THE IMPACT OF REWARD MANAGEMENT SYSTEM ON EMPLOYEE MOTIVATION IN

PACIFIC HOTEL IN YANGON, MYANMAR

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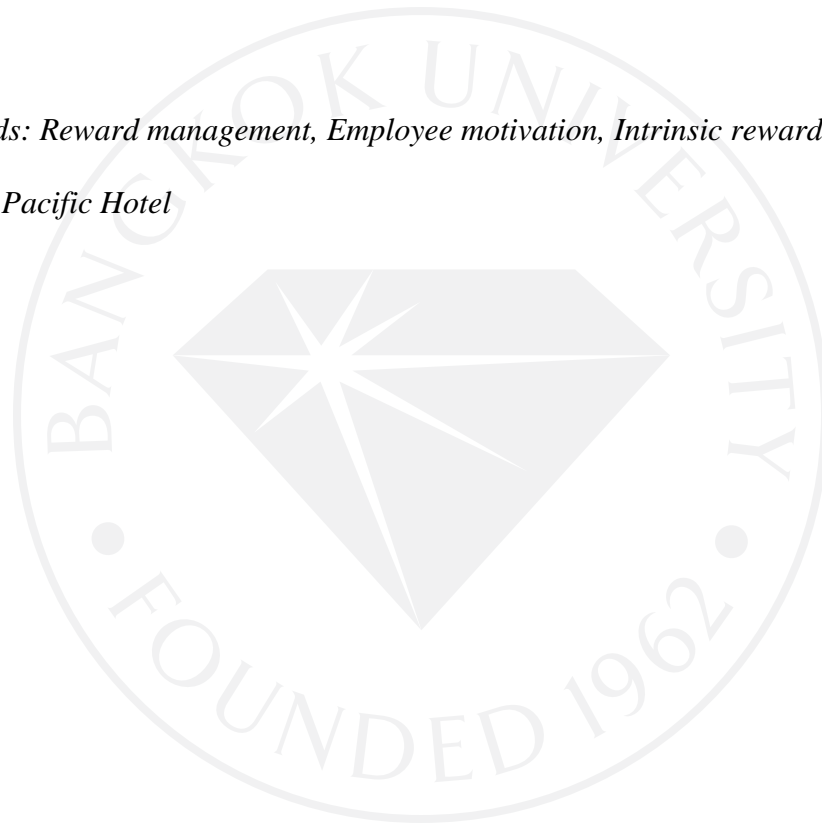
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ABSTRACT

Human resource is the most important resource for every company. In the globalization age, getting the correct workforce and maintaining it is the most difficult challenge that all companies face. A vital aspect to note would be reward-driven motivation. To enhance a worker's performance and productivity, a good compensation is found to be the most effective incentive. Thus, this study has investigated the impact of reward management system on employee motivation in Pacific Hotel in Yangon, Myanmar. The objectives of this study are to study intrinsic reward management in Pacific hotel, to learn extrinsic reward management in Pacific hotel, to learn the impact of reward management system on employee motivation in Pacific hotel and to come up with recommendation for Pacific Hotel how to improve its employee motivation through reward management system. The researcher has set independent variables as intrinsic rewards of work autonomy and empowerment, recognition, fairness of treatment and opportunities for personal development and extrinsic rewards of compensation and benefits, promotions and bonuses. The dependent variable of this study is employee motivation. The study has used quantitative research design in order to find out about

employees' motivation. The researcher has used non-managerial level employees as target population of the study and the sample size is 149 employees. The study has revealed that work autonomy and empowerment, recognition, fairness of treatment, opportunities for personal development, compensation and benefit, promotion and bonuses have significantly and positively impact on employee motivation in Pacific Hotel.

