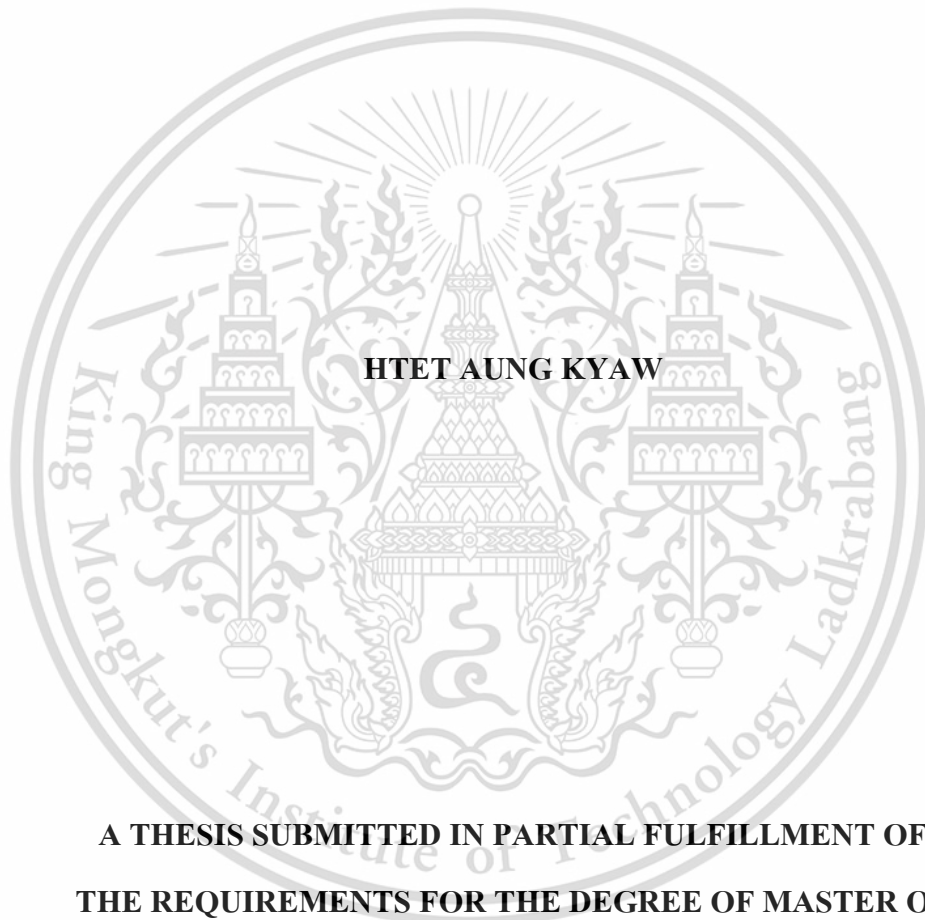


**FACTORS INFLUENCING EMPLOYEE MOTIVATION:
A STUDY OF THE MINISTRY OF FOREIGN AFFAIRS IN MYANMAR**



HTET AUNG KYAW

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF
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ABSTRACT

The study aimed to determine the factors influencing employee motivation in the Ministry of Foreign Affairs. In this study, the researcher applied the mixed method that combines and integrates qualitative and quantitative. The qualitative approach collected data through face-to-face interviews with employees in the Ministry of Foreign Affairs to analyze the factors of motivation, quantitative data were also collected through self-reported surveys to validate the findings of the qualitative study. This study collects the qualitative data first and the result from the qualitative data analysis uses questionnaires for the quantitative data collection.

For the qualitative research, the researcher prepared 9 semi-structured interview questions about employee motivation in the Ministry of Foreign Affairs in Myanmar. The researcher selected 8 represent persons from all position levels. Qualitative data collected from the respondents were analyzed through content analysis. The key finding from the qualitative results leads to steps to continue in questionnaires for quantitative analysis. Then, questionnaires were collected by descriptive research method. A stratified random sampling technique was used for the population of this study. The data obtained were analyzed using Statistical Package for Social Sciences (SPSS) software.

The result of the testing hypothesis is that organization policies, working conditions, emotional intelligence, job security, and interpersonal relationships are influencing employees' motivation. However, salary, compensation bonus, and psychological conditions do not influence employees' motivation as the result of hypothesis testing. According to the findings, the role of

moderating variables which are recognition, achievement, responsibility, and training can modify the relationship between organizational factors and employees' motivation.



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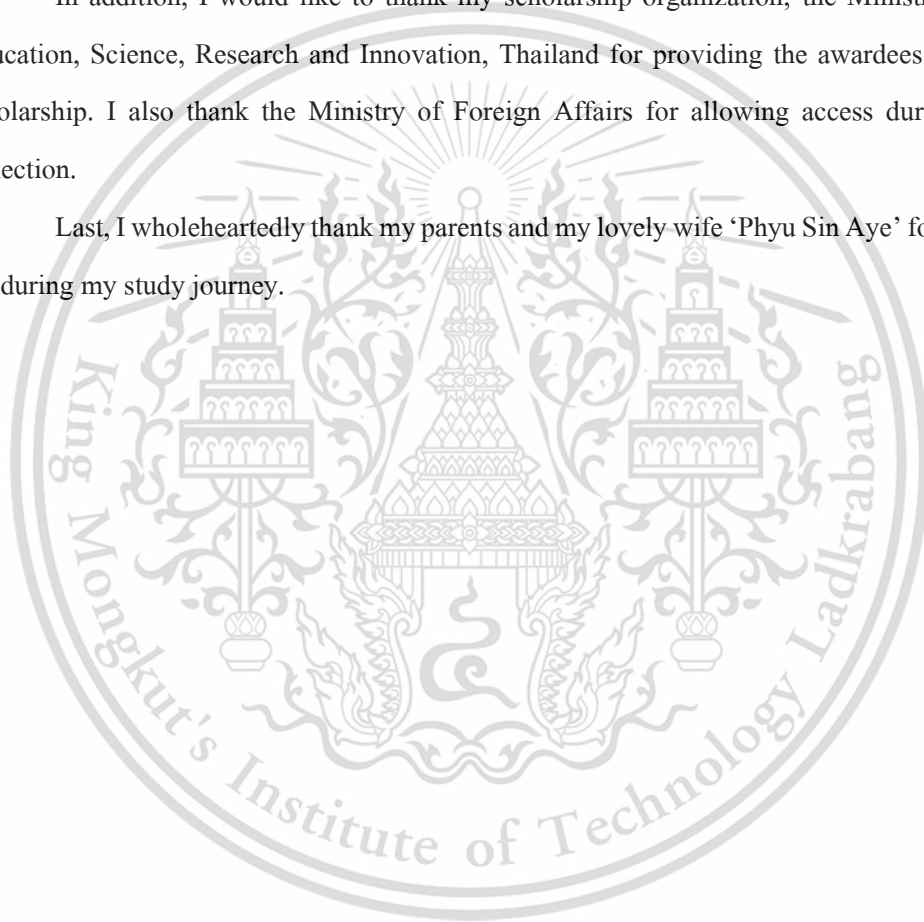


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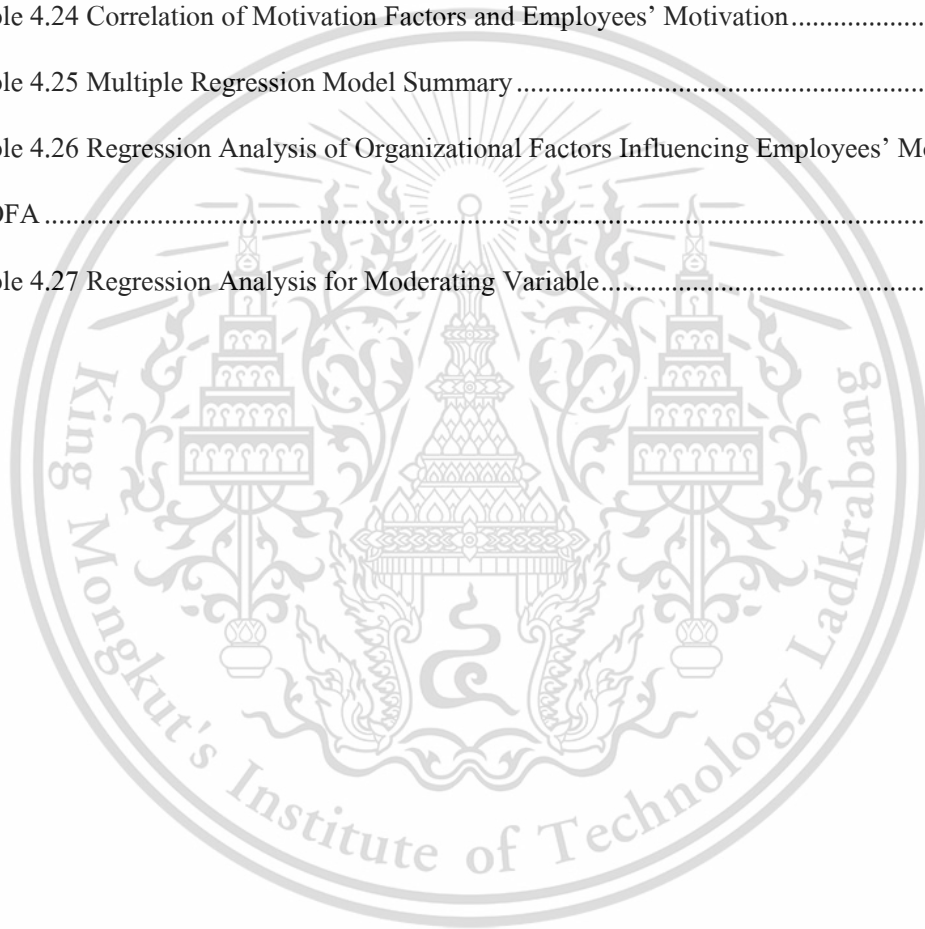
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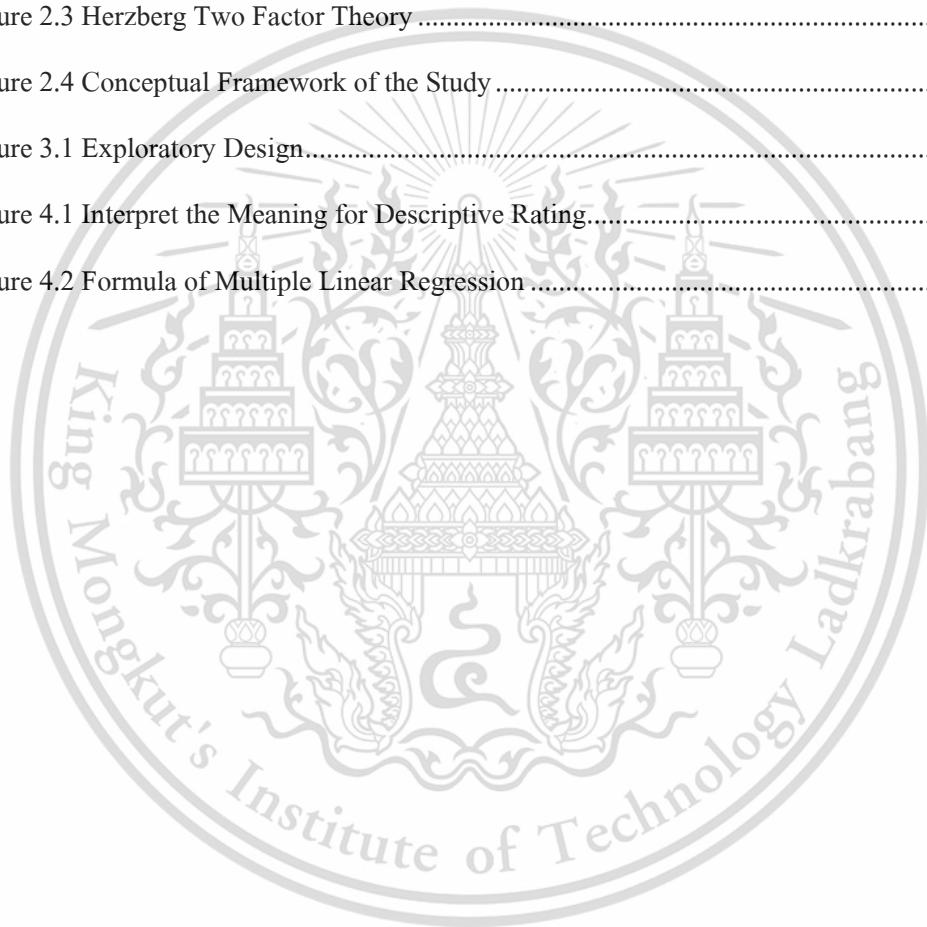
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CHAPTER 1

INTRODUCTION

1.1 Introduction

Employee motivation is an affective commitment that assesses the extent to which employees are passionate about their work, loyal to the organization, and exerts autonomous efforts at work. This emotional commitment refers to motivated employees who deeply care about their jobs and the company. Employees don't just work for a salary, or just for the promotion, but they are committed to achieving the organization's goals (Kevin, 2015). Almost all companies, within their human resource departments, focus on increasing job satisfaction, and improving employee motivation and well-being because it has been shown that these are key drivers to increase employee performance for organization development (Hameed & Waheed, 2011).

According to Bersin (2013), "Employee motivation has become the top issue on the minds of leaders, directing the employee to an entirely new model of management". Employee motivation is a workplace approach resulting in the right conditions for all members of an organization to give their best each day, be committed to their organization's goals and values, motivated to contribute to the organizational success, with an enhanced sense of their well-being. Even more significantly, there is evidence that improving motivation correlates with improving performance (MacLeod & Clarke, 2010). Common themes in most definitions include commitment to and belief in the organization, its values, and the willingness and ability to contribute "discretionary effort" to the organization's success. Employee motivation emphasizes the emotional connection with the organization, enthusiasm, and looking forward to the future within the organization. Employee motivation also comes from satisfaction with the success of the organization (Macey & Schneider, 2008). Employee motivation generally describes the people who work, as well as the goals and values of the company. In other words, loyal employees

participate, not only because they are paid for their existence, but also because they invest, emotionally or otherwise (Islam & Ismail, 2008). Some reports describe employees who are invested in their roles and efforts in the organization as being more productive than those who are not (Leblebici, 2012). According to a Gallup poll, highly engaged employees are 21% more productive than less engaged employees (Schaeffer, 2018). Most motivated employees are, as of Quartz (2017), a greater willingness to put in the effort, which translates into productivity levels, greater happiness, and more credible product promotions. To clarify, customers have a better experience when dealing with engaged employees. (Markos & Sridevi, 2010). Employees' motivation can get in his or her best efficiency of work to contribute to improving business profits and it plays a main role in the achievement and growth of an organization. Profit is one of the main factors that a business relies on for its growth and survival, employee motivation is also key as it improves performance and productivity, thereby bringing additional benefits to the company or organization's performance. It relies on motivating employees so that employees work towards the goals of the organization (Sunil, 2019).

Based on the significant findings of the employee motivation study and its outcomes at the workplace, this research focuses on investigating and improving the employee motivation levels of employees at the selected Government Organization in Myanmar. This current chapter explains the problem statement and current issues at the Ministry of Foreign Affairs in Myanmar, its background, the significance of the study, and its scope.

1.2 Myanmar Civil Service System

According to (The Republic of the Union of Myanmar Union Civil Service Board, 2019), "Civil servants are the driving force for actively running the government mechanism in Myanmar. No matter how the political, economic, and government organizations are changing, the civil service personnel must serve the sustainable development of the government mechanism and its functions". The "Myanmar Civil Service System" is mainly targeted to Civil Service Personnel who are appointed to any post described in the Organization Chart of Civil Service in the Civil Services Personnel Law. The "Myanmar Civil Service System" was formulated with the following objectives;

- (a) To ensure the development of the Civil Service Sector in line with the new paradigm shift and ethical civil service personnel in leading change towards the 21st Century.
- (b) To provide motivation and reward for civil service personnel depending on their job performance.
- (c) To nurture the civil service personnel who are fulfilled of integrity, efficiency, and people-centered responsibility and accountability.
- (d) To give the necessary authority to civil service personnel by decentralizing it for performing their work effectively.
- (e) To develop continuous innovative creative, efficient, and anti-corruptive civil service personnel to support better service delivery to the public as well as to prevent public interest.

