmar. Profile data include sex, age, occupation, marital status and monthly income. The findings are shown in frequency and percentage based on 127 employees in Table (4.1).

Table (4.1) Demographic Profile of Respondents

Sr. No	Particular	No. of Respondents	Percentage
	Total	127	100.0
1.	Gemder: Male	89	70.08
	Female	38	29.92
2.	Age: 21 – 30	57	44.88
	31 – 40	43	33.86
	41 – 50	20	15.75
	51 and above	7	5.51
3.	Educational Qualification: First Degree	97	76.38
	Masters and above	30	23.62
4.	Marital Status: Marriage	96	75.59
	Single	31	24.41

5.	Work experience: 1-3 Years	68	53.54
	3-5 Years	50	39.37
	More than 5 Years	9	7.09

Source: Survey data, 2023

According to Table (4.1), among 127 respondents, the majority of the respondents are male. Most respondents are between 21 and 30 years old followed by people who are between 31 and 40 years old. It is found out that most of the respondents have first degree while other respondents have master degree or above. Regarding marital status, most respondents are married. Most respondents have work experience of 1 to 3 years followed by the work experience of 3 to 5 years.

4.2 Analyzing Employee's Motivational Factors on Job Satisfaction

In this study, Impact of Employee's Motivational Factors on Job Satisfaction of Civil Aviation Training Institute of Myanmar are presented. Employee's motivational factors are recognition for achievement, growth, promotion, and advancement, work content and responsibility for own work. The results of survey are described with the range from one to five (1- strongly disagree, 2- disagree, 3-neutral, 4- agree, 5- strongly agree).

4.2.1 Recognition for Achievement

Achievement is the first component variable of motivators and it includes feeling myself to see the success of my work, applying creative concepts in every angle of the job to get a success, opportunity to do my best in work and opportunity to reach my own goal. The respondents are asked six questions of employee achievement. Therefore, employee satisfaction on achievement is shown in Table (4.2).

Table (4.2) Recognition for Achievement

Sr. No	Recognition for Achievement	Mean Score
1.	The way I am noticed when I do a good job.	3.94
2.	The way I get full credit for the work I do	3.75

3.	Being able to take pride in a job well done.	4.02
4.	The praise I get for doing a good job.	4.05
5.	When I reach an achievement in my work, my supervisor appreciates me.	4.38
6.	I feel positive recognition when I perform the high-quality work	4.00
	Overall Mean	4.02

Source: Survey data, 2023

According to Table (4.2), it is found in the research that the majority of respondents are appreciated by their supervisors when they perform well in their work. Respondents receive praise from their supervisors for their good job. They are also proud of the job that have done well. Moreover, the respondents feel positive recognition when they perform the high-quality work. If the respondents do a good job, they are also noticed and receive full recognition for the work they have done. According to the overall mean, the respondents get recognition for achievement in Civil Aviation Training Institute of Myanmar.

4.2.2 Growth, Promotion and Advancement

Personal growth, promotion and advancement is the component variable of motivator and it includes training opportunities to learn and grow, receiving enough training needed to do the job well, training that received match with their job, receiving experiential training from work, receiving new knowledge, exposure and experience from the training, training supports employee for promotion and doing the best skill in the organization. The respondents are asked seven questions of employee's personal growth, promotion and advancement. Based on these seven factors, employee satisfaction on personal growth, promotion and advancement is shown in Table (4.3).

Table (4.3) Growth, Promotion and Advancement

Sr. No	Growth, Promotion and Advancement	Mean Score
1	The opportunities for advancement on this job.	4.20
2	The chances of getting ahead on this job.	3.90
3	The way promotion are given out on this job.	4.00

4	I have training opportunities to learn and grow.	4.30
5	I received knowledge, exposure and experience from the training.	3.91
6	Training supports me for promotion.	3.95
7	Training that I received match with my job.	4.10
	Overall Mean	4.05

Source: Survey data, 2023

According to Table (4.3), the survey shows that the respondents have training opportunities to learn and grow and opportunities to advance on the job. The respondents receive the trainings that matches their job. The respondents also get promotion in the work because the training support the respondents for promotion. Moreover, they received knowledge, exposure and experience from the training. In addition, they have the chances of getting ahead on the job. According to overall mean, the respondents have growth, promotion and advancement in Civil Aviation Training Institute of Myanmar.

4.2.3 Work Content

According to the prepared questionnaire in this paper, employee satisfaction on work content are classified as the following factor, challenging and interesting in the work, creating ample improvement in the work, giving me a great achievement for innovation and a greater sense of dignity and safety. Based on these seven factors, the response of 127 sample employees is shown in Table (4.4).