Keywords: Reward management, Employee motivation, Intrinsic reward, Extrinsic reward, Pacific Hotel

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CHAPTER 1

INTRODUCTION

Introduction

Human resource is the most important resource for every company. In the globalization age, getting the correct workforce and maintaining it is the most difficult challenge that all companies face. Factors such as job security, working conditions, employee relationships, autonomy, colleague relationships, training and development opportunities, recognition and company policies all act as motivators and affect employee performance. A vital aspect to note would be reward-driven motivation. Since the job can provide satisfaction that the workers like, they will put exceptional efforts into the completion of objectives (Trivedi, 2014). Additionally, people with extrinsic motivation will ignore any obstructive possibilities and will only focus on his own intrinsic motivation towards an intrinsic reward. To enhance a worker's performance and productivity, a good compensation is found to be the most effective incentive (Trivedi, 2014).

Paying employees more for more productivity has served as a basis for business development for a long time running. Monetary reward had always been important for people, but there had been the rise of other kinds of reward such as motivation, praise and recognition (Armstrong & Taylor, 2014) said that "performance is the behavior which gets results. Performance management is helping other people comprehend what a good

performance is giving them the necessary resources to get it. Reward management uses several different incentives to improve the performance of a given employee. There are intrinsic and extrinsic rewards. Intrinsic rewards are intangible rewards like praise, new challenges, positive attitude from the boss and job rotation while extrinsic rewards are tangible rewards such as money and other such stuffs. This study will research upon the different responses garnered from employees when they receive both extrinsic and intrinsic rewards.

1.1 Background of the research

Since 2016, Myanmar's economy grew very rapidly and there had been claims that it will grow even more in the future. Figure 1 shows Myanmar's GDP growth rate per year according to Asian Development Bank. According to the statistics, there was 5.9% of GDP in 2016, 6.8% in 2017, 6.8% in the early months of 2018 and 6.6% in the late months of 2018. However, in 2019, the GDP was raised again to 7.2% and the update shows 7.0% in 2019. Even so, it can't deny the fact that the country's GDP is growing more and more compare to last years.
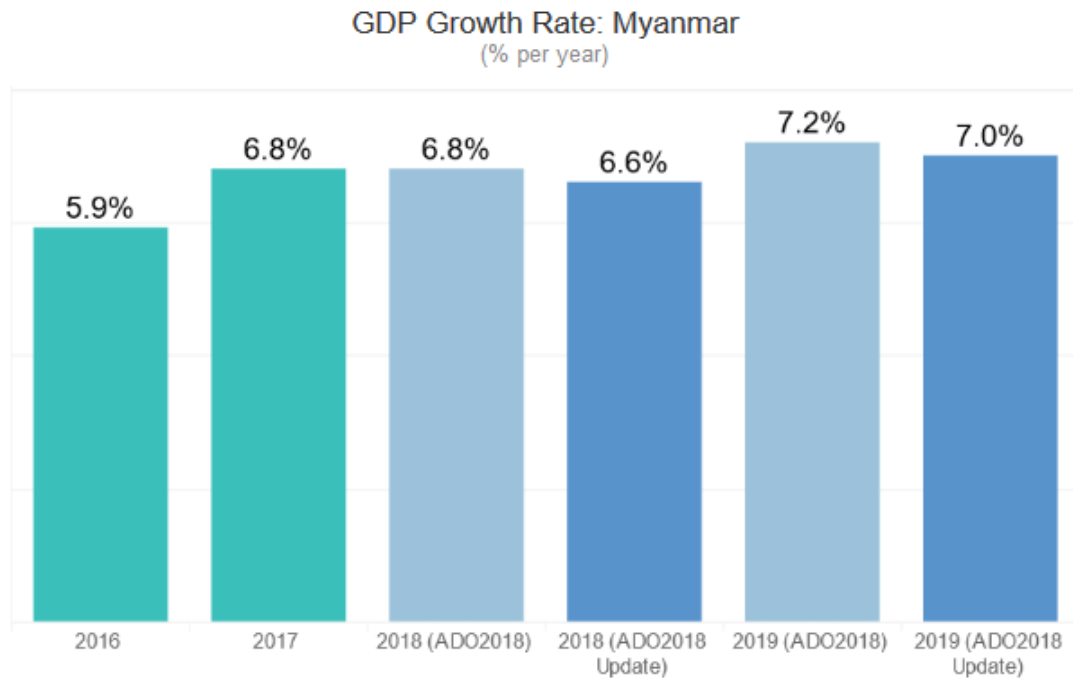
Figure 1.1: GDP growth rate in Myanmar

Source: Asian Development Bank. (2019). *Economic indicators for Myanmar*.