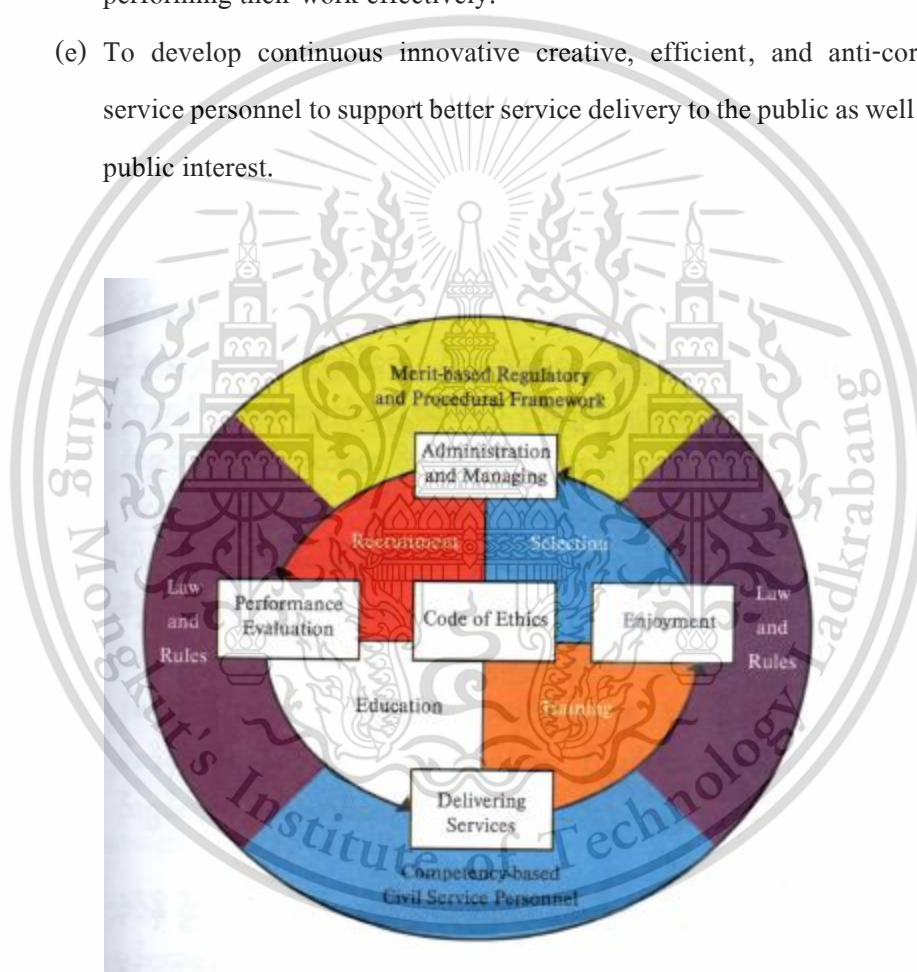


Figure 1.1 Concept of the Myanmar Civil Service System

The “Code of Ethics” stands as the central pillar of the Myanmar Civil Service System to nurture competent, efficient, disciplined, and ethical civil service personnel. On the other hand, four supportive pillars provide this system to develop the central main pillar successfully and

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these four supportive pillars describe the insights of the system which has its properties and is vital for the whole system. These four supportive pillars are “Administration and Managing”, “Performance Evaluation”, “Delivering Service” and “Enjoyments” which interact and reinforce each other within a system that is shown in the figure as follows;

1. Since 1937, the systematic managing framework of chairmen and their administration process have made the UCSB (Union Civil Service Board) to be a strong organization that stands as the first supportive pillar.
2. Also, experienced-based knowledge, education, and practical implications are being applied through good leaders and emphasis on systematic Human Resource Management for the civil service sector. This aims to provide the fulfillment of the country’s capacity through civil service organization and to nature efficient human resources, thus, this system mainly emphasizes conducting systematic Performance Evaluations for civil service personnel which stands as the second supportive pillar.
3. Besides, this civil service system delivers quality services through qualified civil service personnel in the forms of recruitment and selection and education and training as the third supportive pillar.
4. Every civil service personnel is entitled to enjoy different types of enjoyments to fulfill the enjoyment of the working environment which appears as the fourth supportive pillar. The implementation processes of these four supportive pillars have been balanced by the existing Law and Rules concerning civil servants.

Therefore, the goal of the Myanmar Civil Servant is to enable civil servants to serve in an ethical, merit-based, inclusive, and responsible civil service by promoting public participation and enhancing the trust of the people. Thus, the function of the civil service system is aligned with a “Good Mechanism” and it represents the Myanmar Civil Service System.

In terms of incentives and motivations for promotion, sometimes when civil servants have outstanding abilities, capable qualifications, are better than others and are very reliable in their assigned responsibilities, civil servants will be promoted in special circumstances. The

person in charge of the relevant civil servant personnel agency may exercise their authority to make appropriate promotions by Article 48 of the Civil Service Personnel Rules.

This process will develop competency-based job descriptions that will help improve performance monitoring systems in government offices, encourage learning, and strengthen the competencies of civil service servants to enhance meritocracy practices in selection, recruitment, and promotion.

1.3 Current Issues at the Ministry of Foreign Affairs

Formation of the Ministry of Foreign Affairs

Since Myanmar fell under colonial rule in 1885, the British Government took sole responsibility for the external affairs of Myanmar. Under Section (F) of the Government of Burma Act, 1935, the external affairs of Myanmar including defense and religious affairs were conducted by the Governor of Myanmar by veto power. In the time of the Second World War up to the retreat of the British Government to India in 1942, the Defense Department took charge of all foreign responsibilities single-handedly (Ministry of Foreign Affairs, 2005).

After the end of the Second World War and when the British Government returned to Myanmar from India, the Government of Burma Act, 1935 was reactivated. To implement the responsibilities that were prescribed under the provisions of Section (7) of that Act, the Defense and External Affairs Department was established and the Governor took direct charge of that Department. By the end of October 1946, the said Department was kept under the Executive Council of the Governor by the demand of Myanmar people. General Aung San, the then Vice-Chairman of the Executive Council of the Governor took charge of that department. According to the agreement on discussion between the Myanmar Delegation was led by General Aung San and the British Government. Myanmar gained an independent charge in conducting External Affairs on 17 March 1947, the Foreign Affairs Department was established separately on 4 January 1948, Myanmar became an independent republic and the Foreign Affairs Department was changed to the Foreign Office on 4 May 1948. Hence, the name of the Myanmar Foreign Affairs Department has been changed by twists and turns of history till it is called the Ministry of Foreign Affairs of today. (Ministry of Foreign Affairs, 2005)

Establishment of the Ministry of Foreign Affairs (MOFA)

In January 1971, the Ministry of Foreign Affairs was formed by interim set-up No. Na Fa/comprises the Minister's office, five departments, and eleven divisions with the strength of 136 officials and 235 clerical staff total of 371 personnel. (Ministry of Foreign Affairs, 2005)

At present, the Government of the Union of Myanmar and effective from 30 April 1997, the Ministry of Foreign Affairs has been extended comprising the Minister's office and seven departments. The total strength of the Ministry (including Myanmar-based staff at Myanmar Missions abroad) is 438 officials and 693 clerical staff total of 1131 personnel, 455 local staff have also been appointed at Myanmar Missions abroad.

The Union of Myanmar aims to promote friendly relations and cooperation among other countries and adhere to the principles and objectives of the United Nations Charter. The international law namely the Vienna Convention on Diplomatic and Consular Relations, establishes diplomatic relations with many countries in the world. From 1947 to 1987, Myanmar established formal diplomatic relations with 67 countries. From 1988 to November 2000, it further expanded diplomatic relations with 25 countries. At present 125 countries have official diplomatic relations with the Republic of the Union of Myanmar.

The Ministry of Foreign Affairs has been extended comprising the minister's office and seven departments. Myanmar Embassies, Missions, and Consulates General are under the sector of Diplomatic Relations. To implement the foreign policy effectively and to conduct bilateral and multilateral relations expeditiously and skillfully with the 125 countries having diplomatic relations, Myanmar has currently opened diplomatic posts at Ambassadorial levels in 48 capital cities all over the world.

Current Issues in MOFA

Employee motivation has been proven that it can reduce staff turnover rate, improve productivity and efficiency, and make more profits for the organization. Most importantly, motivating employees is to make happier employees from work to their daily lives. Some report shows that a huge number of employees worldwide are actively not motivated at work. Only 13% are motivation-level employees who are emotionally disconnected from their workplaces and less productive (Govender & Parumasur, 2010). This can affect productivity, profitability, customer satisfaction, employee turnover rate, morale, and even safety incidents (Reilly, 2012).

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From the employer's perspective, it isn't easy to find qualified employees to get the right person in the right position (Thomas Bernhardt, Kanay De, Thida, Mi Win Thida & Aung Myo Min, 2016). In Myanmar, most companies and organizations face this problem but it is not only because of low productivity levels and unqualified employees but also can be some weak points from employers. Incompetency at the leadership level can hurt morale and productivity (Kimball, Scott, Nink, & E, 2006). Employees at the companies participating in the company survey appear to be well-educated compared to Myanmar's overall population. When asked to assess the composition of the workforce (i.e., skilled versus low-skilled production workers), survey participants indicated that approximately 60 percent of production workers were low-skilled. They see an undereducated workforce as the most serious obstacle to their operations (Thiha, 2017). Myanmar governments face fundamental challenges such as determining the right individuals to select for public sector jobs, recruiting these candidates effectively, and motivating them to perform well.

The Civil Disobedience Movement (CDM) was the first act of defiance following the military coup on February 1, 2021, with hundreds of civil servants leading a general strike. CDM became the focus of all parties after the Myanmar coup. The aim of behavior and role of CDM civil servants (locally known as CDMers) is the civil disobedience movement broadly refers to the civil servants who do not work under military control. After the military, about 10% of the Ministry of Foreign Affairs staff joined the CDM in the first month. The health and education sectors have the highest amount of CDM participation.

According to the researcher's organization analysis with administrative officers, the main issue in MOFA are higher employee turnover rate than before, most employees feel that there are many unfair treated within the organization regarding promotion, scholarship, and assignments (working at Myanmar Embassies Abroad). Some staff complain about the recognition program of the organization and employee communication problems such as communication between colleagues and directors or supervisors. And, some employees are facing issues with mental health, burnout, and a lack of personal and professional motivation as they deal with the impact of the Covid-19 pandemic.

Therefore, researchers wish to identify the root causes of the organizational problems under consideration and how the organization can leverage existing strengths to sustain future organizational performance. Furthermore, this study aims to analyze how organizational planning

and administration work to increase employee motivation within the ministry. The current plan focuses on one such organization where the management of the ministry is dealing with the issue of employee motivation levels at work through an employee motivation approach according to results from the research findings.

In this study, the main concepts were employee satisfaction as the dependent variable, organizational factors as independent variables, and organizational commitments as moderating variables.

Organizational factors as the independent variable (IV) were hypothesized to influence the dependent variable (DV). Organizational factors such as Organization Policies, Salary, Compensation and Bonus, Working Conditions, Psychological Conditions, Emotional Intelligence, Job Security, and Interpersonal Relationships directly affect employee motivation. On the other hand, organizational commitment as moderating variables (Mod) was measured in terms of Recognition, Achievement, Responsibility, and Training. The dependent variable motivation in this study is conceptualized through employee motivation.

1.4 Objectives of the study

The Objectives of undertaking Employee Motivation are

- 1) To investigate the factors influencing employee motivation at the Ministry of Foreign Affairs in Myanmar.
- 2) To determine the motivation level of employees at the Ministry of Foreign Affairs in Myanmar.
- 3) To find out the significant background influencing staff resignation at the Ministry of Foreign Affairs in Myanmar.
- 4) To provide recommendations for improvement of employee motivation at the Ministry of Foreign Affairs in Myanmar and another ministry.

The objective of this study is to focus on employee motivational factors that influence employees within an organization. Employees are committed to the goals of the organization, and passion in values, it's about making sure people feel motivated and motivated to contribute to the organization's success. Employee motivation is one of the main functions of organizations and HR departments to ensure the growth, strength, and quality of their workforce. Top management and

directors are turning to admin to better understand how to implement administrative management to have a competitive advantage. Human Resources helps to capture the most meaningful data from current and sources from the past to benefit the organization to arrive at decisions that are impactful towards addressing skill gaps, achieving high performance, and indicating retention factors and general trends.

1.5 Research Questions

- 1) What factors are influencing employees' motivation at the Ministry of Foreign Affairs, Myanmar?
- 2) What are employee motivations at the Ministry of Foreign Affairs in Myanmar?
- 3) What is the significant background influencing staff resignation at the Ministry of Foreign Affairs in Myanmar?
- 4) What are the appropriate recommendations for improving employee motivation at the Ministry of Foreign Affairs in Myanmar?

1.6 Significance of Study

Firstly, the results of this research will provide the planning and administrative departments of the Ministry of Foreign Affairs with insights and information on the factors that influence employee motivation in the organization. Organizations can evaluate the results of the questions and implement strategies for change that are reflected in participant responses. Once employee motivation levels are measured, researchers can help to implement change strategies that can increase organizational employee motivation and increase the overall effectiveness of employee happiness, and well-being, this will reduce the risk of failure and reduce turnover levels.

Researchers can use this information to conduct similar studies in the future, which will help build a knowledge base about employee motivation strategies. The program will identify what similarities may exist in motivation levels across occupations in the field, what factors predict employee motivation, and what are the specific benefits of employee motivation to the organization, which can impact their job performance and the good of the organization.

1.7 Limitation and Scope of the Study

The scope of this research is based on the opinions of employees in the government organization of the Ministry of Foreign Affairs in Myanmar covering the total number of over 1,200 employees according to sampling size for qualitative and random selected for quantitative research base. This study focuses on the relationship between organizational factors and organizational commitment to employee motivation for ministry. This research was conducted in government organizations of the Ministry of Foreign Affairs by face-to-face interviewing and distributing survey questionnaires to the respondents. The researcher chooses and selects participants according to position rank and department.

1.8 Key terms and definitions

Employee motivation is a key factor in improving organizational functionality. Without motivation, employees will not try their best, and the performance of the organization will also reduce efficiency and effectiveness. (Assefa & Michael, 2019). Proactive employees are considered central to the successful functioning of an organization.

Organizational Factor refers to the collection of traditions, values, beliefs, policies, and attitudes that create a persistent environment for everything one does and thinks in an organization. (Arinanye, 2015).

Organizational commitment refers to the connection between employees and their employer (organization). Levels of organizational commitment affect employee engagement and satisfaction; it can help predict performance and leadership responsibilities. Organizational commitment improves the organizational performance better and the organization's goals as Employees can connect with the organization, becoming more productive and focused on their work. (Jay, 2022)

CHAPTER 2

LITERATURE REVIEW

This chapter discusses the literature review related to this study and proposes a theoretical framework regarding the factors that affect employee motivation as it applies to organizations and employee work productivity. So, this chapter starts with employee motivation, components of employee motivation, and moderation factors that affect employee motivation. The theoretical background is also provided in this section.

2.1 Selection of Analysis Tools

The correct analysis tools are very important to make a successful. To achieve a direct impact on organization development and employee happiness, a human resource plan analyzes the potential of the organization. Analytical tools play an important role in identifying internal and external factors affecting an organization. It helps the management team to know the opportunities and challenges in the organization and analyze what factors need to be improved in terms of employee issues. It can also show the points of advantages and disadvantages of the organization's operation system. By using the appropriate tools, the management team or Human Resources department will be able to determine or create an effective strategic plan to maximize the benefit from the available opportunities, as well as, to solve the problems on time.

In this section, the multiple tools that can be used for analyzing HR plans have been described. These include surveys, interviews, observations, and document analysis. Based on the design of the current study researcher is using in-depth interview analysis tools and surveys.

2.1.1 In-depth Interview Analysis Tool

In-depth interviews are beneficial for qualitative data collection techniques used for various reasons, including required assessment, solving issues, and strategic planning processes. In-depth interviews are best suited when researchers want to ask open-ended questions, as are surveys. In-depth information can be extracted from a small number of people.

Interviews can be used as a tool to gather rich information to inform project development and evaluation (Steber, 2017). As a means of qualitative data collection, in-depth interviews are becoming increasingly popular among social science research professionals.

In-depth interviews are a technique that involves conducting intensive personal interviews with a small number of interviewees to investigate their opinions on a specific idea, plan, or situation (Boyce Carolyn & Neale Palena, 2006). The major benefit of in-depth interviews provide more specific data than other data collection methods such as surveys. It can provide a convenient environment in which to collect the data and respondents may feel more convenient to have the conversations as opposed to filling out a survey (Boyce Carolyn & Neale Palena, 2006).

Disadvantages of using interviews as an analytical tool are interviewee time and availability, rater interpretation bias, and subjective answers that may confuse data analysts. For the current study, in-depth interviews acted as a helpful tool to provide information about specific motivational factors and resources at work (Raymond, 2006).

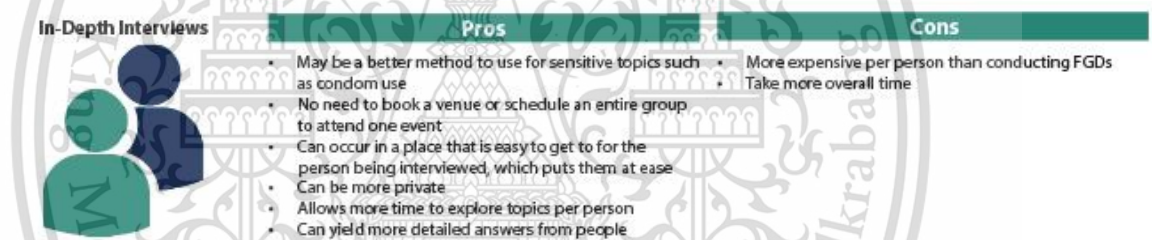


Figure 2.1 Pros and Cons of In-Depth Interviews

2.2 Employee Motivation

In complex, dynamic environments, organizational leaders often create an environment where employees feel trusted and empowered to make decisions within the organization, which increases employee motivation and ultimately organizational performance.

Monitoring employees' mental health is key to a productive and motivated workforce. Many workers report a desire to return to work due to the stress caused by the pandemic. Some workers may have been personally affected by COVID-19, while others may experience a stressful return to the office after months of isolation. (European Labour Authority, 2021)

Employees who are working at home during the COVID-19 crisis, further exacerbate isolation and make it harder to instill teamwork. Many employees are experiencing deteriorating

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mental health, burnout, and a lack of personal and professional motivation as they will survive the effects of the pandemic. Statistics Canada surveyed Canadians about their mental health throughout the pandemic and reported that nearly a quarter of participants reported experiencing fair to poor mental health, and more than half reported that their mental health had worsened since physical distancing began. Governments at all levels face enormous challenges and must rapidly adapt to the new situation that live in and the dramatic convert that have taken place in recent years.

Rewards, recognition, and communication can motivate them to work. Recognition improves the level of productivity and performance at work, whether it is a first-time performance or a repeated action at work progressively and ultimately strengthens the employee's behavior (Mahazril, 2012). Setting short-term achievements for employees permits an organization to remain flexible and adapt rapidly to unforeseen changes. This will let employees get the results faster and gain recognition.