Table (4.4) Work Content

Sr. No	Work Content	Mean Score
1	The chance to try out some of my own ideas	4.05
2	The variety in my work.	3.95
3	The chance to do the kind of work that I do best.	3.82
4	The routine in my work.	4.10

5	My work is challenging and interesting.	3.95
6	My work can create ample improvement.	4.15
7	My work gives me a great achievement for innovation.	4.09
	Overall Mean	4.02

Source: Survey data, 2023

According to Table (4.4), the respondents perceive that their work can bring significant improvement. The respondents also receive a great achievement for innovation and have the chance to try out some of their own ideas. They have the work that is varied, challenging and interesting. Besides, the respondents have the chance to do the type of work that they do the best. According to overall mean, the respondents have good work content in Civil Aviation Training Institute of Myanmar.

4.2.4 Responsibilities for own work

According to the prepared questionnaire in this paper, employee satisfaction on responsibility are classified as the following factor; entrusted with great responsibility in my work, opportunity to take other's responsibilities, involved during decision making in the work and involved in policy making in my department. The respondents are asked seven questions of employee responsibility. Based on these seven factors, the response of 127 sample employees is shown in Table (4.5).

Table (4.5) Responsibilities for own work

Sr. No	Responsibilities for own work	Mean Score
1	The chance to work by myself.	3.95
2	The chance to be responsible for planning my work.	4.10
3	The chance to make decisions on my own.	3.80
4	I am involved during decision making in the work.	3.78
5	I am involved in policy making in my department.	3.90
6	I am entrusted with great responsibility in my work.	4.05
7	I have an opportunity to take other's responsibilities.	3.74

	Overall Mean	3.90
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Source: Survey data, 2023

According to Table (4.5), the respondents are given the opportunity to plan their work themselves and are entrusted with a great deal of responsibility in their work. The respondents have the opportunity to work independently. In addition, they are involved in policy-making in their department and in decision making at work. Moreover, they have the opportunities to make their own decisions. They also have an opportunity to take responsibility for others. According to overall mean, the respondents have responsibilities for their own work.

4.2.5 Job Satisfaction

According to the prepared questionnaire in this paper, job satisfaction refers to employees' overall feelings about their jobs. It is the state of well-being and happiness of a person concerning performance in the workspace and its environment. Based on these five factors, the response of 127 sample employees is shown in Table (4.4).

Table (4.6) Job Satisfaction

Sr. No	Job Satisfaction	Mean Score
1	I feel satisfied with my present job.	4.12
2	Most days I am enthusiastic about my work.	4.05
3	Each day at work seems like it is a pleasant day.	4.15
4	I find real enjoyment in my work.	4.12
5	I consider my job is pleasant.	3.98
	Overall Mean	4.08

Source: Survey data, 2023

According to Table (4.6), the respondents perceive every working day as a pleasant day. They find real enjoyment in their work because they have their own responsibility, career development in the work and receive recognition from their supervisors. Besides, they feel satisfied with their present job because the job suits their skills, knowledge and ability. The respondents are enthusiastic about their work most days and always think about how they can

improve their work. The respondents also consider their job is pleasant. According to overall mean, the respondents are satisfied with their job.

4.3 Analyzing the Impact of Employee's Motivational Factors on Job Satisfaction

In this study, the four elements of motivational factors are used to measure the job satisfaction of Civil Aviation Training Institute of Myanmar. To analyze the effect, multiple regression analysis is applied.

Table (4.7) The Impact of Employee's Motivational Factors on Job Satisfaction

Model	Unstandardized Coefficients		β	t	Sig.
	B	Std. Error			
(Constant)	.554	.309		1.791	.075
Recognition for Achievement	.479(***)	.044	.558	11.000	.000
Growth, Promotion and Advancement	.279(***)	.039	.368	7.232	.000
Work Content	.259(***)	.046	.287	5.613	.000
Responsibilities for own work	-.127(***)	.046	-.143	-2.776	.000
R Square	.510				
Adjusted R Square	.500				
F value	50.713				

Source: Survey Data, 2023

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

According to Table (4.6), the value of R^2 is 51.0 percent thus this specified model could explain about the impact of employee's motivational factors on job satisfaction. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain almost 50.0 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.500.

Among four independent variables, recognition for achievement has the expected positive sign and is strongly significant at 1 percent level. According to the regression result, positive relationship means that the increase in promotion leads to the increase in job satisfaction. If there is an increase in recognition for achievement by 1 unit, this will also raise the job satisfaction of employees by 0.479 unit.

Growth, promotion and advancement has the expected positive sign and is significant at 1 percent level. According to the regression result, positive relationship means that the increase in growth, promotion and advancement leads to the increase in job satisfaction. If there is an increase in growth, promotion and advancement by 1 unit, this will also raise the job satisfaction of employees by 0.279 unit.