Retrieved from : https://www.adb.org/countries/myanmar/economy#tabs-0-0

The main challenging point in country's growth is for that growth to be inclusive, meaning it should include all segments of the population by creating decent job opportunities. That is why the Government had reformed and updated the country's labor-registration legislations. These changes and new market dynamics allow companies to adapt into industrial relations systems, labor practices and management alongside enterprise models. The turnover rates in Myanmar are extremely high owing to the fact that workers are usually dissatisfied of their lower wages, poor working conditions, long working hours and other deficiencies. This also means that other jobs are periodically

opening up for them to move. There are also no efficient grievance mechanisms,

developed industrial relations or perceived challenges. This kind of a turnover rate can

create problems for companies by disrupting production process, decreasing productivity

and reducing incentives (Bernhardt, De, & Thida, 2017)
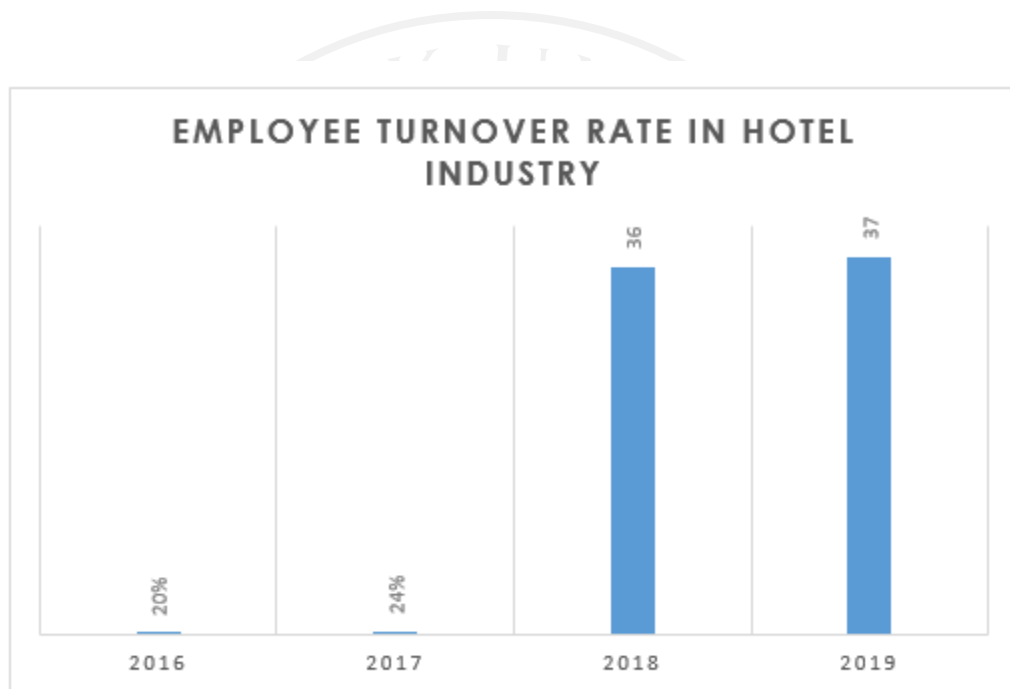
Figure 1.2: Employee turnover rate of hotel industry in Myanmar

Source: Myanmar Business Survey. (2019). *Employee turnover rate of hotel industry in*

Myanmar.