(Samuel T.Hunter, Liliya Cushenbery & Tamara Friedrich, 2012) prefers that goals are a special and specialized type of organizational performance. As of (Rachita Satyawadi & Piyali Ghosh, 2012), goals, and self-discipline are motivated to motivate to employees a greater extent. A stretch achievement is an additional achievement set for employees in case a better employee's primary achievement. As a good way to keep the organization profitable, it's better than not to provide employees with several ambitious extensions to the organization's objectives immediately after employees get back to the organization. Begin small and prepare the extended organization's object realistically to prevent previous exhaustion. As employees begin to use their workload they can slowly raise the organization's object. (European Labour Authority, 2021)

A culture in which employee goals are aligned with organizational goals is generally considered a successful culture (Karlsen, 2011). Joining with the team in setting up the employee's own goals helps the employee grow more involved in the work. By the way to involving teams in goal setting, common goals can be set for different teams to promote teamwork and collaboration. Employees may have lost touch with their colleagues after working from home for several months, so this is a great way to reconnect with them at work.

One's behavior motivates one to work according to the ideas of individuals within the organization (Gareth R.Jones & Jennifer M.George, 2008). Motivation is a need-satisfaction process, which means that experts strive to achieve personal activity goals when they are satisfied

or are motivated by something that satisfies their personal needs. The main need is to understand the definition and requirements of the motivation procedure.

Motivation is a complicated and common field that has broad roots in a different collection of theoretical disciplines involving psychology, sociology, education, political science, and economics. Motivation can be defined as, “what causes people to behave as they do” (Denhardt, 2008). Motivation is not directly observable. Motivation is an internal state that prompts people to behave in a specific way to achieve specific goals and objectives. The external manifestations of motivation can be observed, but the motivation itself cannot be observed (Denhardt, 2008). Motivation is an internal state that is affected by the employee's work environment and produces external behavior. Therefore, motivation cannot simply be instilled in employees through a conversation or behavior by a manager or supervisor (Tindall, 2015). If the administration is unable to support employee motivation, it should focus on methods that can positively impact employee motivation, thereby increasing engagement, productivity, and the achievement of organizational goals. To ensure that employees are well motivated, it is important to understand the nature of motivation and the theories developed in the area of employee needs.

2.2.1 Importance of Employee's Motivation

Employee motivation is one of the main parts of people's lives. Without a motivating workplace, an organization or company can be very dangerous. Motivation plays an important role in determining how an individual behaves in the workplace. Employee motivation means “one of the strategies used by organizations to improve performance through employees by providing a conducive and proactive environment within the organization” (Azin Taghipour & Reihane Dejbani, 2013). Employee motivation is important at both organizational and individual levels. At the organizational level, motivation is related to employee performance, productivity, organizational commitment, absence, and turnover intensity (Owusu, 2012). On a personal level, employee motivation suggests that an individual's economic well-being results from salary, social contact with other people, happiness, and self-actualization.

2.2.2 Types of Motivation

People are motivated by various reasons. There are two different types of motivation which are intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to workplace happiness, responsibility like independence, and developing skills. Extrinsic motivation means

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salary and benefits. Benefits can be viewed through external factors, which can be identified through financial terms such as promotions and incentives.

2.2.2.1 Intrinsic Motivation

Intrinsic motivation, putting effort into work out of enjoyment and interest, is the type of motivation most closely associated with positive outcomes: being engaged at work, being satisfied with your job, feeling attached and loyal to your employer, being proactive at work (Gagné, 2022).

Intrinsic motivation is also related to job performance. Putting effort in because you value your work, rather than necessarily enjoying your work, is the most important motivation related to job performance (Gagné, 2022). Intrinsic motivation mostly occurs when people think that the work is essential and has a positive impact on others or the environment and is related to the same good results from intrinsic motivation.

Intrinsic motivation is important because engaging in activities that bring inner satisfaction, can enhance your happiness, which is an important component of human psychological needs. In this way, intrinsic motivation is crucial to a person's overall sense of motivation (Voss, 2021).

2.2.2.2 Extrinsic Motivation

Extrinsic motivation is motivated by external factors such as obtaining a reward or avoiding a punishment. This is in contrast to intrinsic motivation, which is driven by inner desires such as enjoyment or satisfaction (Krugman, 2022).

Extrinsic motivation means that employees do the task not because they enjoy it, however, employees expect to get some out of it. In this motivation, It is not characterized by self-determination but by pressures, obligations, or restrictions. (Krugman, 2022)

There are various types of extrinsic rewards. The most significant are physical rewards, such as obtaining a salary or getting discounts in a constancy plan, however, many intangible rewards that are extrinsic motivators, such as compliments or prominence (Krugman, 2022).

2.3 Theories of Motivation

There are two main types of motivation theories: content and process. The content concentrates on the needs of people living. Process theory looks at the psychological and behavioral

processes that affect an individual's motivation. There are various theories to explain and then understand employee motivation issues. The content theories of motivation in this study are Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory.

2.3.1 Maslow's Hierarchy of Needs

Maslow's theory is one of the most famous theories of motivation. It is usually described as a triangle. It is consistent with the content motivation theory, which means it concentrates mainly on what people motivate rather than the process of motivating people. Maslow's Hierarchy of Needs theory holds that all people have similar types of needs and the categories of needs have a hierarchical structure. The hierarchy ranges from the fundamental items that people need to survive to the feeling of realizing potential and finding goals in life.

Psychological requirements are biological needs for human survival, such as sleep, shelter, wind, clothing food, etc. The human body cannot operate the best without these needs. Maslow believed that psychology is a secondary need. Behavior that prioritizes personal safety requirements and social concern is totally enjoyable. An individual's biological needs are met, and safety needs become critical. People wish to know order, consistency, and maintenance in the living. These requirements can be met through families and communities (such as schools, police, businesses, and then health care). Physiological and safety requirements are met, and socialization and belonging are the third that humans need. (Green, 1943) emphasized broad but broad categories of motivations that differed but mainly two types of motivations. The need for respect contains people's wish for achievement, skill, and ability. "Respect or dignity is vital for children and young people," said Maslow. The requirement of self-realization is Maslow's highest state. One's potential and self-actualization mention the pursuit of personal growth and high experiences. (Green, 1943) explain that the process is the accomplishment as long as possible. The requirement to grow is not because something is missing, but because a person desires to grow. These developmental requirements are properly met and can arrive at the upper levels of self-actualization.

Maslow's hierarchy of needs theory has been famous among the public. People love this theory cause people can find it easy to relate. It's easy and obvious, and all of the requirements collared in the model are ones that people have considered before. People can see themselves and determine, and can easily see to the other people when they look at the pyramid.

Maslow's hierarchy of needs has become popular in the business world which occurs frequently in leadership and personal development programs like a tool that individuals and leaders can apply to get motivation and motivational factors.

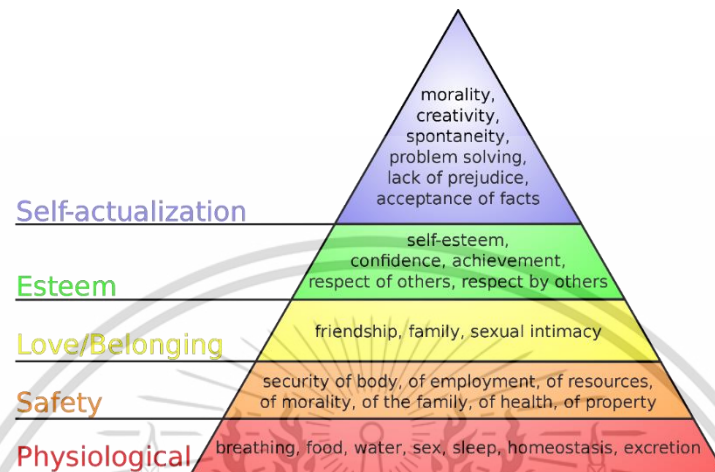


Figure 2.2 Maslow Hierarchy of needs

2.3.2 Herzberg Two Factor Theory

As of Herzberg, Mausner, and Snyderman (1959), the basis of a two-factor theory depends on the satisfaction of the requirements of employees. Motivational factors are classified into satisfaction and dissatisfaction with individual hygiene. Satisfying motivations, such as personal success, responsibility, meaningful work opportunities, challenges at work, participation in decision-making, situations arising from individual advancement, success, work itself, and recognition. (Frederick Herzberg, Bernard Mausner & Barbara Bloch Snyderman, 1959) described motivation factors are required to grow job satisfaction. As of Herzberg, the motivators are intrinsic to the job and cause job satisfaction because of employee's convinced need for self-actualization and growth.

Hygiene issues do not contribute to job dissatisfaction levels. Hygiene factors are mental and physical factors that can describe dissatisfaction. Herzberg described hygiene factors are extrinsic to the work, and its function is to "avoid unpleasant needs". The hygiene factors are often related to contextual factors such as management, salary, interpersonal relationships, and company policies with working conditions and supervisors.

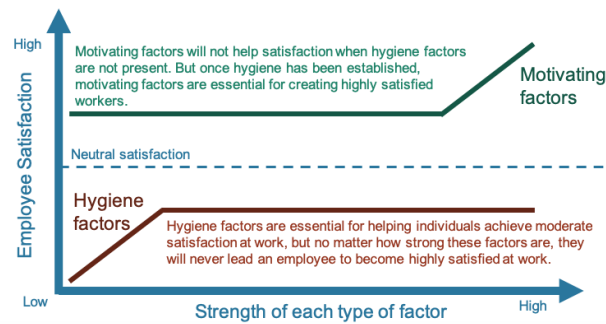


Figure 2.3 Herzberg Two Factor Theory

2.4 Impact of Organizational Factors on Employee Motivation

Human resources performs as the strategic role in an organization. Inspire motivation through their activities, thereby improving the quality of employees' life-work balance. Likewise, organizational climate can improve and directly impact productivity. (Matsuo, 2019).

HR enables experts to communicate and expand with creation and personal activities, usually taking into the personalities, skills, and qualities. Therefore, encourage teamwork so that the team develops strategies of means principles, and goals to achieve organizational goals. These activities must be mentioned by the company's values, mission, and vision which are through these that HR policies are coordinated with the organizational strategy. However, human capital must not be ignored as it is a company's main asset. (Matsuo, 2019).

The name of human capital is described as the quality of human resources of the organization including the related skills and experience of the organization's employees. Organizational performance also relies on the employees' motivation social relationships and social interaction and connection. At the organizational level, human capital is even more important when the organization relies heavily on people who have unique talents, require extensive training, and are difficult to replace once they leave. (Yukl, 2013).

An organization's culture consists of the assumptions, beliefs, and values shared by its members (Schein, 2004). Motivation and organizational culture have been received exhaustive focus in this research. Two variables affect not only the individual performance but also the performance, sustenance, and performance of the entire organization.

Organizational culture is not a silly idea however it's the dynamic feature of the organization. All organizations have a culture that makes sense which organization cultures are higher than the others. The organizational culture takes one of two kinds: strong or weak. The extent to which organizational culture is adopted by organizational members depends primarily on the type of culture prevailing in the organization (Sokro, 2012).

A strong organizational culture is a set of values and beliefs that are strongly adhered to and widely shared within the organization, but such a culture requires more culture-specific investments from the organization and is unlikely to change (Madu, 2012). A weak organizational culture refers to values and beliefs that are not strongly and widely shared within the organization (Ashpaoloye, 2014).

When organizational culture is strong, it can improve a determinant of performance through employee behavior and decision-making patterns. Higher performance achieved by organizations with strong organizational cultures is considered to be the consequence of widely shared and firmly held norms and values, which manifests itself in three forms: enhanced coordination and control within the organization, and improved inter-organizational goal consistency. Organizations and their members can increase employee motivation and effort (Karlsen, 2011).

Compared to a strong organizational culture, a weak organizational culture is considered less effective in achieving organizational goals due to the link between culture and motivation. An organization with a weak organizational culture focuses more on the behavior of individual employees, so sharing norms, values, and ideas among employees is less important. Organizations with weak organizational cultures also have less groupthink and group action, so there is less mutual influence and motivation among employees (Sokro, 2012).

Organization with weak organizational cultures is considered few effective than strong organizational cultures to achieve the organizational goals because of the observed link between motivation and culture. An organization with a strong organizational culture has more union between employees because they have beliefs and values. The same values and beliefs keep employees strongly connected to the organization; employees therefore have a strong sense of community, are motivated, and inspire each other.

Organizational culture has a strong impact on motivation, and motivated employees take pride in their work and feel responsible for the success of the organization. That's essential for

supervisors to identify appropriate paths to apply for organizational culture to motivate the employees.

2.4.1 Organization Policies

Disengagement from the impact on an organization's productivity and rentability does not mean that RH inspires the possibility of positive change. Low employee engagement remains an ongoing problem for organizations of all sizes around the world: In 2017, a global study from the Gallup Institute found that only 15% of full-time adults were “engaged” at work” — defined by the research firm as “a high degree of commitment and enthusiasm for work and the workplace.” Often, HR teams are tasked with measuring and solving employee engagement issues, even though poor engagement is a critical business issue that leads to real declines in productivity and profitability. The same Gallup Institute study found that business units in its top quartile for engagement were 17% more productive and 21% more profitable than those in the bottom quartile.

Hiring the right candidates is one of the most important tasks a recruiting manager performs. Recruiting professionals must extend job opportunities to candidates they believe would be a good fit for the available positions. Share a detailed list of the duties of new employee is likely to complete for your business. Candidates may not know much about the company and its mission, so also including a brief paragraph about what the company does may pique the applicant's interest. The Myanmar government faces fundamental challenges such as identifying the right candidates for public sector jobs, recruiting these candidates effectively, and motivating them to perform well.

In Myanmar, there are various problems and unwelcome, especially between ethnic minority groups. The Federation provides citizenship to all persons whose parents hold Myanmar citizenship and to all persons who already held Myanmar citizenship on the date the Constitution came into force. It sets out the rights as equal opportunities in public employment, trade, occupation, equal treatment and before the law and equal opportunities in public employment, etc.

Governments should recognize the rights of ethnic and linguistic "minorities" or "groups" and the rights of individuals to adapt to diversity and help to prevent or mitigate communal tensions and conflicts. There is ongoing debate as to whether provisions for minority rights help protect national culture and identity and prevent intercommunal conflict. Individual Rights In ethnically diverse countries, since individual rights guarantee freedom of religion, expression, and

association, regardless of the argument, minority groups do not need special assistance as long as the individual rights of their members to freely practice their culture and religion are guaranteed.

“The non-discrimination against women including mothers” The constitution also promises no racial, religious or gender discrimination in the appointment or assignment of civil servants, with the caveat that only men can be appointed if the job is suitable only for men. The low number of women in key senior leadership positions in most types of organizations is evidence of widespread discrimination. The strong tendency for men to be prioritized over women for senior leadership positions is known as the "glass ceiling." Only a few countries have female heads of state (e.g., prime ministers, and presidents), and the number of women in senior management positions in large business organizations is also low, although it has been increasing in recent years. Absent gender discrimination, the number of women CEOs in business and government should be closer to 50%.

2.4.2 Salary, Compensation, and Bonus

The Civil Servant Personnel Law stipulates that all civil servants have equal rights to receive salary and remuneration. Although wage levels in the public sector are lower than those in the private sector, they have gradually increased since 2011 or after being fixed for many years during the military regime. In contrast, public sector salaries are said to generally be better than those in the private sector. Including remote area hardship allowances, other special allowances, medical insurance, pensions, social security, retirement allowances, housing, work vehicles, fuel, commuter transportation, etc. There are significant differences between embassies, consular missions, and departments.

To promote motivation and incentives in the civil service, there must be further transparency in pay and remuneration. The World Bank said it may assist in the areas of wages, compensation, and human resources management, based on the findings and recommendations of a recently conducted review.

Research has found that in some cases bonuses may hurt performance. High bonuses can be highly motivating, leading to stress and poor performance. This is because over-motivation stimulates certain brain centers and causes people to make mistakes. In this type of situation, bonuses do succeed in motivating people but may decrease effectiveness (Barney, 2010).

Bonuses can also foster a competitive spirit in the workplace. It's a bittersweet blessing. Competition always motivates people to do their best, but it can also create aggressive behavior and division. When people compete for prizes such as cash, it's natural to view others as competitors rather than team members. While a certain amount of competition is healthy, when significant monetary rewards are involved, it can harm other values such as teamwork and the overall good of the company. When people do their best cause, they feel invested, and more camaraderie develops between employees.

2.4.3 Working Conditions

Working condition is the fundamental core of paid work and work relationships. Broadly speaking, working conditions cover a wide range of issues starting from working hours, including working hours, rest periods and work arrangements, wage standards, and physical and mental stress, which are also important components of the work environment.

According to a World Bank Group report, the 2019 pandemic is expected to lead to a sharp increase in poverty, with a rough estimate of 88 million to 115 million people falling into poverty every year, and the total number of poor people reaching about 150 million by the end of 2021.

The emergence of the COVID-19 pandemic forced millions of workers to suddenly shift their activities from offices to homes. The sudden and widespread shift to working from home during the pandemic has impacted the approach of knowledge workers – a specialized group of professionals that typically focus their activities on problem-solving and related cognitive tasks.

2.4.4 Psychological Conditions and Emotional Intelligence

Motivational psychologists often try to show how a person's motivation changes at different times or between different people at the same time. The purpose of motivational psychology is to explain how and why this happens.

Psychologists offer a wide range of views on how to understand motivation, based on different types of analysis. Cognitive analysis, behavioral prediction, and emotional means are often used to explain the motivation for end-state or goal expectations.

The psychology of motivation studies how biological, psychological, and environmental variables influence motivation. That is, what contributions the body and brain contribute to motivation; how mental processes contribute; and finally, how material incentives, goals, and their mental representations motivate individuals.

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Psychologists use two different methods to study motivation. Experimental research, usually conducted in a laboratory, involves manipulating motivational variables to determine their effects on behavior. Related research involves measuring existing motivation variables to understand how the measurements relate to behavioral indicators of motivation.