Work content has the expected positive sign and is strongly significant at 1 percent level. According to the regression result, positive relationship means that the increase in work content leads to the increase in job satisfaction. If there is an increase in work content by 1 unit, this will also raise the job satisfaction of employees by 0.259 unit.

Responsibilities for own work has the expected negative sign and is strongly significant at 1 percent level. According to the regression result, negative relationship means that the increase in responsibilities for own work leads to the decrease in job satisfaction. If there is an increase in responsibilities for own work by 1 unit, this will also decline the job satisfaction of employees by 0.127 unit.

CHAPTER V

CONCLUSION

This chapter presents the findings and discussions, suggestions and recommendations, and need for further research.

5.1 Findings and Discussions

This study finds out by surveying 127 respondents of Civil Aviation Training Institute of Myanmar. The results show that most respondents are male. They are between 21 and 30 years old and they have first degree. The respondents are married. The majority of respondents have work experience of 1 to 3 years.

Regarding the recognition for achievement, management of Civil Aviation Training Institute appreciate the employees when they perform well at work. The management praises the employees for their good work and the employees are proud of the job they have done well. The supervisors also notice and recognize the high-quality work of employees.

Relating to growth, promotion and advancement, Civil Aviation Training Institute offers training opportunities for learning and growth as well as professional development. The training provided by Civil Aviation Training Institute matches with the job of the employees and assists the employees in their promotion. The training also provides knowledge, exposure and experience to employees.

Concerning work content, the challenging and interesting work at Civil Aviation Training Institute offers significant improvement and brings great innovation to employees. The Civil Aviation Training Institute offers its employees the opportunity to try out some of their own ideas and do the type of work they can do the best.

In term of responsibilities for own work, Civil Aviation Training Institute provides the employees the opportunity to plan their own work and work independently. In addition, the organization encourages employees' involvement in departmental policy-making and workplace decision-making. The Civil Aviation Training Institute also entrust employees with great responsibilities in their works.

In concern with job satisfaction, the work days of Civil Aviation Training Institute are considered pleasant days. Employees enjoy their work and are enthusiastic about their work most days. Employees are also satisfied with their current job and find their job is pleasant.

Regarding job satisfaction, three factors such as recognition for achievement, growth, promotion and advancement, and work content have a significant positive relationship on job satisfaction. The increases in recognition for achievement, growth, promotion and advancement have a positive effect on job satisfaction. Responsibilities for own work has a significant negative relationship on job satisfaction. It is found that all factors have most influences on job satisfaction of Civil Aviation Training Institute.

5.2 Suggestions and Recommendations

Concerning with recognition for achievement, the management of the training institute should notice and give full recognition to the employees for the work they have done. The management should appreciate the employees when they perform well at work and praise the employees for their good work.

In term of growth, promotion and advancement, the training program of the institute should provide knowledge, exposure and experience to employees. Moreover, the training program should support employees to advance to the next position.

Regarding the work content, the management of the training institute should give the employees the kind of work they can do the best. In addition, the type of work assigned to the employees should be varied, challenging and interesting.

In concern with responsibility for own work, the management of the institute should encourage employees' involvement in departmental policy-making and workplace decisionmaking. The management should also give the employees the opportunities to make their own decision and work independently.

In terms of job satisfaction, the work days of Civil Aviation Training Institute should be pleasant days for employees. The management should create many employee support programs so that the employees enjoy their work and are enthusiastic about their work most days.

According to the regression analysis, all factors such as recognition for achievement, growth, promotion and advancement, work content, and responsibilities for own work are

significant. This means that focusing on the achievement, growth, promotion and advancement, work content, and responsibilities for own work can lead to job satisfaction. Therefore, Civil Aviation Training Institute should appreciate and recognize employee achievement at work, provide employees with opportunities for growth, promotion and advancement, and provide them with varied, challenging, and interesting work. The Institute should delegate the responsibilities associated with the position to the employees and not delegate the responsibilities of other employees to them.

5.3 Need for Further Research

This study only focuses on employees of Civil Aviation Training Institute. In this study, employee motivation is analyzed solely using Two Factor Theory. Thus, Civil Aviation Training Institute should also study employee motivation by using other theories such as Maslow's Hierarchy Need of Theory, Acquired Need Theory and ERG Theory etc.

And then, motivational factors of Civil Aviation Training Institute should be made for the further study. Therefore, the relationship between motivational factors, employee performance and organizational commitment of Civil Aviation Training Institute should also be studied. Therefore, the other motivational factors such as leadership style, feedback and other human resource management practices should also be studied in similar industry.

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