Retrieved from : https://www.myanmarsurveryresearch/business/2019

Another huge factor in Myanmar's market is its lack of skilled labor. It is most certainly caused by lack of training functions in most employees. Figure 3 shows the skilled labor shortages in all sector in Myanmar.
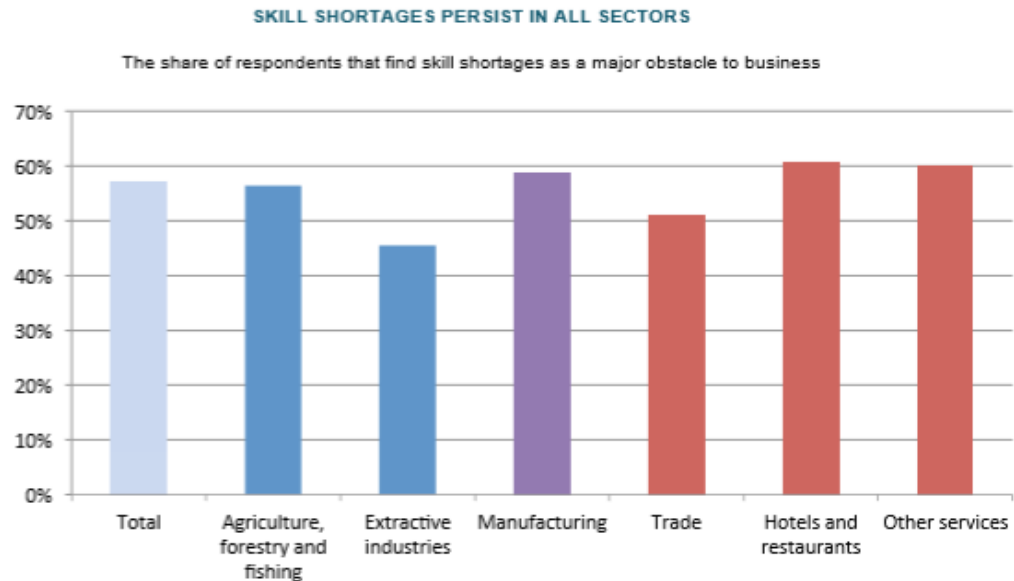
Figure 1.3: Skill shortages in Myanmar

Source: Myanmar Business Survey.(2019). *Skill shortages in Myanmar.*

Retrieved from : https://www.myanmarsurveryresearch/business/2019

According to above figure, nearly 60% of all respondents find skill shortages a major problem, with the highest shares of respondents in hotels and restaurants, other services and manufacturing among the major sectors. Most of the industry faces the least severe issues in finding the right skills.

The practices of learning things by hand and on the job had caused the halt in the development of formal training courses. That is why companies are resorting to retaining

employees through salary and benefits. Even that is a problem because there are no benchmarks in salary rates of Myanmar. Companies are realizing little by little that good HR departments are necessary for economic growth. But there is still this trend of giving administrative jobs to HR employees, causing chaos and turmoil in the midst (Bernhardt, De, & Thida, 2017). Getting the employees motivated to do their jobs at their best is not an easy task. That is why managers must be familiar with the techniques of motivation. But not every motivation policy fits all workers. In the hospitality industry, this is even truer. This leads to the false assumption that money and rewards are the main factor which can motivate workers to give it their best.

1.2 Statement of the problem

Discovering and maintaining talent is one of the biggest challenges of hotel industry in Myanmar. Since there is a limited pool of talent, hotels are actually in it together. There is a lot of variety in Myanmar's hospitality industry which consists of large, medium and small companies. The literature had proven that larger hospitality chains which operate hotels, pubs and restaurants need a better system of human resource management as compared to smaller and medium-sized companies to retain or motivate their employees better (Gill & Mathur, 2011).