Emotions are intense feelings that demand attention and influence mental activities and behavior. Examples of emotions include anger, fear, sadness, joy, shame, and surprise. Even after the emotional intensity subsides, it may persist as a positive or negative emotion, which can also influence leadership behavior (George J. M., 1995). Emotional intelligence consists of several interrelated components and skills. Empathy is the ability to recognize the emotions and then moods of people, distinguishing between true or false expressions of emotion, to understand the others react to the emotions. Self-regulation is the capability to the ways of emotions into behavior suitable to a given condition, and then react with automotive behavior. Emotional self-awareness understands how an individual's own emotions evolve and become over time and the effect on the work performance and the relationships. The other aspect of emotional intelligence that requires self-awareness and communication skills is the skill to express an individual's feelings to others through verbal and nonverbal connections. Emotional intelligence can be learned, but significant improvement may require intensive personal coaching, relevant feedback, and a strong desire for significant personal development (Yukl, 2013).

2.4.5 Job Security

Job security is the assurance that an employee will be able to continue working in their current job for the foreseeable future. It means you're confident that your employment status with a company can stay consistent, regardless of any external forces that might impact the business (Herrity, 2020). Job security means protection from layoffs, sudden changes in business performance, and more. Organizations need to develop and communicate clear job security policies to increase productivity and success in the workplace. Organizations can respond to economic changes in a way that keeps employees safe by demonstrating to employees that they can manage change effectively. If employees tell others how safe they feel at work, others may apply to the company for security positions.

Employees who feel safe at work are likely to be more loyal to the company. This means they trust the relationship and are committed to performing well and staying with the company.

Loyalty is important because it shows company leadership that their employees share their values and want to work toward achieving the same common goals (Herrity, 2020).

2.4.6 Interpersonal Relationship

Interpersonal skills include knowledge of human behavior and group processes, the ability to understand the feelings, attitudes, and motivations of others, and the ability to communicate clearly and persuasively. Interpersonal communication skills are essential for influencing others. Empathy is the ability to understand the motivations, values, and emotions of others, while social insight is the ability to understand what types of behavior are socially acceptable in specific situations. Interpersonal relationships also enhance the efficacy of relationship-oriented behaviors. Strong interpersonal skills help team leaders listen in an attentive, empathetic, and nonjudgmental manner to those who have personal questions, complaints, or criticisms. Empathy is the main to know the requirements and feelings of others and decide how to provide compassion.

To build healthy relationships and ultimately create a positive atmosphere in the workplace, individuals must be honest with each other. Relationships are critical to existing systems and are at the center of organizations. Organizational stability through relationships further shows that “scholars should focus on how the workplace organizes its relationships; not only its tasks, roles, and hierarchies, but also the form of relationships and the capabilities established to maintain and change them. Workplace relationships include those interpersonal relationships in which individuals are engaged in the performance of their work (Rosak, 2019)

The performance of an organization depends on the motivations and skills of its members, as well as on how its members use their skills. The design of work roles and the allocation of personnel determine how efficiently the team can perform its work. If a team has talented people but they are given tasks unrelated to their skills, or if the team uses performance strategies that are inconsistent with members' skills, then performance will suffer. Organizational performance also depends on the extent to which the interdependent activities of different members are consistent and synchronized with each other. By ensuring that members understand how their roles relate to each other and by frequently rehearsing complex activities, the development of members' skills in how to work together as a team can be facilitated. If organizational members are less motivated and performance is lower than it should be, leaders may need to motivate and challenge members to increase their commitment to the organization's goals.

2.5 Moderating Variable Modification for Relationship between Organization Factors and Employees' Motivation

The organization's commitment is considered the motivating factor for this study. Organizational commitment includes achievement, recognition, work itself, responsibility, advancement, and growth are related to motivation while factors that cause organization factors include supervision, company policy, relationship with supervisor, working conditions, salary, relationship with peers, work-life balance, security, and status (Frederick Herzberg, Bernard Mausner & Barbara Bloch Snyderman, 1959). The moderating variable is the one that modifies the existing relationship between the independent and dependent variables. It supports strong chance effects on the association of independent and dependent variables.

In this study organization commitment as a moderating variable can strengthen the relationship between organizational factors and employees' motivation. Then, the hypothesis can be proposed:

Hypothesis: The moderating variable significantly moderates the relationship between organizational factors and employees' motivation.

2.5.1 Recognition

Recognition is one of the motivating factors that motivates employees to continuously strive to achieve work goals. Recognizing employees in front of friends and colleagues is the greatest motivation that a person can always do better. Today, employers are coming up with different employee motivation ideas to inspire teamwork, social networking, and interaction at work. They also promote picnic awards, employee star ratings, and many other strategies, but we often overlook the fact that the simplest strategy is recognition. The main purpose of recognizing mostly when used with subordinates is to strengthen desirable behavior and task commitment. Recognition is fundamentally a relational act, but like development, it also contributes to the achievement of task goals. (Hastwell, 2021).

Employee motivation can take the form of rewards, social team outings, recognition and points for high-performing employees, and recognition ceremonies. Recognizing and rewarding top performers are the best tools for motivating employees. Although not measurable at scale, it is a powerful tool for creating a team environment. This encourages employees for high performance,

higher retention rates, higher productivity, reduced expenses due to inattentiveness at work, safety issues, or job downtime (Shethna, 2022).

2.5.2 Achievement

In the workplace, achievement is related to the motivation of employees. Achievement encompasses a set of related needs and values, including the need for achievement, willingness to take responsibility, performance orientation, and focus on task goals. In the workplace, achievement motivation leads some people to become high performers who desire success and fear failure. They look for tasks that can be completed successfully while avoiding responsibility or tasks that may lead to failure.

Strong achievement may result in behavior that undermines managerial effectiveness. Most employees come to work with a high need for achievement. Generally, people who are oriented towards achievement enjoy life and feel in control. Achievement-oriented employees are more motivated by their accomplishments and employees want to know the review of their work. They are motivated by information seeking and being in work groups since these activities help them achieve their goals (Metz, 2018).

2.5.3 Responsibility

An organization cannot run without implementing organizational responsibilities. Organizational responsibility varies by the individual organization but generally follows a uniform guideline (Bumpres, 2017). This can be based on the type of organization and how it operates. Delegation is the key factor in organizational responsibilities (Bumpres, 2017). Assignment of responsibilities maintains organizational structure and holds individuals in the organization accountable for individual and team duties and responsibilities.

People are motivated when their responsibilities are meaningful and draw on their abilities and values. Management needs to systematically impose responsibility for work community decisions on employees (Satyendra, 2018). Organizational management normally expects every employee to be responsible and have a focus on his job. The employees require professional help, knowledge, experience, and teaching from their supervisor.

The security of a clear authority structure needs to enable employees to accept which areas and decisions are beyond authority and scope and therefore reserved to a different or higher

authority. Work community autonomy cannot and should not be based solely on democracy. Authority and tasks can be assigned based on seniority.

2.5.4 Training

Training means the social, physical, and psychological development of an individual; development is making an individual's knowledge and skills more effective. Training and development are actions to improve their existing and future performances by increasing their ability to perform efficiently. (Ozkeser, 2019)

Training activities are an ongoing human resource management function designed to facilitate employees' adaptation to new conditions or environments and to improve their decision-making and problem-solving abilities in these environments. Training is a reflection of the importance attached to employees and an important part of employee investment. For employees, participating in a training program at the company's expense can provide them with a sense of privilege and increase their knowledge and skills. In this way, they can perform their tasks more motivated without feeling lacking. (Ozkeser, 2019)

A workforce filled with a desire to learn and develop is a clear sign of a great company. Employees who are committed to their jobs and careers want to learn more about their organization and industry and learn skills that will improve their performance. Employers who want to get the most out of their employees and foster loyalty and retention will find training to be a win-win prospect for everyone involved.

All of the employees contribute to the overall functioning of the organization. However, not everyone sees how it occurs. Employees who have a specific and limited scope of work can easily feel like they are just a cog in the wheel, and their work may not be that important. Training helps employees understand how their jobs fit into the company's structure, mission, goals, and achievements. Because employees understand how important what they do is to the success of the organization, employees can be more motivated and enthusiastic about their jobs.

The training programs conducted by the Central Institutes of Civil Service (CICS), almost every ministry and organization organizes professional training to enhance the quality of knowledge and skills of its civil service personnel. (The Republic of the Union of Myanmar Union Civil Service Board, 2019). In addition, qualified civil service personnel are allowed to join the International Training Programs, Workshops, and Seminars to learn civil service matters

in ASEAN and other neighboring countries, to enhance cooperation and communication with international organizations, to share knowledge, skills, and ideas among the member countries and government institutions. The civil service personnel share knowledge and experiences in matters relating to the subjects they had learned when they arrived back to their Miniseries and Organizations and they also apply the benefits of the foreign experience in their workplace practically. Civil service future training implementation processes are

- (a) To develop and implement better and more effective training programs which will include training in the government organization, overseas training, exposure visits, knowledge-exchange programs, conferences, workshops, and seminars to enhance the capacity of civil service personnel.
- (b) To develop learning opportunities for the civil service personnel to attend overseas Meetings, Workshops, and Training to learn international experiences and good educational practices, to be fluent in foreign languages, and to study civil service systems and procedures in other countries.

2.6 Conceptual Framework of the Study

This study focuses on factors influencing employee motivation with the moderating roles and two factors. This framework will generate factors influencing employee motivation. The analysis results based on the following framework can provide how the management team has to handle their employee motivation.

The main purpose of the conceptual framework was to clarify concepts and purpose relationships among the variables in the study, provide a context for interpreting the study findings, and explain observations. It illustrated the relationship between organizational factors, organizational commitments, and employee motivation. In this study, the main concepts were employee motivation as the dependent variable, organizational factors as independent variables, and organizational commitments as moderating variables.

Organizational factors as the independent variable (IV) were hypothesized to influence employee motivation. The framework portrayed those organizational factors as Organization Policies, Salary, Compensation and Bonus, Working Conditions, Psychological Conditions, Emotional Intelligence, Job Security and Safety, Interpersonal Relationships are directly affect

employee motivation. On the other hand, organizational commitment as moderating variables (Mod) was measured in terms of recognition, achievement, responsibility, and training. Moderating variables have a strong contingent effect on independent variables and Dependent variables relationship. The presence of a Moderating variable modifies the original relationship between the independent variables and dependent variables.

Organizational Factors (Hygiene Factors)

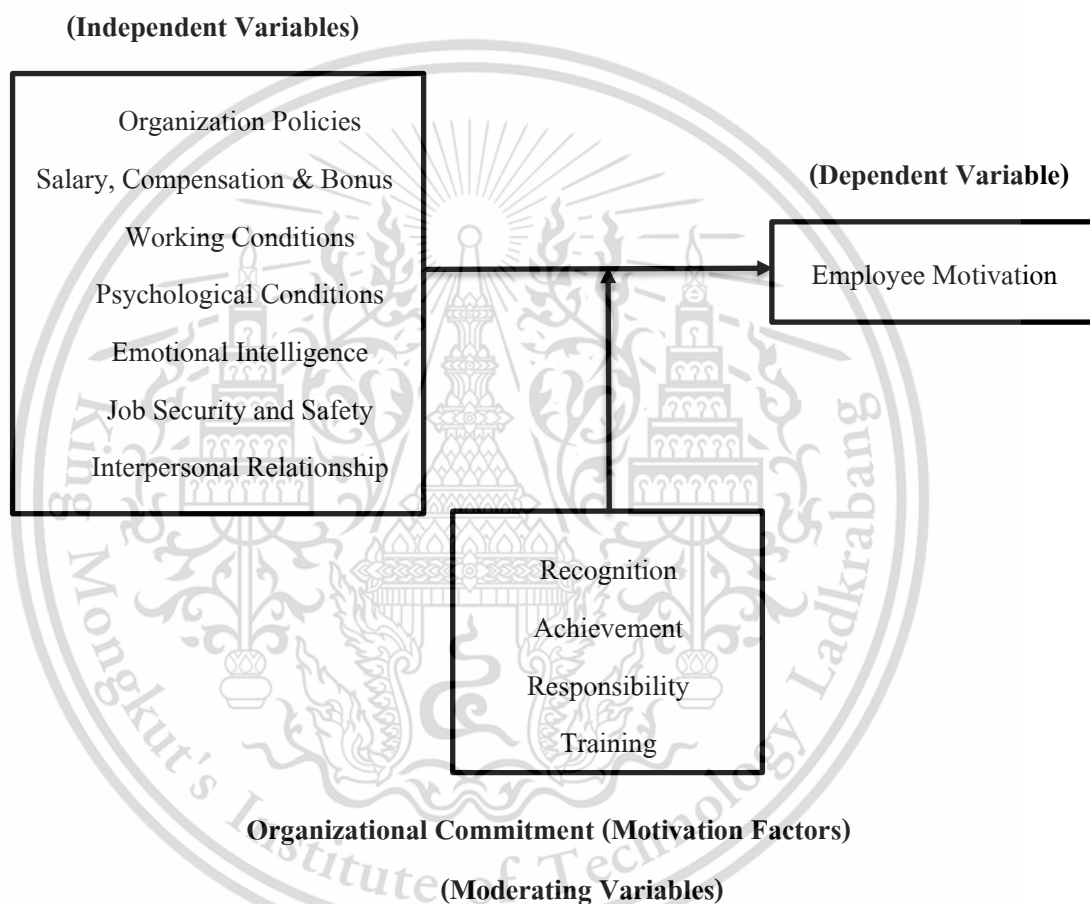


Figure 2.4 Conceptual Framework of the Study

. Organizational factors stood as the top most helps explain the variance in employee motivation. Good organizational factors motivate the employee to work also organizational commitment has a contingent effect on the relationship between organizational factors and employee motivation. Similar to the factors affecting motivation at work, the reasons for demotivation included bad organizational factors and no organizational commitment.

2.7 Hypotheses of the Study

The study was to test the hypotheses that:

- H1O: There is no significant relationship between organization policies on employee motivation.
- H1A: There is a significant relationship between organization policies on employee motivation.
- H2O: There is no significant relationship between salary, compensation, and bonuses on employee motivation.
- H2A: There is a significant relationship between salary, compensation, and bonuses on employee motivation.
- H3O: There is no significant relationship between working conditions on employee motivation.
- H3A: There is a significant relationship between working conditions on employee motivation.
- H4O: There is no significant relationship between psychological conditions and emotional intelligence on employee motivation.
- H4A: There is a significant relationship between psychological conditions and emotional intelligence on employee motivation.
- H5O: There is no significant relationship between emotional intelligence on employee motivation.
- H5A: There is a significant relationship between emotional intelligence on employee motivation.
- H6O: There is no significant relationship between job security on employee motivation.
- H6A: There is a significant relationship between job security on employee motivation.
- H7O: There is no significant relationship between interpersonal relationships on employee motivation.
- H7A: There is a significant relationship between interpersonal relationships on employee motivation.

H8O: Organization policies, salary, compensation and bonus, working conditions, psychological conditions and emotional intelligence, job security, and interpersonal relationships do not statistically significantly predict employee motivation.

H8A: Organization policies, salary, compensation and bonus, working conditions, psychological conditions and emotional intelligence, job security, and interpersonal relationships statistically significantly predict employee motivation.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

This study focused on the factors influencing employee motivation of the Government Organization of the Ministry of Foreign Affairs in Myanmar. Therefore, this study should be used to know the factors influencing employee motivation of employees currently working in descriptive research. This section provides an overview of the methods and materials used in this study by introducing the research design, describing data collection sources and data analysis methods, and explaining the overall research methodology.

3.2 Research Method

In this study, the researcher approaches the mixed method that combines and integrates qualitative and quantitative. The data are collected by different means to interpret the findings. This allows for a deeper understanding of the research methodology as it exploits the strengths of both methods and minimizes limitations (Creswell, 2018). Integrating multiple methods can make a single conclusion better than a single method.

The researcher chooses an exploratory design starting with the qualitative research and after that uses insights gained to frame the design and analysis of the subsequent quantitative component. Exploratory research design is chosen to determine the nature of the problem and helps the researcher to develop a better understanding of the problem. This is used to clarify research problems and hypotheses and to establish research priorities. (Goetzen, 2020). The mixed method offers a stronger understanding of the research question or problem than either the qualitative or quantitative research method alone because it can exploit the strength of both methods and minimize limitations. The differences between quantitative and qualitative research, complement each other because qualitative researchers rely on interpretive or critical social science while quantitative researchers rely on a positivist approach to social science. This study uses both methods in a complementary way to achieve reliability of results. This study was designed as an exploratory

sequential mixed method that collects qualitative data first and the pieces of information resulting from the qualitative data analysis were used to build the instrument and questionnaires for the quantitative data collection. The subsequent analysis confirms the results of the previous data.

The qualitative data through face-to-face interviews with employees in the Ministry of Foreign Affairs to analyze the factors of motivation, while quantitative data was collected by using a self-reported survey to validate the qualitative study's findings. In this study, the researcher collects the qualitative data first and the result from the qualitative data analysis is used as the questionnaires for the quantitative data.

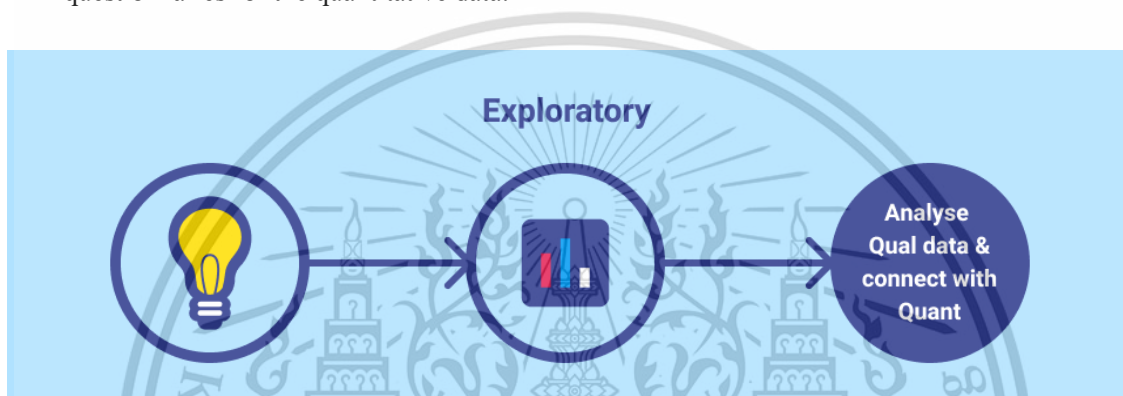


Figure 3.1 Exploratory design

3.2.1 Qualitative research

Qualitative research can be defined as the process of inquiry to understand a social or human problem based on constructing a complex holistic picture, clarifying text, reporting detailed thoughts and opinions of participants, and conducting research in a neutral environment (Creswell, J.W. and Poth, C.N, 2018). Qualitative research is a major branch of analyzing respondent patterns to obtain significant findings and successful implementation. Qualitative research includes the collection and analysis of spoken word and textual data or written. It can also focus on body language or visuals to help create a detailed description of the researchers' observations. Researchers typically collect qualitative data via interviews, observations, and focus groups with a few carefully selected participants. Therefore, interviews can elicit valuable information or insights from participants.