With all that said, critics point out that the owner of the company or its manager needs to have the correct attitude about human resource (Torrington, Hall, & Taylor, 2008). Some owners of businesses tend to give their workers the absolute minimum of

wages in order to maximize the profits that they yield while some business owners do afford the minimum benefits in accordance with the law to their workers. Since it had been proven that financial rewards are not the most influential factor in employee motivation, companies need to do better. Literary evidence indicates that an employee who earns at least $24,000 in yearly wages cannot be swayed by financial rewards alone (Bigliardi, 2009). They need more factors such as job satisfaction, career growth and development options in order to be fully committing to their company (Desmette & Gaillard, 2008). According to this, hotel such as Pacific need to know about the three main reasons to attract and retain the employees; understanding the employees, giving training opportunities and strategic HR planning so that they can serve customers best.

The lack of understanding between employers and employees is what causes people to leave the most. The best reason to join a company is the opportunity to learn coupled with interesting work, salary, location, compensation and a fun working culture. The misconception here is that employers think it's their prestige which makes people join them, which is not the case. This misconception carries onto factors about motivation as well. Employers think that recognition and rewards are the two most important factors for motivating employees but in reality, employees are more motivated with challenges, work culture and coworker atmosphere. Employee motivation in the hospitality industry is very important because only the well-motivated employees can offer best services. The knowledge of employee relations, although somewhat common in the modern business market, still has many variants and implications to its implementation. The simplest way would be to create motivation by way of financial incentives (Hill & Wiens-Tuers, 2002).

According to the meeting reports from HR manager, there had been a high employee turnover rate and increased absenteeism coupled with lower employee motivation in Pacific Hotel which is a four-star hotel situated at No. 74/76, Upper Pansodan Street, Mingalar Taung Nyunt Township, Yangon, Myanmar which offers 159 rooms coupled with a pantry, a writing desk, a pants press and a separate bathroom, and also easy access to all the popular sights in Yangon. Pacific's meeting report regarding to employees' turnover rate and increased absenteeism showing with statistics is as below.
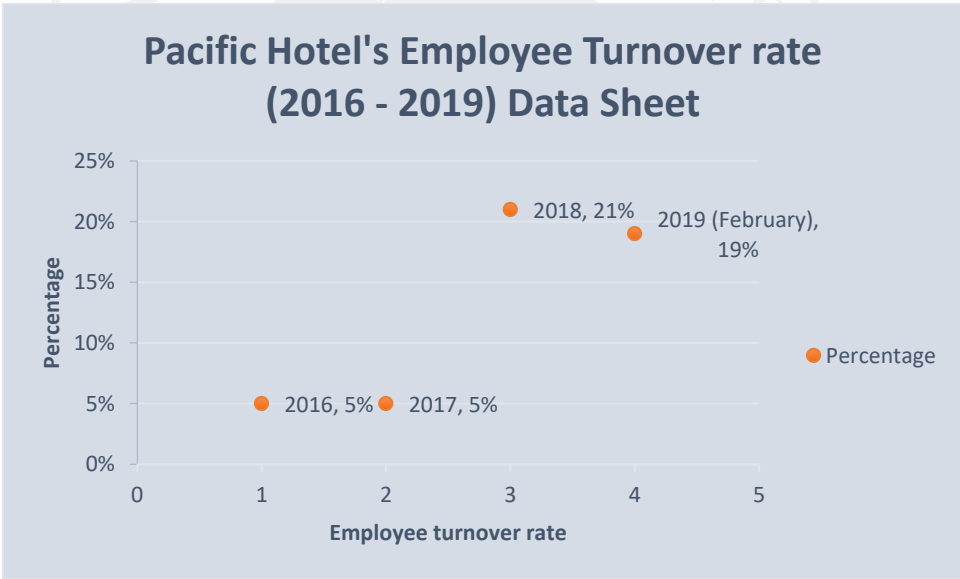
Figure 1.4: Pacific's employee turnover rate

Source: Pacific Hotel, Internal Survey, 2019

According to the above statistics of 2016 – 2019 employees' turnover rate in Pacific Hotel, it was only 5% in 2016, also 5% in 2017 so it could say the rates are steady

in 2016 and 2017. However, the turnover rate went up in 2018 to 21% which is the highest for the Pacific hotel. The data was taken in 2019, March and till February, turnover rate was 19%. Hence, even in January and February of 2019, the turnover rate was 19%. This turnover rate is quite an issue for Pacific hotel.
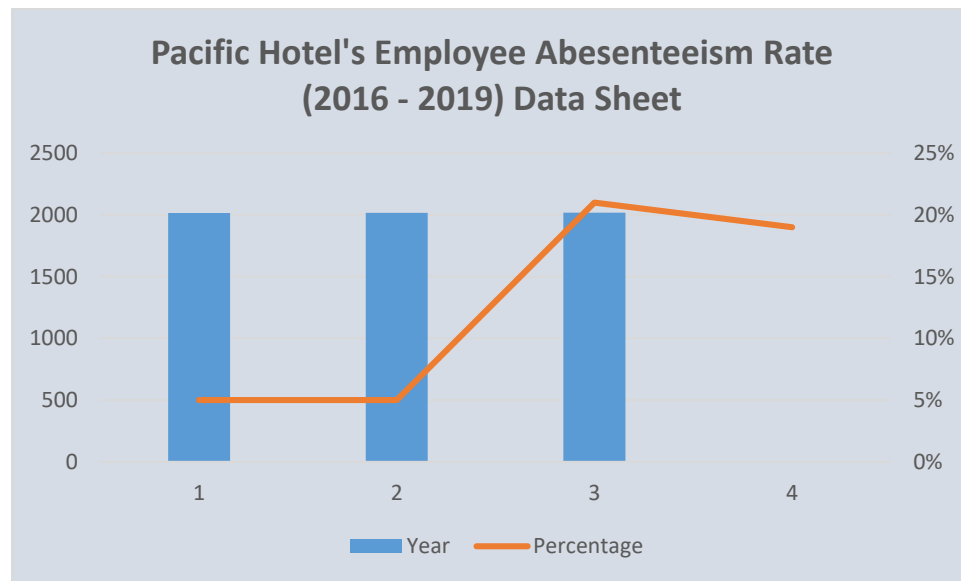
Figure 1.5: Pacific's employee absenteeism rate

Source: Pacific Hotel, Internal Survey, 2019

Based on figure 5, in 2016, employees' absenteeism rate is 5% which is the same with 2017, thus, those two years have steady rate. However, in 2018 and 2019, employees' absenteeism rate got high which was around 20%. The hotel's management team tried to control the absenteeism rate within hotel, however, they couldn't control it. In the meeting with hotel's CEO, hotel managers also pointed out about employees' motivation and productivity level as well as the customers' complaints about how the employees are not interacting well with them and how hotel's services become poor. The

management team investigated about the cause of the problems of immediate rising of

employee turnover rate and employee absenteeism rate by interviewing the employees

one by one and found out that most of the employees are not motivated enough to come

to the job. It has also found out that employees are not getting the benefits, promotions

and bonuses as they deserve. Hence, this study plans to access the impact of reward

management system in the company and to see if reward management will be able to lift

up employees' motivation so that the hotel can reduce its employee turnover rate and

absenteeism.

1.3 Research objectives

1. To study intrinsic reward management in Pacific Hotel

2. To learn extrinsic reward management in Pacific

3. To learn the impact of reward management system on employee motivation in

   Pacific Hotel

4. To come up with the recommendation for Pacific hotel how to improve its

   employee motivation through reward management system

1.4 Scope of the research

The respondents of this study are only the staff members of Pacific Hotel in Yangon,

thus the results cannot be applied to any other hoteliers across the country. The sample

size is chosen from the sample population of 149 employees of non-managerial level

from Pacific Hotel. The area that the researcher intends to study is the impact of reward management system which includes intrinsic rewards of work autonomy and empowerment, recognition, fairness of treatment and opportunities for personal development and extrinsic rewards of compensation and benefits, promotion and bonuses on employee motivation in Pacific hotel, where independent variables include intrinsic and extrinsic rewards and dependent variable include employee motivation, thus other factors had not been investigated in this research.