This study focuses on analyzing the factors influencing employee motivation in the Ministry of Foreign Affairs, so the inductive research method is related to the qualitative research

method. A comprehensive approach to analyzing qualitative data is provided by the inductive approach. The process involves immersing oneself in the data reading and digesting to make sense of the whole set of data and to understand what is going on (Azungah, 2018). This study uses interviews by collecting qualitative data and attempts to identify factors affecting employee motivation in the Ministry of Foreign Affairs. Even though, it has various types of interview schedules, such as structured, unstructured, and semi-structured interviews; the researcher uses the semi-structured interview. Semi-structured interviews are usually open-ended, allowing for flexibility. Asking set questions in a set order allows for easy comparison between respondents, but it can be limiting. Having less structure can help you see patterns, while still allowing for comparisons between respondents (George T. , 2022).

The researcher prepared 9 semi-structured interview questions (Appendix 1) related to employee motivation in the Ministry of Foreign Affairs in Myanmar. The interview questions are mainly based on Herzberg's motivators and hygiene factors that are valid for employee motivation research followed by discussion with the supervisor.

3.2.1.1 Developing the Questions

The researcher carefully reviewed the literature on employee motivation before developing the questions for qualitative interviews. In this study, the researcher designed 9 semi-structured questions to investigate the employees' motivation factors influencing employee motivation for the Ministry of Foreign Affairs. Based on the literature review, and the guidance of the advisor, the researcher prepared the appropriate change and modification of the questions. The researcher also discussed with two admin officers from the Ministry of Foreign Affairs to obtain suggestions for the further development of the questions in a particular context. A copy of the question was sent to the admin officers to evaluate whether the questions were suitable or understandable for employees. The responsible persons who reply to the questions are suitable for the government employees. The questions for interviews are as below table-

Table 3.1 Interview Questions

Type of Question	Question
Opening Question	What is your name and what's your position?
Introduction	<ul style="list-style-type: none"> a. Describe your current job. b. Reason to join the MOFA?
Question-1	<ul style="list-style-type: none"> a. Throwback to your years of work experience, and tell me what has motivated you at work. b. Think back and tell me what has demotivated you at work.
Question-2	What do you like most about your job?
Question-3	What do you like least?
Question-4	Describe some moments from your career when you felt motivated at work.
Question-5	Describe some moments from your career when you felt demotivated at work.
Question-6	In your view, what are the factors that affect motivation at work?
Question-7	Do you think your current job is the assurance for your foreseeable future?
Question-8	What are the problems you are facing at your work?
Question-9	Do you have any remarks questions or comments on how can MOFA improve your job?
Ending Question	Do you think it to change your career life? (eg. Non-government organization or company)

3.2.1.2 Data Collection

Researchers use convenience sampling to identify samples for conducting qualitative research. Convenience sampling is a type of non-probability sampling where the sample is taken by the people who are easy to reach. A qualitative approach was used to collect data through 9 semi-structured interviews with 8 representatives at various position levels in the Ministry of Foreign Affairs to analyze motivational factors. The Ministry of Foreign Affairs has 7 departments and 48 embassies. Among them, only the head office of 7 departments with nearly 800 employees

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was selected as the target group of this research. The 48 embassies have no chance to interview. Under the 7 department, it has 4 position levels as of categorize. In this study, the researcher selected 8 represent persons from all position levels to collect employee motivation of employees who are currently working in the Government Organization of the Ministry of Foreign Affairs in Myanmar as shown in Table (3.1) and data will be collected through the interview.

These employee motivation interviews are attempted to study the factors influencing the employee motivation of employees who are currently working in the Government Organization of the Ministry of Foreign Affairs in Myanmar. The procedure for collection data is as follows-

1. Ask permission from the head of each department for an interview
2. The researcher asked the questions directly to the respondents who represented each department in face-to-face interviews.

Table 3.2 The representative interviewees from MOFA

Positions level	Position Characteristics	Interviewee
Management level	-Director General -Deputy Director General -Director -Deputy Director -Assistant Director	1
Experienced level	Officer	2
Intermediate level	General staff	2
Entry level	Basic staff	3
Total		8

3.2.1.3 Qualitative Data Analysis Strategy

Qualitative data obtained from interviews are often unstructured textual material that cannot be analyzed directly (Bryman, 2016). Therefore, Strauss and Corbin (2014) describe analysis as the researcher's interaction with data. Qualitative data analysis relies primarily on the researcher's interpretation and is presented in textual form rather than statistical language (Adler ES, Clark R, 2011). First, Interview data were grouped into meaningful and detailed categories. This material is reserved for educational use only, not allowed for commercial use.

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Content analysis is the primary method of analyzing collected data to determine the adequacy, credibility, usefulness, and consistency of the information (Mugenda, M. & Mugenda, G, 2003). The data collected were categorized according to the interview guide and new variables for each question in the discussion. Triangulate all data sources during analysis to increase validity and write a report at the end of the analysis.

3.2.2 Quantitative research

Quantitative research is defined as a method of testing objective theories by examining relationships between variables (Creswell, 2018). It emphasizes that quantitative data and analysis require a deductive approach (Bryman, 2016). As above mentioned, this study will use a mixed method. Qualitative research findings require subsequent validation through quantitative research. Therefore, quantitative research helps in obtaining a set of factors that is consistent with the qualitative research findings. Also, a quantitative study could test the relationship between factors and employee motivation in the Ministry of Foreign Affairs of Myanmar.

Quantitative methods use survey research to qualitatively describe trends, opinions, or attitudes of a population in a sample, or to test associations between study variables (Creswell, 2018). Questionnaires were used as a tool to collect quantitative data. The purpose of using a questionnaire survey is to comprehensively understand the motivations of Ministry of Foreign Affairs staff, involve a large sample of people, and increase the validity of the research results. This can be achieved by using a self-administered questionnaire as it has many advantages such as being cheap and fast to administer. Furthermore, the method is convenient for the respondent and is not affected by interviewer-to-subject influence or interviewer variability. (Bryman, 2016).

3.2.2.1 Measured Variables

The questionnaire intends to measure the factor of employee motivation in the Ministry of Foreign Affairs in Myanmar. The questionnaires were organized into two dependent variables, hygiene factors and other factors. The composition of motivation factors and hygiene factors will be measured with a 5-point Likert scale (1= Strongly disagree to 5= Strongly agree).

3.2.2.2 Reliability and Validity

In any quantitative study, researchers should focus on the reliability and validity of measurements as they are key quality criteria for evaluating social research. (Bryman, 2016).

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3.2.2.3 Reliability

Reliability is considered to assess the suitability of an instrument in a study. (Bryman, 2016) defines reliability as “the consistency of a concept measurement,” which includes three main factors: stability, internal reliability or consistency, and interrater reliability. Consistency is the most important reliability criterion for multi-item instruments (Creswell, 2018). When respondents answer multiple questions, the items being measured may not produce the same results. That is, they have nothing to do with each other or lack coherence. Most quantitative research uses Cronbach’s alpha value for the reliability measure. In this research, variables will be measured on multi-item scales and it is important to report internal consistency. The researcher will use principal component factor analysis, reliability test, and regression analysis utilizing SPSS software.

3.2.2.4 Validity of the questionnaire

Validity is an essential criterion for social research. Bryman (2016) describes it as “the question of whether an indicator (or set of indicators) intended to measure a concept measures that concept”. There are different types of validity, such as face validity, content validity, concurrent validity, predictive validity, construct validity, and convergent validity (Bryman, 2016) were being used in academic research. In this study, the content validity of the questionnaire will be checked.

Content validity is "the extent to which an item is demonstrated to be the good representation of the overall domain that the test is intended to measure. The index of Item-Objective Congruence (IOC) is used to find the content validity. For this procedure, three experts including an advisor and two experts from the KMITL business school checked the questionnaire. Item-objective congruence (IOC) was used for evaluating the items of the questionnaire which is based on the score range from -1 to +1. For each item, the experts are asked to determine the content validity score as follows-

- 1, if the expert is sure the item is measured the attribute
 - 1, if the expert is sure the item does not measure the attribute
 - 0, if the expert is not sure the item does measure or does not measure the expected attribute
- The qualified items should be the IOC equal to or greater than 0.50.

3.2.2.5 Developing questionnaire for employees

Table 3.3 Questionnaires for employees

	Description	Number of items
Independent Variables	Organization Policies	5
	Salary, Compensation and Bonus	3
	Working Conditions	4
	Psychological Conditions	3
	Emotional Intelligence	3
	Job Security and Safety	4
	Interpersonal Relationship	5
Moderating Variables	Recognition	4
	Achievement	5
	Responsibility	4
	Training	4
Dependent Variables	Employee Motivation	5
	Total questionnaire	49

3.2.2.6 Population and Sample

Under the Ministry of Foreign Affairs, it has 7 departments and 48 embassies. Among them, only the head office of 7 departments with 811 employees were selected for the target groups in this research, whereas the 48 embassies had no chance to be interviewed. In this study, key staff from each level of the 7 departments organization structure were selected to participate in the survey to get information on what affects their motivation. Table 3.3 below provides the number of employees at each level of ministry and sample population.

The sampling for this study consisted of 7 departments of the Ministry of Foreign Affairs with 811 employees. The sampling was obtained from the 7 departments of the ministry.

The stratified random sampling technique was used in the selection of sample elements from the sampling frame. Stratified random sampling is a sampling method that involves dividing

the population into smaller subgroups called strata. In stratified random sampling or stratification, strata are formed based on common attributes or characteristics of the members.

The required sample size is calculated using the formula of Yamane (1967) as follows.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= sample size required

N = number of people in the population= 811

e = allowable error (%) = 0.05 (5%)

n= 267.87

Table 3.4 The sample out of the available population

Positions Characteristics	Position Level	Frequency	Percentage	Sample Population
Director General	Management	7	0.86	2.3
Deputy Director General	Management	14	1.73	4.6
Director	Management	45	5.55	14.86
Deputy Director	Management	60	7.39	19.79
Assistant Director	Management	85	10.48	28.07
Officer	Experienced level	150	18.49	49.53
General Staff	Intermediate level	300	36.99	99.08
Basic Staff	Entry level	150	18.49	49.53
Total		811	100	267.87

3.2.2.7 Data Collection

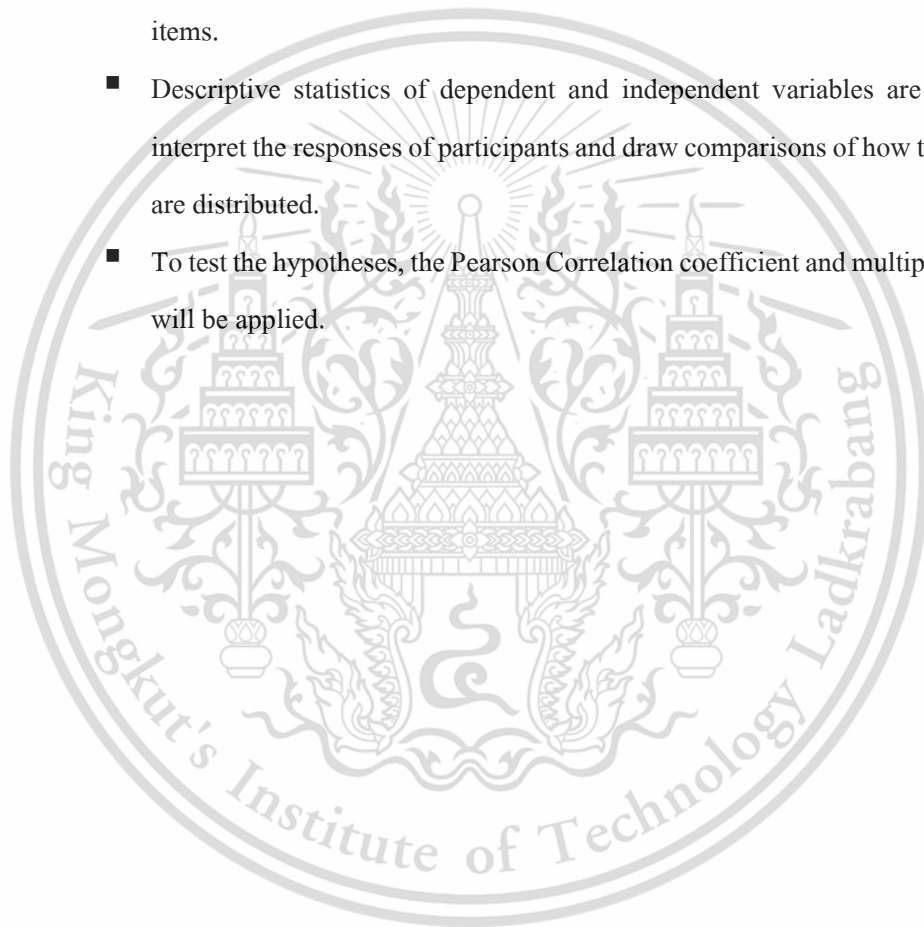
The researcher will select the employees from the Ministry of Foreign Affairs, Head of Office (Naypyitaw), and Ministry of Foreign Affairs (Yangon). Before distributing the questionnaires, the researcher needs to ask permission from the administrative department of the Ministry of Foreign Affairs. The researcher will manage to distribute questionnaires to selected locations. After permission from the department, a copy of the questionnaire will be submitted by

office pouch to Naypyitaw. A copy of the questionnaire for the Yangon office will be distributed by the author.

3.2.2.8 Quantitative Data Analysis

The data were collected by the self-administrative survey. And, the researcher collected all of the data received from the questionnaire into a Microsoft Excel spreadsheet and exported it to SPSS software for analysis. The Statistical analysis techniques used in this study are-

- Cronbach's alpha value is calculated to identify the internal reliability of measured items.
- Descriptive statistics of dependent and independent variables are obtained to interpret the responses of participants and draw comparisons of how the responses are distributed.
- To test the hypotheses, the Pearson Correlation coefficient and multiple regression will be applied.



CHAPTER 4

RESULTS AND FINDINGS

This research aims what motivational factors motivate employee influence at work and how employees' motivation is important to contribute to an organization's effectiveness. Population size is limited to employees of the Ministry of Foreign Affairs, Chief of Staff (Nay Pyi Taw), and Ministry of Foreign Affairs (Yangon). This chapter discusses the results of qualitative and quantitative findings. The data were analyzed through face-to-face interviews and the results of interviews were used for questionnaires. Questionnaire items use statistical tools to generate frequency distribution tables, averages, and analysis results. There are two sections in this chapter. First, the author analyzes the result of the qualitative data from face-to-face interviews. And, the second section analyzes the results of the questionnaires.

4.1 Qualitative Analysis

In this study, the researcher designed 9 semi-structured questions for qualitative research to investigate the factors of employee motivation for the Ministry of Foreign Affairs. According to the literature review and the advisor, the researcher prepares appropriate changes and modifications to the questions. Under the Ministry of Foreign Affairs, it has 7 departments and 48 embassies. Among them, only the head office of 7 departments were selected as the target groups of this research, whereas the 48 embassies had no chance to be interviewed. Under the 7 department, it has 8 position levels as of categorize. In this study, the researcher selected 8 represent persons from all position levels to collect employee motivation of employees who are currently working in the Government Organization of the Ministry of Foreign Affairs in Myanmar. The data from the qualitative approach was collected via face-to-face interviews with 8 employees who represented each position level from the Ministry of Foreign Affairs in Myanmar. The interview results are as follows-

Interviewer: 1

Position: Assistant Director

Level: Management level

Type of Question**Interview question and answer**

Question-1

a) Throwback to your years of work experience, and tell me what has motivated you at work?

Honestly, in the period of all my work experience, the motivation makes me is if my work is well done, recognition makes me the most. After that happy working conditions also make me motivation. For example- receiving support from the supervisor, a good relationship with the supervisor, and feedback from the supervisor.

b) Think back and tell me what has demotivated you at work?

Without career development (such as training), no recognition, bad relationships between team member

Question-2

What do you like most about your job?

The most I like my job is serving as a diplomat. It's my achievement working at my job. Being a diplomat is one of my achievements in my career.

Question-3

What do you like least?

The least I like is working away from my family. Currently, I'm working at the head office in Naypyitaw. So, I live alone in Naypyidaw. My family can't live with me because they have their job. When I got sick, I felt sad and back from work no one at home. It affected my psychological and emotions.

Question-4

Describe some moments from your career when you felt motivated at work?

I felt that when someone recognized something my work was a success or something positive change for the organization.

Type of Question**Interview question and answer**

Question-5

Describe some moments from your career when you felt demotivated at work.

A low salary is also demotivating for me but there are many things that important than salary. They are relationships with colleagues and managers, and recognition (Financial or non-financial). Even the high salary I got, if not happy at work, it is just nonsense. It means that if have to work together with bad supervisors, without recognizing what the staffs are a success. This kind of thing makes me demotivate.

Question-6

In your view, what are the factors that affect motivation at work?

Good working conditions (such as office facility, to get good support from the office), recognition to staff, and psychological and emotional (such as physical surrounding work are good and living near family)

Question-7

Do you think your current job is the assurance for your foreseeable future? Why?

As a government employee, I have a secure job in my life.