1.5 Benefits of the research

This research is to study the impact of reward management system on employee motivation in Pacific hotel so that the hotel can retain its employees and reduce employee turnover rate in the organization. As a result, this research will give the hotel managers and business owners a powerful guideline about how to motivate employees through reward system so that they can improve on the areas where they were lacking. Moreover, this research will be benefited to the researcher by delivering in-depth knowledge on the reward management system and employee motivation so that the researcher could use aforementioned information in his career.

CHAPTER 2

LITERATURE REVIEW

This chapter will present the overview of motivation, reward management, types of rewards, reward management as a motivational factor and the impact of reward management on employees' motivation. This chapter will also present the conceptual framework of the study.

2.1 Motivation

"The word motivation means the drive to go beyond the limits having been impacted by internal factors which drives towards a continuous strife for betterment." (Torrington, Hall, Taylor & Atkinson, 2009). In the workplace, motivation is a psychological factor which comes forth from the interaction between the work environment and the staff member with a form of willingness in play, which is the desire to increase the work effort to get a certain requirement or something they want (Beardwell & Claydon, 2007). According to Arnold (1991), there are three components to motivation – direction (the aim of the efforts), effort (the caliber of work), and persistence (the time spent on the efforts). Motivation theory seeks to explore the reasons that people behave at work the way they do.

Motivation is the procedure which satisfies a desire. Satisfaction can be achieved only when the objective is completed. It is a method to fulfill a desire or an objective,

which is decided inside the psyche of a person when the desire or the objective arises (Business Management, 2017). Hence, it is an individual process. Different people have different desires. Thus, the subject can change in differing situations and conditions. For humans, needs give rise to motives and motives drive actions. That is why managers need to comprehend the desires of the staff members to actually motivate them at work.

There are many ways a manager can use to motivate employees like paying more, promoting or praising. There is also the issue of self-motivation where people uplift themselves at work because of goals and needs. These are known as intrinsic and extrinsic motivation (Armstrong 1988). Intrinsic motivation is the motivation which stems from an individual's own mind. It is usually born from satisfaction at work. Factors such as responsibility, autonomy, skill development, interesting work and opportunities for improvement can deeply influence intrinsic motivation. These quality-of-life motivators can have many long-term effects since they are not superimposed from outside (Armstrong 1988). When intrinsically motivated, the staff member will commit more of his time and efforts to the job because he thinks the work is rewarding. But an extrinsically motivated worker will only commit to as much rewards as he can receive from the job. The difference is the need inside the work situation, intrinsically satisfying or extrinsically rewarding.

Extrinsic motivation comes from what others do to people in order to motivate them. It is an entirely external phenomenon such as money, grades, criticism or punishment. These are the tertiary rewards that the task itself cannot provide. Extrinsic motivation results when the person works on a task that he/she is not interested in, but

want the accompanying rewards mentioned above. This kind of motivation, though immediate and powerful, is not long-lasting (Armstrong 1988).

Motivation theory seeks to explore the reasons of behavior by different staff members. The process of motivation is shown below.
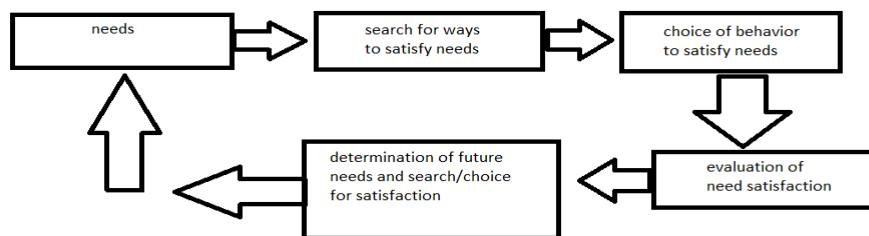
Figure 2.1: Process of motivation

Source: Business Management. (2017). *Information of motivation including its nature, process, importance, types and Maslow's theory.*

Retrievevd from http://bizmgnt.blogspot.com/2014/06/information-of-motivation-includig-its.html

According to the figure above, motivation starts with a need which causes tension. When the need is satisfied, the tension will be gone. But the need can only be relieved with effort. It is then that the work comes in with different kinds of profits and rewards which can seek to satisfy different kinds of needs.