Question-8

What are the problems you are facing at your work?

The problem that I am facing in my job is a lack of responsibility at work in each staff.

Question-9

Do you have any remarks questions or comments on how can MOFA improve your job?

My opinion is that different types of tasks and levels of responsibility are required, not just more work on the same task.

Ending Question

Do you think it to change your career life? Why? (eg. Non-government organization or company)

No, I have no plan to change my career life. Because I'm proud to be a diplomat.

Interviewer: 2

Position: Officer

Level: Experienced level

Type of Question**Interview question and answer****Question-1**

- a) Throwback to your years of work experience, and tell me what has motivated you at work?

In the period of all my working experience, career achievement, future career development, and different kinds of benefits (insurance, traveling) me motivated.

- b) Think back and tell me what has demotivated you at work?

No equal opportunity in the organization no support for required training and a bad supervisor

Question-2

What do you like most about your job?

I love to work with my colleagues and my job is socially respected by others

Question-3

What do you like least?

After work success, we have no recognition from a supervisor.

Question-4

Describe some moments from your career when you felt motivated at work.

I have been getting a scholarship in my current job. It can develop my career and feel motivated in my current job.

Question-5

Describe some moments from your career when you felt demotivated at work.

When the leader of the organization does not recognize my work even if the result is successful.

Question-6

In your view, what are the factors that affect motivation at work?

Good relationships with colleagues, good organization policies, and benefits for employees

Question-7

Do you think your current job is the assurance for your foreseeable future? Why?

Type of Question**Interview question and answer**

Working in a government job is safe and secure for my future.

Question-8

What are the problems you are facing at your work?

Sometimes, I cannot finish my work on time.

Question-9

Do you have any remarks questions or comments on how can MOFA improve your job?

My comment is needed to offer equal opportunity in the organization and provide training for employees related to the job.

Ending Question

Do you think it to change your career life? (eg. Non-government organization or company)

No, I have no plan to change my career life because a government job has secured for life.

Interviewer: 3

Position: Officer

Level: Experienced level

Type of Question**Interview question and answer****Question-1**

a) Throwback to your years of work experience, and tell me what has motivated you at work?

Things that motivated me were recognition, good working conditions strong teamwork, and good benefits. Now also same feeling.

b) Think back and tell me what has demotivated you at work?

Working with a bad supervisor and no teamwork in an organization.

Question-2

What do you like most about your job?

The thing I like most about my job is good relationships and communication between team members. All are friendly, open-minded, honest, mutual respect. When I joined the job, provided training classes related to work.

Question-3

What do you like least?

Type of Question	Interview question and answer
	Living away from my family. Sometimes I want to resign from work cause of miss my family.
Question-4	Describe some moments from your career when you felt motivated at work. I tried my best and I could create a good atmosphere with my colleagues. We all felt like a family and we go through all our achievements together.
Question-5	Describe some moments from your career when you felt demotivated at work. Sometimes, it has no equal gender opportunity in the organization. The male has more chances to serve in aboard.
Question-6	In your view, what are the factors that affect motivation at work? A good relationship with the team, practice equal organization policies, career achievement, and security in work.
Question-7	Do you think your current job is the assurance for your foreseeable future? Why? My job is secure for my future
Question-8	What are the problems you are facing at your work? Sometimes, I cannot handle my job responsibility.
Question-9	Do you have any remarks questions or comments on how can MOFA improve your job? Should try to know the real conditions that happen at the field level.
Ending Question	Do you think it to change your career life? (eg. Non-government organization or company) Yes, I have a plan to change my career life.

Interviewer: 4

Position: General Staff

Level: Intermediated level

Type of Question	Interview question and answer
Question-1	<p>a) Throwback to your years of work experience, and tell me what has motivated you at work?</p> <p>When achieving achievement in my career am motivated.</p> <p>b) Think back and tell me what has demotivated you at work?</p> <p>A low salary is demotivated for me.</p>
Question-2	<p>What do you like most about your job?</p> <p>No worry about losing my job. A government job has safety and security for my life.</p>
Question-3	<p>What do you like least?</p> <p>I'm married I cannot live with my family. Because my duty is in Naypyitaw. I always miss my family and can't concentrate on work.</p>
Question-4	<p>Describe some moments from your career when you felt motivated at work.</p> <p>The things that motivate me at work are when the leader gives me warm feedback and good working conditions.</p>
Question-5	<p>Describe some moments from your career when you felt demotivated at work.</p> <p>Government jobs have low salaries compared to other career.</p>
Question-6	<p>In your view, what are the factors that affect motivation at work?</p> <p>Good benefits for employees, good working conditions, and psychological and emotional conditions.</p>
Question-7	<p>Do you think your current job is the assurance for your foreseeable future? Why?</p> <p>As I said above, a government job has safety and security for my life.</p>
Question-8	<p>What are the problems you are facing at your work?</p> <p>Sometimes, misunderstand each other's.</p>
Question-9	<p>Do you have any remarks questions or comments on how can MOFA improve your job?</p>

Type of Question**Interview question and answer**

Provide enough benefits for employees and necessary equipment and resources (such as accommodation and ferry)

Ending Question

Do you think it to change your career life? (eg. Non-government organization or company)

Yes, I have a plan to change my career life.

Interviewer: 5

Position: General Staff

Level: Intermediate level

Type of Question**Question****Question-1**

a) Throwback to your years of work experience, and tell me what has motivated you at work?

Remember that it is most likely to get the best out of the workforce. Especially when recognition takes place in front of the group.

b) Think back and tell me what has demotivated you at work?

No unity in team in work is demotivated at work.

Question-2

What do you like most about your job?

What I like most is serving at the Myanmar embassy aboard. I'm so proud to be a diplomat.

Question-3

What do you like least?

Working away from my family is the worst for me. When I miss my family, I cannot work my job well.

Question-4

Describe some moments from your career when you felt motivated at work.

When my supervisor recognized me about my work. At that time, I was really happy and motivated. Another one is when I received a scholarship.

Type of Question	Question
Question-5	Describe some moments from your career when you felt demotivated at work. When I have lack of my career development
Question-6	In your view, what are the factors that affect motivation at work? Career achievement and career development.
Question-7	Do you think your current job is the assurance for your foreseeable future? Why? Even if the salary of a government job is low, it does not worry about lost jobs.
Question-8	What are the problems you are facing at your work? Nothing special sometimes cannot finish my work deadline.
Question-9	Do you have any remarks questions or comments on how can MOFA improve your job? Provide training for employees related to job
Ending Question	Do you think it to change your career life? (eg. Non-government organization or company) Yes, I have a plan to change my career because I can't live in Naypyidaw so long away from family.

Interviewer: 6

Position: Basic Staff

Level: Entry level

Type of Question**Question**

- Question-1**
- a) Throwback to your years of work experience, and tell me what has motivated you at work?
Work security, career development, Good Organization policy, co-worker relationships, and good leaders within the organization
- b) Think back and tell me what has demotivated you at work?

Type of Question	Question
	Demotivated at my work is a bad leader and bad relationships within the organization demotivated me in the work.
Question-2	What do you like most about your job? I like the most is being a diplomat.
Question-3	What do you like least? Sometimes a lot of stress because need to communicate and work with many sub-office requirements.
Question-4	Describe some moments from your career when you felt motivated at work. I felt motivated when I had good relationships with my colleagues and supervisor and work achievement.
Question-5	Describe some moments from your career when you felt demotivated at work. Sometimes, I felt a lack of recognition even when I accomplished my job.
Question-6	In your view, what are the factors that affect motivation at work? Work achievement, recognition, and relationship within the team
Question-7	Do you think your current job is the assurance for your foreseeable future? Why? Yes, I feel is secure for my future life even if it's a low salary.
Question-8	What are the problems you are facing at your work? Sometimes, it's trouble to communicate with another department.
Question-9	Do you have any remarks questions or comments on how can MOFA improve your job? I need to learn a lot from experienced seniors related to my job and to conduct more training.
Ending Question	Do you think it to change your career life? (eg. Non-government organization or company) Yes, I have a plan to change my career life.

Interviewer: 7

Position: Basic Staff

Level: Entry level

Type of Question

Question

Question-1

a) Throwback to your years of work experience, and tell me what has motivated you at work?

When I received recognition from the company to attend special training by supporting the company. When I received recognition from the company to attend special training by supporting the company.

b) Think back and tell me what has demotivated you at work?

Bad organization policy can demotivate employees. I felt like their efforts were not recognized or appreciated; they quickly started to lack energy and commitment to the character.

Question-2

What do you like most about your job?

I can get more experience from my work and good communication skills. These make me the most.

Question-3

What do you like least?

I have no chance to make decisions in my work field

Question-4

Describe some moments from your career when you felt motivated at work.

When I received recognition from the company to attend special training by supporting the company. I felt motivated when getting good relationships with my workmates and supervisor. When my work is successfully done.

Question-5

Describe some moments from your career when you felt demotivated at work.

I feel unequal opportunities for promotion or scholarship.

Question-6

In your view, what are the factors that affect motivation at work?

Recognition, training, career development, equal opportunity

Type of Question	Question
Question-7	<p>Do you think your current job is the assurance for your foreseeable future? Why?</p> <p>Yes, this job provides the steady employment</p>
Question-8	<p>What are the problems you are facing at your work?</p> <p>Nothing special but sometimes a lot of workloads and cannot finish by the deadline. Sometimes my manager has a lot of complaints in negative comments.</p>
Question-9	<p>Do you have any remarks questions or comments on how can MOFA improve your job?</p> <p>Good and qualified supervisor, good working conditions, job characteristics such as (Right duties with right position).</p>
Ending Question	<p>Do you think it to change your career life? (eg. Non-government organization or company)</p> <p>No, I have no idea how to change my career.</p>
Interviewer: 8	
Position: Basic Staff	
Level: Entry level	
Type of Question	Question
Question-1	<p>a) Throwback to your years of work experience, and tell me what has motivated you at work.</p> <p>If the leaders of the organization recognition take place in front of the people. Provide enough salary, employee benefits, and compensation.</p> <p>b) Think back and tell me what has demotivated you at work?</p> <p>A bad leader within the organization demotivated me in the work. A lot of pressure without a way to solve this problem.</p>

Type of Question	Question
Question-2	<p>What do you like most about your job?</p> <p>As a government official, I get respected by others.</p>
Question-3	<p>What do you like least?</p> <p>Working far from my family. It can affect my emotions so I can't concentrate on my work very well.</p>
Question-4	<p>Describe some moments from your career when you felt motivated at work.</p> <p>When my work is successfully done. If I get work autonomy and if can work itself.</p>
Question-5	<p>Describe some moments from your career when you felt demotivated at work.</p> <p>When I feel, I can't get equal opportunity in the organization.</p>
Question-6	<p>In your view, what are the factors that affect motivation at work?</p> <p>Equal opportunity for all employees, recognition, different kinds of benefits for employees, and career achievement.</p>
Question-7	<p>Do you think your current job is the assurance for your foreseeable future? Why?</p> <p>Government jobs can provide steady employment</p>
Question-8	<p>What are the problems you are facing at your work?</p> <p>Sometimes, I get a negative view from my supervisor.</p>
Question-9	<p>Do you have any remarks questions or comments on how can MOFA improve your job?</p> <p>In my opinion, need to practice organization policies (such as equal opportunity, and equal gender), good relationships in the organization, and safe jobs.</p>
Ending Question	<p>Do you think it to change your career life? (eg. Non-government organization or company)</p> <p>Yes, I have a plan to change my career life.</p>

4.1.1 The Finding from Interview Result

All positions from interview respondents depicted that factors such as organization policies, salary and compensation, good working conditions, work security, relationships, achievement, recognition, and training motivated them. As a response to representing the management level, the factors to motivate management-level employees were good working conditions, good relationships, and recognition. Experienced level employees respond to benefits, career development, good organization policy and good relations between employees make them motivated. Experienced-level employees think that good working conditions, career achievement, benefits and compensation, and good relationships make them motivated. The motivation of entry-level employees is job security, good organization policies, training, salary, compensation, and bonuses. Most of the employees who are working at Head Office (Naypyitaw) feel inconvenienced living away from their families. The employees who working away from their families felt demotivated at work. So, Emotion is one of the important factors motivating employees of the Ministry of Foreign Affairs.

The below table is the key findings from employee answers and analysis based on their answers.

Table 4.1 Finding from employee answers and analysis based on their answers

Question	Code of Respondent	Frequency of Respondent
a) Throwback to your years of work experience, and tell me what has motivated you at work.	Recognition	6
	Happy/ Good working condition	4
	Good relationship	6
	Achievement	2
	Training/ career development	3
	Salary, benefits, and compensation	4
	Work security	1
	Organization policies	1
b) Think back and tell me what has demotivated you at work?	No recognition	4
	Bad relationship	5
	Without career development/ no training	2
	No equal opportunity (organization policies)	2
	Low salary	2

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Question	Code of Respondent	Frequency of Respondent
	A lot of pressure (psychological and emotional conditions)	
What do you like most about your job?	Being as a diplomat (achievement) Good relationship Training Security and safety	5 3 1 1
What do you like least?	No recognition Working away from family/ stress (Psychological and emotional conditions) Can't have to make a decision (Responsibility)	1 8 1 1
Describe some moments from your career when you felt motivated at work.	Recognition Work success work, success career achievement Good relationship Good working condition Training	3 4 4 1 3 3
Describe some moments from your career when you felt demotivated at work.	Low salary No recognition No equal opportunity Lack of career development/ lack of job training	4 2 3 2

Table 4.1 (Continue)

Question	Code of Respondent	Frequency of Respondent
In your view, what are the factors that affect motivation at work?	Good working condition	2
	Security	1
	Relationship	3
	Good organization policy	2
	Benefits for employees	1
	Recognition	3
	Psychology	2
	Emotional	2
	Career Development	2
	Job Training	1
	Good opportunity	1
Do you think your current job is the assurance for your foreseeable future?	Yes	8
What are the problems you are facing at your work?	Lack of responsibility	2
	Can't finish work	3
	Misunderstand with other	1
	Difficult Communication	1
	Negative comment	1
Do you have any remarks questions or comments on how can MOFA improve your job?	Level of Responsibility	1
	Equal Opportunity	1
	Provide Training	1
	Try to know the real condition	1
	Enough benefits for employees	1
	Necessary equipment and resources	2
	Provide Training	1
	Good and qualified supervisor	1
	Good working conditions	1
Right duties and right position		
Do you think it to change your career life? (eg. Non-government organization or company)	Yes	5
	No	3

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Table 4.2 Keys Points from Research Findings with Frequency or Sum of Response

No	Code of Motivation Factors	Sums of Responses based on frequency of mention
1	Recognition	19
2	Working Condition	9
3	Relationship	22
4	Achievement	11
5	Training	15
6	Career Development	9
7	Salary	10
8	Working Security	3
9	Policies	5
10	Equal Opportunity	7
11	A lot of Pressure	2
12	Working away from family	8
13	Can't make Decision	1
14	Benefit	2
15	Psychology	2
16	Emotional	2
17	Responsibility	3
18	Can't finish work	3
19	Difficulty to communication	1
20	Negative comment	1
21	Being a diplomat	5
22	Real condition	1
23	Necessary equipment and resources	1
24	Right duties and the right person	1
25	Well qualified supervisor	1

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The above table (4.2) is a key finding from employees' answers and code of motivation factors based on their answers. The frequency of the code of motivation factors is mentioned in answers from the employees that the researcher interviewed. The name of the interviewer and position are secret cause of privacy. The code of motivation factors leads to steps to continue in questionnaires for quantitative analysis.

Analysis of qualitative interview data demonstrates an understanding of employee responses. The focus is on analyzing the findings of the 9-semi structured question as it was used to support the two main theoretical frameworks of the study which are Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory (1954).

Following Maslow's theory, Employees respond to the same types of needs and it goes from the basic things they need for survival through to a sense of fulfilling their potential and finding their purpose in life. This is a fundamental need at the bottom of the pyramid model. The key points from employees' responses are mental and physical, security, social, esteem, and self-actualization needs.

Following Herzberg's theory, employees respond to the needs of hygiene factors such as interpersonal relations, policies, salary, working conditions, psychological conditions, emotional intelligence, and job security. Hygiene factors are essential for helping individuals achieve motivation at work, but no matter how strong these factors are, they will never lead an employee to become highly motivated at work. According to Maslow's theory, these factors are factors that motivate to employees move to higher levels of needs only when the previous lower levels are successfully achieved, or at least, to be motivated.

The employees also respond to the needs of motivator factors such as recognition, achievement, responsibility, and training. According to Herzberg's theory, motivating factors will not help motivation when hygiene factors are not present. But, once hygiene has been established, motivating factors are essential for creating highly motivated employees. The Maslow's theory, these factors are mentioned that the process of need's achievement must follow Hierarchic order by starting from the most basic to the most complex ones.

The crucial factors influencing government employee's motivation were interpersonal relationships, recognition, salary, training, and achievement. The least contributing factors for motivation were job security, organization policies, psychological conditions, emotional intelligence, and responsibility.

4.2 Quantitative Analysis

The result from the qualitative data analysis uses questionnaires for the quantitative data collection. After conducting the results from the survey, the obtained result data were processed and analyzed using Statistical Package for Social Sciences (SPSS) software. In this study quantitative analysis is used as the main method.

4.2.1 General Information of Respondents

This segment contains normal information on the surveys MOFA. It contains gender, age, education level, marital status, years of service, current workplace, and family members in government organizations.

4.2.1.1 Gender of Respondents

The study found that the gender of the respondents was 110 men and 158 women terms of proportion, 59% are women and 41% are men. This study found that there were more female than male respondents.

Table 4.3 Gender of Respondents

Gender	Frequency	Percent
Male	110	41.0
Female	158	59.0
Total	268	100.0

4.2.1.2 Age of Respondents

The table separated four age groups. As a result, 64 employees are 20 to 30 years of age, 129 employees are 31 to 40 years of age, 61 employees are 41 to 50 years of age and 14 employees are 51 to 60 years of age. Among them, the most respondent of age from 31 to 40 years age group.

Table 4.4 Age of Respondents

Age	Frequency	Percent
20-30	64	23.9
31-40	129	48.1
41-50	61	22.8
51-60	14	5.2
Total	268	100.0

4.2.1.3 Education of Respondents

The education level of respondents is divided into four groups. As of the results, the education of respondent 223 are Bachelor's degree, master's degree respondents 36, 4 PHD and others are 5. Therefore, the study found that most of the employees are educated.

Table 4.5 Education of Respondents

Education	Frequency	Percent
Bachelor	223	83.2
Master	36	13.4
PHD	4	1.5
Other	5	1.9
Total	268	100.0

4.2.1.4 Marital Status of Respondents

Table 4.6 Marital Status of Respondents

Marital Status	Frequency	Percent
Single	77	28.7
Married	191	71.3
Total	268	100.0

As of the results, 71.3% are married and 28.7% are single.

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4.2.1.5 Service Years of Respondents

The service years include seven groups. It was found that 50 employees with 1-5 years, 108 employees with 6-10 years, 54 employees with 11-15 years, 34 employees with 16-20 years, 8 employees with 21-25 years, 9 employees with 26-30 years and 5 employees with 31-35 years. Most of the respondents with service year employees are from 6 to 10 years old.

Table 4.7 Service Years Respondents

Service Year	Frequency	Percent
1-5	50	18.7
6-10	108	40.3
11-15	54	20.1
16-20	34	12.7
21-25	8	3.0
26-30	9	3.4
31-35	5	1.9
Total	268	100.0

4.2.1.6 Workplace of Respondents

According to the results, 78% of respondents were from the head office, and 22% of respondents were from the Yangon branch.

Table 4.8 Work Place of Respondents

Working Place	Frequency	Percent
Head Office	209	78.0
Yangon	59	22.0
Total	268	100.0

4.2.1.7 Relative in Government Employees of Respondents

In this study, 206 employees of parents/ brothers/ sisters are government employees. Only 62 employees do not relate to government employees.

Table 4.9 Relative in Government Employees of Respondents

Relative	Frequency	Percent
Yes	206	76.9
No	62	23.1
Total	268	100.0

4.2.2 Descriptive Statistics Analysis of the factors on employees' motivation

Arbitrary Level	Descriptive Rating
1.00 – 1.79	Strongly Disagree (SD)
1.80 – 2.59	Disagree (D)
2.60 – 3.39	Uncertain (U)
3.40 – 4.19	Agree (A)
4.20 – 5.00	Strongly Agree (SA)

Figure 4.1 Interpret the meaning for Descriptive Rating

The survey further looked in detail at what factors most motivate respondents at work. Measurement results are expressed as mean scores and standard deviations. The five-point Likert Scale was used as a 5-point Likert scale (1= Strongly disagree to 5= Strongly agree). The obtained result data were processed and analyzed by using the Statistical Package for Social Sciences (SPSS) software after conducting the survey.

The minimum score for a point based on descriptive ratings is less than or equal to "2.59" which indicates employees disagree and that factor does not impact their motivation. The point between '2.60 and 3.39' indicates that employees are uncertain about the factor. If the average score is between '3.40 and 4.19' indicates that the employees agree on the factors. The point '4.20-5.00' indicates employees strongly agree with the factor.

4.2.2.1 Organizational Policies influence employee motivation

Respondents were asked five questions about organizational policies. The analysis of organizational policy outcomes shows that employees have low levels of uncertainty about organizational factors. But the average rate is 3.7 nearly with the agreed rating of 3.4 so it can be considered as the factor influencing employee motivation.

Table 4.10 Organizational Policies influence employee motivation

Organization policies	Mean	Standard Deviation	Descriptive Rating
The administration practices its policies very well	3.68	0.94	Agree
I feel that I'm the right person for the right job in the organization	3.18	1.14	Uncertain
My organization provides good administration to all employees	3.49	0.80	Agree
My organization offers equal opportunity	3.19	1.15	Uncertain
Gender equality is achieved in my organization	3.33	0.83	Uncertain
Total Average	3.37	0.97	Uncertain

4.2.2.2 Salary, Compensation, and bonus influence on employee motivation

As for the average rate, employees are uncertain about the salary, compensation, and bonus factors. But, respondents for the question 'I'm being paid a fair amount for the work I do' and 'Necessary equipment and resources are provided to do my job well' of rating are agree.

Table 4.11 Salary, Compensation and Bonus

Salary, Compensation and Bonus	Mean	Standard Deviation	Descriptive Rating
I'm being paid a fair amount for the work I do	3.43	1.09	Agree
I feel satisfied with my salary although it is not high	2.88	1.14	Uncertain
Necessary equipment and resources are provided to do my job well	3.50	0.89	Agree
Total Average	3.27	1.04	Uncertain

4.2.2.3 Working Conditions influence employee motivation

Regarding the analysis of the working conditions of employees, the average rate is 3.74 is indicates that employees agree working conditions influence their motivation.

Table 4.12 Working Conditions

Working Conditions	Mean	Standard Deviation	Descriptive Rating
The working conditions where I work are good	3.87	0.73	Agree
I like the colleagues I work with	3.96	0.63	Agree
I can openly address job problems	3.17	0.99	Uncertain
Working near my parents or family is convenient	3.94	0.75	Agree
Total Average	3.74	0.78	Agree

4.2.2.4 Psychological conditions on employee motivation

Regarding the result of the average rate, it indicated that employees are uncertain about the psychological conditions that influence motivation. But the mean value is 3.33 is nearly with the 3.4 which interprets the meaning of agree.

Table 4.13 Psychological conditions

Psychological conditions	Mean	Standard Deviation	Descriptive Rating
I have confidence in myself	3.49	0.85	Agree
I can work under pressure	2.89	0.83	Uncertain
I feel I'm growing and changing in positive ways	3.63	0.67	Agree
Total Average	3.33	0.78	Uncertain

4.2.2.5 Emotional Intelligence influence on employee motivation

Regarding the analysis, the emotional intelligence factors indicate that employees agree that the emotional intelligence factor influences employee motivation with an average mean of 3.73.

Table 4.14 Emotional Intelligence

Emotional Intelligence	Mean	Standard Deviation	Descriptive Rating
My job is enjoyable	3.41	0.75	Agree
I take pride in my job	3.64	0.66	Agree
Mental health is key for a motivated workforce	4.15	0.68	Agree
Total average	3.73	0.70	Agree

4.2.2.6 Job Security influence on employee motivation

This indicates that employees strongly agree that job security is an important factor in their motivation at work.

Table 4.15 Job Security

Job Security	Mean	Standard Deviation	Descriptive Rating
My job gives me a chance to have a definite place in the community	3.95	0.57	Agree

Table 4.15 (Continue)

Job Security	Mean	Standard Deviation	Descriptive Rating
The current job is secure for my life	3.85	0.70	Agree
This job provides steady employment	3.90	0.77	Agree
Working as a government employee has a secure job	3.55	0.94	Agree
Total average	3.81	0.76	Agree

4.2.2.7 Interpersonal Relationship influence on employee motivation

Regarding the analysis of the interpersonal relationship, it was indicated that employees agree interpersonal relationship factors influence their motive on the job. The average rate of the mean is 3.71 with the interpretation of the meaning of agree.

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Table 4.16 Interpersonal Relationship

Interpersonal Relationship	Mean	Standard Deviation	Descriptive Rating
My job as a government official is socially respected by others	4.03	0.72	Agree
The relationship seems good with the supervisor	3.68	0.89	Agree
The relationship seems good with colleagues	3.97	0.51	Agree
I can contact well with top management level	3.07	0.89	Uncertain
We have good teamwork in our organization	3.83	0.66	Agree
Total average	3.71	0.73	Agree

4.2.2.8 Recognition influence on employees' motivation

Regarding the analysis, the recognition factor can be modified to motivate employee motivation according to the results.

Table 4.17 Recognition

Recognition	Mean	Standard Deviation	Descriptive Rating
My supervisor always recognizes me when I do a good job	3.51	0.90	Agree
I have a chance to do my best at all times	3.56	0.77	Agree
I was frequently thanked for the job	3.43	0.92	Agree
I get positive reviews about my job	3.79	0.83	Agree
Total average	3.57	0.85	Agree

4.2.2.9 Achievement influence on employees' motivation

As a result, employees agreed that the achievement factor supports to modification of employee motivation.

Table 4.18 Achievement

Achievement	Mean	Standard Deviation	Descriptive Rating
I have high hopes and goals for myself	4.06	0.53	Agree
I feel happy about my work accomplishment	3.96	0.55	Agree
I want to see the result of my work	4.19	0.50	Agree
I am doing a meaningful public service	3.63	0.71	Uncertain
I pride serves as a diplomat at the Myanmar embassy	4.22	0.69	Strongly Agree
Total average	4.01	0.59	Agree

4.2.2.10 Responsibility influence on employees' motivation

Employees agreed that the responsibility factor was modified for employees to be motivated at their jobs.

Table 4.19 Responsibility

Responsibility	Mean	Standard Deviation	Descriptive Rating
I consider public service as my civic duty	3.93	0.52	Agree
I can fully plan and manage my work	3.91	0.70	Agree
I can make decisions in my work field	3.46	1.03	Agree
I have the freedom to use my judgment	2.97	1.06	Uncertain
Total average	3.57	0.83	Agree

4.2.2.11 Training influence on employees' motivation

Training related to analysis indicates that employees agree that they feel motivated when supported by training.

Table 4.20 Training

Training	Mean	Standard Deviation
I have opportunities for personal growth and development at my job	3.73	0.77
I receive job training to perform my job well	3.38	1.04
I have educational or learning opportunities for my career development	3.72	0.95
My organization supports my career development	3.51	1.07
Total average	3.59	0.96

4.2.2.12 Employees' motivation

After questionnaires about the factors that influence employees' motivation, the survey moved to examine how employee's motivation is effective in their job, organization, and their daily.

Since the mean score is greater than 3, it can be assumed that employees agree that motivation is important. Respondents strongly agree that motivation is important for organizational success and improvement in daily life. As for the civil servant, motivation can deliver better service to the public.

Table 4.21 Employee Motivation

Employee motivation	Mean	Standard Deviation	Descriptive Rating
When I feel motivated, I can concentrate on my work	4.18	0.62	Agree
Motivating employees is to make them happier employees from work in their daily lives	4.21	0.48	Strongly Agree
Employee motivation can in get success and growth of the organization	4.27	0.54	Strongly Agree
Employee motivation can reduce the employee turnover rate	4.22	0.58	Strongly Agree
Motivated civil service personnel can deliver better service to the public	4.40	0.50	Strongly Agree
Total average	4.26	0.54	Strongly Agree

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4.3 Assessment of Reliability

To assess the relationship between survey items, a reliability analysis is required (Griffith, 2015). In his study to assessed moderating roles and two factors that affect employee motivation using a five-point Likert scale. Cronbach's alpha can be interpreted as good internal consistency for an alpha value of >0.8 , acceptable internal consistency for a value of >0.7 , and excellent internal consistency for an alpha value of >0.9 . Finding results of the reliability analysis are shown in Table (4.23)

Table 4.22 Findings of Reliability Analysis Motivation Factors Influence Employee Motivation

No	Variables	Number of items	Cronbach's Alpha
1	Independent Variables	27	0.92
2	Moderating Variables	17	0.93
3	Dependent Variables	5	0.76
	All items	49	0.93

By the illustrated table (4.19), it can be observed that Cronbach's alpha values of motivation factors influence employees' motivation are 0.92, 0.93, and 0.76 indicating that these items are highly internally consistent. Also, it is reliable to analyze the motivation factors on employees' motivation in MOFA.

4.4 Correlation of independent variable factors and Employees' Motivation

The table below shows that there is a correlation between the independent variable factors and employee motivation. Correlation between job security and employees' motivation was the highest ($r=0.627$; $P<0.01$) followed by organization policies ($r=0.421$; $p<0.01$) and the least factor was effect by psychological conditions ($r=0.178$; $P<0.01$).

Table 4.23 Correlation of Independent Variable Factors and Employees' Motivation

Independent Variable	Employee Motivation	Policies	Salary	Working Conditions	Psychological	Emotional Intelligence	Job Security	Interpersonal Relationship
Employee Motivation	1							
Policies	.421**	1						
Salary	.320**	.562**	1					
Working Conditions	.253**	.640**	.603**	1				
Psychological	.178**	.420**	.260**	.374**	1			
Emotional Intelligence	.237**	.815**	.451**	.574**	.475**	1		
Job Security	.627**	.625**	.505**	.405**	.346**	.654**	1	
Interpersonal Relationship	.255**	.540**	.392**	.667**	.448**	.560**	.546**	1

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

4.5 Correlation between motivation factors and Employees' Motivation

From the results in the table below, the correlation between independent variable factors and employee motivation is relatively high. ($r = 0.444$; $p\text{-value} < 0.01$) compared to the correlation between moderating variable factors and employees' motivation ($r = 0.430$; $p\text{-value} < 0.01$).

Table 4.24 Correlation of Motivation Factors and Employees' Motivation

	Independent Variables	Moderating Variables	Dependent Variables
Independent Variables	1		
Moderating Variables	.828**	1	
Dependent Variables	.444**	.430**	1

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

4.6 Regression Analysis

Table 4.25 Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 ^a	.532	.520	.26995

The R-value represents the correlation between the dependent and independent variables. The R-value must be greater than 0.4 for further analysis. As of a result, the value is 0.730 which is greater than 0.4. So, it indicates a good level of prediction.

R-square shows the total variation for the dependent variable that could be explained by the independent variables. The R-square value should be greater than 0.5 shows that is effective enough to determine the relationship. In this result, the R-square is at 0.532 or 53.2%.

Adjusted R-square represents the summary of the results, that is, the difference between the sample results and the population in multiple regression. That needs to have a difference between the Adjusted R-square minimum and R-square. According to the result of the table (4.26), the Adjusted R-square value is 0.520 which is not far from the R-square value 0.532.

Table 4.26 Regression Analysis of Organizational Factors Influencing Employees' Motivation in MOFA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.285	.183		17.998	<.001
Policies	.234	.041	.473	5.761	<.001
Salary	-.048	.028	-.102	-1.731	.085
Working Conditions	.123	.062	.143	1.991	.048
Psychological	.031	.030	.052	1.054	.293
Emotional Intelligence	-.515	.063	-.660	-8.176	<.001

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Job Security	.556	.043	.826	12.913	<.001
Interpersonal Relationship	-.114	.046	-.161	-2.475	.014

The Sig is < 0.05, the null hypothesis is rejected. If Sig is > 0.05 the null hypothesis is not rejected. If the null hypothesis is rejected, it means there is an impact. But the null hypothesis is not rejected means there is no impact.

The equation of multiple linear regression equation is as follows-

$$y_i = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \dots + \beta_p x_{ip} + \epsilon$$

where, for $i = n$ observations:

y_i = dependent variable

x_i = explanatory variables

β_0 = y-intercept (constant term)

β_p = slope coefficients for each explanatory variable

ϵ = the model's error term (also known as the residuals)

Figure 4.2 Formula of Multiple Linear Regression

H1: There is a significant relationship between organization policies on employees' motivation.

The hypothesis tests of organization policies significantly positive impact on employees' motivation. The dependent variable 'Employees' motivation' was regressed on predicting the independent variable 'organization policies' to test hypothesis H1. Organizational policies significantly predicted employees' motivation, $F(8,267) = 42.298$, $p < 0.001$, $R^2 = 0.520$ which indicates that organization policies can play a significant role in employees' motivation.

H2: There is no significant relationship between salary, compensation, and bonuses on employees' motivation.

The hypothesis tests of salary, compensation, and bonus have no impact on employees' motivation. The dependent variable 'Employees' motivation' was regressed on predicting the independent variable 'salary, compensation and bonus' to test hypothesis H2. Salary, compensation, and bonus predicted employees' motivation, $F(8,267) = 42.298$, $p = 0.085$, $R^2 = 0.520$ which indicates that salary, compensation, and bonus cannot play a significant role in employees' motivation.

H3: There is a significant relationship between working conditions on employees' motivation.

The hypothesis test of working conditions significantly impacts employees' motivation. The dependent variable 'Employees' motivation' was regressed on predicting the independent variable 'working conditions' to test hypothesis H3. working conditions significantly predicted employees' motivation, $F(8,267) = 42.298$, $p = 0.048$, $R^2 = 0.520$ which indicates that working conditions can play a significant role in employees' motivation.

H4: There is no significant relationship between psychological conditions on employees' motivation.

The hypothesis tests of psychological no impact on employees' motivation. The dependent variable 'Employees' motivation' was regressed on predicting the independent variable 'Psychological conditions' to test hypothesis H4. Psychological conditions predicted employees' motivation, $F(8,267) = 42.298$, $p = 0.293$, $R^2 = 0.520$ which indicates that psychological conditions cannot play a significant role in employees' motivation.

H5: There is a significant relationship between emotional intelligence on employees' motivation.

The hypothesis tests of emotional intelligence significantly positive impact on employees' motivation. The dependent variable 'Employees' motivation' was regressed on predicting the independent variable 'emotional intelligence' to test hypothesis H5. Emotional intelligence significantly predicted employees' motivation, $F(8,267) = 42.298$, $p < 0.001$, $R^2 = 0.520$ which indicates that emotional intelligence can play a significant role in employees' motivation.

H6: There is a significant relationship between job security on employees' motivation.

The hypothesis tests of emotional intelligence significantly positive impact on employees' motivation. The dependent variable 'Employees' motivation' was regressed on predicting the independent variable 'job security' to test hypothesis H6. Job security significantly predicted employees' motivation, $F(8,267) = 42.298$, $p < 0.001$, $R^2 = 0.520$ which indicates that job security can play a significant role in employees' motivation.

H7: There is a significant relationship between interpersonal relationships on employees' motivation.

The hypothesis tests of interpersonal relationship significantly positive impact on employees' motivation. The dependent variable 'Employees' motivation' was regressed on predicting the independent variable 'interpersonal relationship' to test hypothesis H7. Interpersonal relationships significantly predicted employees' motivation, $F(8,267) = 42.298$, $p=0.014$, $R^2 = 0.520$ which indicates that interpersonal relationships can play a significant role in employees' motivation.

H8: Organization policies, salary compensation, and bonuses, working conditions, psychological conditions and emotional intelligence, job security, and interpersonal relationships statistically significantly predict employees' motivation.

The hypothesis tests of organization policies, salary compensation and bonus, working conditions, psychological conditions and emotional intelligence, job security, and interpersonal relationships significantly positively impact employees' motivation. The dependent variable 'Employees' motivation' was regressed on predicting the independent variable 'to test hypothesis H8. As of the overall results, the independent variable 'Organization factors significantly predicted the dependent variable 'Employees' motivation', $F(7,267) = 42.298$, $p < 0.001$, $R^2 = 0.520$ which indicates that interpersonal relationships can play a significant role in employees' motivation.

4.6.1 Regression Analysis of Moderating Variable influence the Relationship between independent variable and dependent variable

Table 4.27 Regression Analysis for Moderating Variable

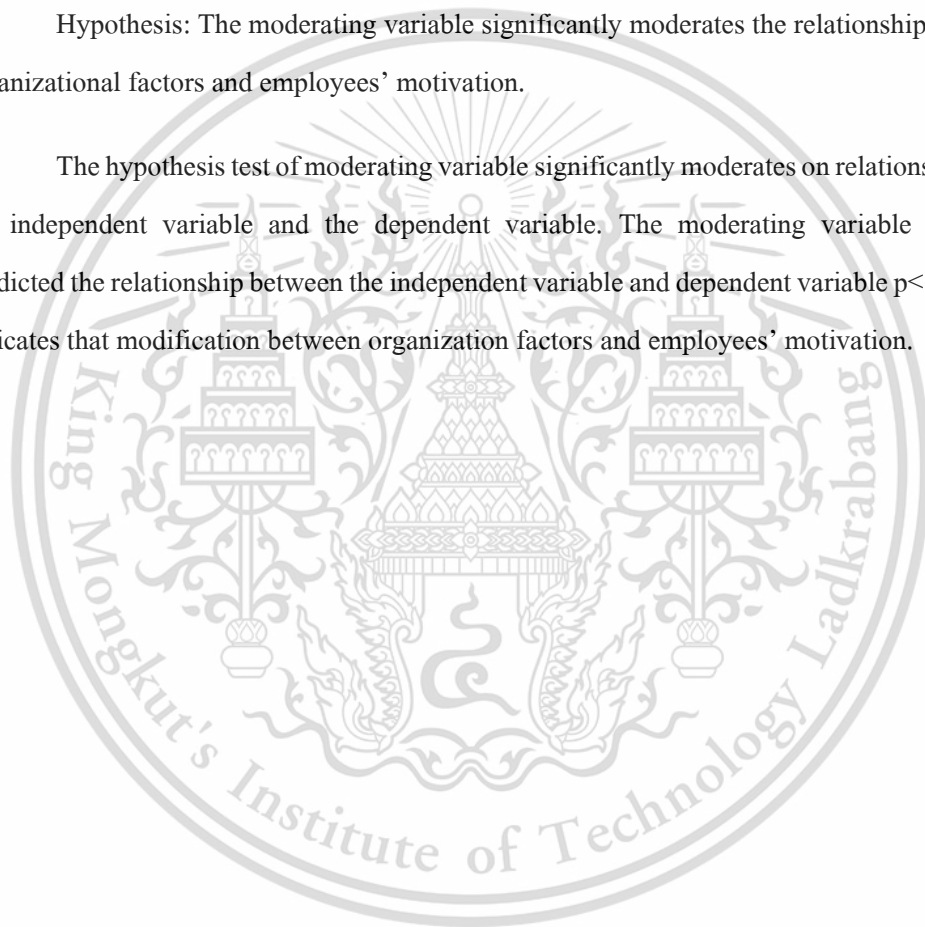
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.017	.733		10.942	<.001
	Independent	-1.201	.214	-1.479	-5.605	<.001

Moderating Variables	-1.284	.210	-1.844	-6.117	<.001
Integration	.393	.055	3.652	7.090	<.001

This research also aimed to examine the impact of moderating variable (Organizational Commitment) between the independent variable and the dependent variable. It is purported to assess the interaction effect of moderating variables. According to the hypothesis of moderating variable-

Hypothesis: The moderating variable significantly moderates the relationship between organizational factors and employees' motivation.

The hypothesis test of moderating variable significantly moderates on relationship between the independent variable and the dependent variable. The moderating variable significantly predicted the relationship between the independent variable and dependent variable $p < 0.001$ which indicates that modification between organization factors and employees' motivation.



CHAPTER 5

CONCLUSION

5.1 Summary of Findings

This study examined the organizational factors that influence the employees' motivation to work at the Ministry of Foreign Affairs. And, moderating variable supports significantly moderates the relationship between organizational factors and employees' motivation. This chapter summarizes the findings of this paper. This study explores the factors influencing on employees' motivation in the Ministry of Foreign Affairs. This chapter describes the findings, suggestions, and recommendations and the need for further study.

5.1.1 Qualitative Findings

According to the interview results, most of the employees feel motivated when they have good relationships with colleagues and supervisors, opportunities for career development, good working conditions, good organization policies, equal opportunity, and serving abroad as diplomats. And, employees also want to know feedback on their work. During the interview, the employees who serve in Naypyitaw responded they want to work near their families and they feel homesick. The factors that demotivated employees are no recognition, working with bad supervisors, no equal opportunity, without job training, and no teamwork.

5.1.2 Quantitative Findings

The questionnaires for the quantitative were conducted on the results of the interview qualitative data. In this paper, the quantitative data was used random sampling method and focused on 267 employees of the Ministry of Foreign Affairs and collected survey questionnaires. Testing of the hypothesis found that organizational factor significantly influences employee motivation. And, the researcher also tested each factor of the independent variable relationship between the employees' motivation. It can be known, which factors are significant and which are not significant in detail tested by regression analysis.

H1A: There is a significant relationship between organization policies on employee motivation.

As the result of hypothesis H1 test, the result is H1A: There is a significant relationship between organization policies on employee motivation. This is because there was a strong significant influence on employee motivation $p < 0.001$. The respondents agreed that organization policies impact employee motivation.

H2A: There is a significant relationship between salary, compensation, and bonuses on employee motivation.

As the result of the hypothesis H2 test, the result is H2O: There is no significant relationship between salary, compensation, and bonus on employee motivation. This is because there was no significant influence on employee motivation $p = 0.085$. The respondents disagree that salary, compensation, and bonuses impact employee motivation.

H3A: There is a significant relationship between working conditions on employee motivation.

As the result of hypothesis H3 test, H3A: There is a significant relationship between working conditions on employee motivation. This is because there was a significant influence on employee motivation $p = 0.048$ which is less than 0.05. The respondents agree that working conditions impact employee motivation.

H4A: There is a significant relationship between psychological conditions and emotional intelligence on employee motivation.

As the result of hypothesis H4 test, the result is H4O: There is no significant relationship between psychological conditions and emotional intelligence on employee motivation. This is because there was no influence on employee motivation $p = 0.293$. The respondents disagree that psychological conditions impact employee motivation.

H5O: There is no significant relationship between emotional intelligence on employee motivation.

H5A: There is a significant relationship between emotional intelligence on employee motivation.

As the result of hypothesis H5 test, the result is H5A: There is a significant relationship between emotional intelligence on employee motivation. This is because there was a significant influence on employee motivation $p < 0.001$. The respondents agree that emotional intelligence influences employee motivation.

H6A: There is a significant relationship between job security on employee motivation.

As the result of hypothesis H6 test, the result is H6A: There is a significant relationship between job security on employee motivation. This is because there was a significant influence on employee motivation $p < 0.001$. The respondents agree that job security factors influence to motivate employees.

H7A: There is a significant relationship between interpersonal relationships on employee motivation.

As the result of hypothesis H7 test, the result is H7A: There is a significant relationship between interpersonal relationships on employee motivation. This is because there was a significant influence on employee motivation $p = 0.014$ which is less than 0.05. So, it can be issued that respondents agree interpersonal relationship factors influence employees' motivation.

H8A: Organization policies, salary, compensation and bonus, working conditions, psychological conditions and emotional intelligence, job security, and interpersonal relationships statistically significantly predict employee motivation.

The H8 was tested for overall organization factors. As the result of the H8 test, the result is H8A: Organization policies, salary, compensation and bonus, working conditions, psychological conditions, emotional intelligence, job security, and interpersonal relationships statistically significantly predict employee motivation. This is because the value is < 0.01 so the organizational factors strongly influence MOFA employees' motivation.

The study tested the hypothesis 'Moderating variable significantly moderates the relationship between the organizational factor and employees' motivation' and it was accepted. This is because there was a strong significantly moderate $p < 0.001$ which indicates that modified between organization factors and employee motivation.

The result of the testing hypothesis supported the role of moderating variables that can modify the relationship between organizational factors and employees' motivation. According to the findings, the employees' motivate supported by the moderating variable i.e. recognition, achievement, responsibility, and training).

5.2 Recommendations

Employees are indeed an important part of an organization's growth and success. It indicates that organizational policies can play a significant role in employees' motivation. According to the findings of mixed-methods (exploratory design) that combined with qualitative and quantitative results, the researcher would like to recommend the following points-

Organization policies: As a result, the organization must practice the policy and also need to provide good administration to all employees. Especially, it is would like to recommend to practice equal gender equality and equal opportunity. The organization needs to determine the right individuals to select for public sector jobs, recruit these candidates effectively, and motivate them to perform well.

Working conditions: The finding, suggests that creating a good working environment for employees can impact employees' motivation. The organization allows employees to openly discuss the job problem. The employees working at Naypyitaw replied inconvenient for them because of being away from family. So, the organization should practice rotating the place for them and give them leave as per the organization's policy.

Emotional Intelligence: Working under pressure is demotivated and lacks enthusiasm. Thus, it is recommended that organizations implement job rotation to keep the employees' interest and motivation at work.

Job security: As a result, employees want job security at work. Support for employee well-being can contribute to a sense of job security. Discuss the prospect of contract work with employees. This gives employees some hope of continued employment.

Interpersonal relationship: As a result, interpersonal relationship also enhances the effectiveness of relationship-oriented behaviors. Create opportunities for teams to bond each employee shares one thing about a team member they appreciate so that employees don't feel alone and can forge deeper connections with their colleagues.

Recognition: The result of findings recognition of well-done work and opportunities to grow and become promoted are effective for motivation. Practicing fair organization is one of the factors that support motivation. Therefore, letting them know their ideas and giving them space and opportunities for their idea.

Achievement: As per the research findings the motivation of employees can be achieved through the empowerment of employees. The achievement of employees who are working at the MOFA is to serve as diplomats at the Myanmar embassy. The organization should give a chance the employees to serve at the Myanmar embassy.

Responsibility: The results indicate that the employees are would like to involved in the freedom to use their judgment and the existence of a mutual connection between the employees and the organization. So, engaging in meetings and discussions for their ideas and contributions are listened to and appreciated, and they are involved in the freedom to use their judgment.

Training: The finding result employees want to the organization provide the training program. As an example, For the employees who serve in the accounting department, the organization should provide the LCCI, and ACCA programs for them. Organizations should provide training programs for employees related to their fields. Sufficient training programs are necessary to be included not only to provide employees with adequate knowledge and skills to do the work but also to improve working environments, techniques, quality, and career development.

Finally, the main point that the researcher would like to advise the minister is that management should develop different motivation plans by the needs of employees. The number of women in top executive positions in ministry is very small. Employees feel it's not equal to gender equality at work when they're sent as diplomats to serve at the embassy. Because organizations give more chances to males than females. So, I would like to advise sending the employees as the result of the promotion exam. For equal opportunity, organizations should emphasize discrimination such as race, religion, and ethnic minority groups as well as individual rights. Ministry faces fundamental challenges such as the right position in the right job in the organization so it needs to determine the right individual to select for recruiting the candidates effectively and motivating them to perform well.

In terms of incentives and motivations for promotion, sometimes when civil servants have outstanding abilities, capable qualifications, are better than others and are very reliable in their assigned responsibilities, civil servants will be promoted in special circumstances. The person in charge of the relevant civil servant personnel agency may exercise their authority to make appropriate promotions by Article 48 of the Civil Service Personnel Rules.

This process will develop competency-based job descriptions that will help improve performance monitoring systems in government offices, encourage learning, and strengthen the competencies

of civil service personnel to enhance meritocracy practices in selection, recruitment, and promotion.

The motivation of employees can be influenced by many factors. Employees' motivation is important in the government sector. An organization with motivated employees contributes to success and development. In the government sector, motivated civil service personnel can deliver better service to the public.

5.3 Future Research Recommendation

This study employed a mixed-method approach to study the motivation of government employees in MOFA. The impact of employee motivation from the factors explored in this study offers much room for further research, particularly in the public sector. This thesis included employee data only from the Head office and Yangon branch of MOFA. Given that each agency is set up to increase employee motivation, other government agencies could conduct similar studies or use various data sets to expand the literature on employee motivation among public employees in Myanmar.

The study also looked at the data from head office and Yangon brand surveys. Future studies should be conducted on the employees from other ministries. Results can then be compared with this study, which enhances the knowledge and understanding of the public sector of employees' motivation.

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APPENDIX A

Interview Questions

Type of Question	Question
Opening Question	What is your name and what's your position?
Introduction	<ul style="list-style-type: none"> c. Describe your current job. d. Reason to join the MOFA?
Question-1	<ul style="list-style-type: none"> c. Throwback to your years of work experience, and tell me what has motivated you at work. d. Think back and tell me what has demotivated you at work?
Question-2	What do you like most about your job?
Question-3	What do you like least?
Question-4	Describe some moments from your career when you felt motivated at work.
Question-5	Describe some moments from your career when you felt demotivated at work.
Question-6	In your view, what are the factors that affect motivation at work?
Question-7	Do you think your current job is the assurance for your foreseeable future?
Question-8	What are the problems you are facing at your work?
Question-9	Do you have any remarks questions or comments on how can MOFA improve your job?
Ending Question	Do you think it to change your career life? (eg. Non-government organization or company)

APPENDIX B

Survey Questionnaire

Questionnaire structure

This questionnaire was developed based on a conceptual framework and is an academic questionnaire for a master's thesis. Its main purpose is to understand the factors influencing the employees' motivation of the Ministry of Foreign Affairs. The results of this questionnaire are only used for academic research. Respondents are guaranteed to provide absolute confidentiality, and their information will not be leaked. The answers to this questionnaire are strictly confidential. The data was collected through a self-administrative survey. And, the researcher collected all data received from the questionnaires into a Microsoft Excel spreadsheet and exported them to SPSS software for analysis.

Part 1: General Information of Respondents

Tick (✓) the option applicable for each of the questions listed below.

- 1) **What is your gender?**
 Male Female
- 2) **How old are you?**
 20-30 31-40 41-50 51-60
- 3) **What is the highest level of education you have?**
 Bachelor Master
 PHD Other
- 4) **What is your marital status?**
 Single Married
- 5) **How long have you been working here?**
 1-5 6-10 11-15 16-20
 21-25 26-30 31-35 36-40
- 6) **Which of the following describes your current workplace?**
 Head office (Naypyitaw) Yangon

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7) Are your parents/ brothers/sister's government employees?

Yes No

Part 2: Attitudes towards “Factors Influencing Employee Motivation at the Ministry of Foreign Affairs in Myanmar”

Please, mark (only one) number to state your agreement or disagreement with the following statements about your feelings.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

Questions		1	2	3	4	5
Organization Policies						
1	The administration practices its policies very well					
2	I feel that I'm the right person for the right job in the organization					
3	My organization provides good administration to all employees					
4	My organization offers equal opportunity					
5	Gender equality is achieved in my organization					
Salary, Compensation and Bonus						
6	I'm being paid a fair amount for the work I do					
7	I feel satisfied with my salary although it is not high					
8	Necessary equipment and resources are provided to do my job well					
Working Conditions						
9	The working conditions where I work are good					
10	I like the colleagues I work with					
11	I can openly address job problems					

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Questions		1	2	3	4	5
12	Working near my parents or family is convenient					
Psychological conditions						
13	I have confidence in myself					
14	I can work under pressure					
15	I feel I'm growing and changing in positive ways					
Emotional intelligence						
16	My job is enjoyable					
17	I take pride in my job					
18	Mental health is key for a motivated workforce					
Job Security						
19	My job gives me a chance to have a definite place in the community					
20	The current job is secure for my life					
21	This job provides steady employment					
22	Working as a government employee has a secure job					
Interpersonal Relationship						
23	My job as a government official is socially respected by others					
24	The relationship seems good with the supervisor					
25	The relationship seems good with colleagues					
26	I can contact well with top management level					
27	We have good teamwork in our organization					
Recognition						
28	My supervisor always recognizes me when I do a good job					
29	I have a chance to do my best at all times					
30	I was frequently thanked for the job					
31	I get positive reviews about my job					
Achievement						

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Questions		1	2	3	4	5
32	I have high hopes and goals for myself					
33	I feel happy about my work accomplishment					
34	I want to see the result of my work					
35	I am doing a meaningful public service					
36	I pride serves as a diplomat at the Myanmar embassy					
Responsibility						
37	I consider public service as my civic duty					
38	I can fully plan and manage my work					
39	I can make decisions in my work field					
40	I have the freedom to use my own judgment					
Training						
41	I have opportunities for personal growth and development at my job					
42	I receive job training to perform my job well					
43	I have educational or learning opportunities for my career development					
44	My organization supports my career development					
Employee motivation						
45	When I feel motivated, I can concentrate on my work					
46	Motivating employees is to make them happier employees from work to their daily lives					
47	Employee motivation can in get success and growth of the organization					
48	Employee motivation can reduce the employee turnover rate					
49	Motivated civil service personnel can deliver better service to the public					

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