Motivation is a very efficient tool in getting towards organizational objectives. Managers need to use this to get the staff members to perform in their respective tasks effectively and efficiently (Business Management, 2017). Motivation is equally important to companies and workers. When a company has motivation, there will be higher rates of productivity, resistance, morale, and employee satisfaction.

2.2 Reward management

Rewards are profits that come from working a task, giving a service or discharging a responsibility. The main reward for working is the pay but most employees also look forward to reward packages alongside the main salary. These packages usually include – bonuses, pension schemes, health insurance, car allowances, beneficial loans, subsidiary meals, profit shares, share options and some such. There are many factors to consider before deciding the pay scheme for a company. These are some factors to understand about what a company is trying to achieve:

1. To reduce spending on wages in the long run
2. To get and maintain well-qualified staff
3. To maximize company's performance with motivation
4. To redirect efforts into a direction
5. To keep close tabs on organizational change

Reward management is a system employed to give the employees what they deserve based on their value to the organization. This system helps make sure that rewards are

consistent and fair amongst all employees. Its goal is to motivate the staff members so that they can work to their maximum potential for the organization (Whiting, 2018). The goal of reward management is to fit the rewards to the budget of the company and the law. It is a system that provides an incentive to the staff members while maximizing the positive impact of rewards on motivation, job engagement and organizational commitment. All different kinds of rewards can be connected, complementary and correlating to each other. To gain internal consistency, rewards must be horizontally integrated with HRM activities and vertically integrated with business strategies (Armstrong & Brown, 2006).

2.3 Types of rewards

There are two types of rewards – tangible and intangible – which can be considered valuable. Tangible rewards are things such as salary, bonuses and other benefits while intangible rewards are about education, skill development and work experience. These could also be known as intrinsic and extrinsic rewards. Psychologists have found out some methods to differentiate between an intrinsic motivation and an extrinsic one with both having equal parts importance in work performance and objective-pursuit (Cherry, 2018). To better comprehend the effects of these motivation types on individual action, one must understand the details about each of them.

2.3.1 Intrinsic rewards

Intrinsic motivation is internal to the individual and is largely driven by personal enjoyment in the work. Since it exists internally, this motivation type is not affected by others. In the kind of knowledge economy, where the best thing about an employee is the intelligence, problem-solving ability and experience, intrinsic rewards are specifically valuable. Frederick Herzberg, one of the foremost theorists in workplace motivation, said that intrinsic rewards are much more long-lasting than financial rewards in terms of increasing employee motivation (Maitreyee, 2018). But financial rewards are still essential on employee motivation, although money alone is not enough to maximize the amount of motivation since there is this psychological requirement of recognition in most people. Intrinsic rewards include autonomy, recognition, fair treatment, and personal development opportunities.

Work autonomy and empowerment

Autonomy is the state of giving someone power at work in order to make them take control of what they do and in turn, gain satisfaction. The basic principle of autonomy at work is now lost in many major companies because the staff members are using it as a sort of delegation process from the seniors to the juniors. It is ultimately the responsibility of the company to give power to the employees while creating a work environment that encourages empowerment by removing various social and psychological barriers that forbid empowerment. Empowerment and autonomy are great

tools in helping the staff learn about responsibility while also helping the lower level staff members to trust more in the managerial staff (Clutterbuck & Kernaghan, 1994). Empowered employees are more innovated, resourceful, creative, and committed in the work than non-empowered ones. Employee involvement will send a message throughout the organization that everyone is valuable. This also provides the organization with development opportunities because of empowered employees. (Chaturvedi, 2017).

<u>Recognition</u>

Recognition is a way to appreciate the employees' performance verbally. This kind of reward is immensely detrimental in boosting the self-esteem of the staff members which will make them happy and more committed into work (Khan, Waqas, & Muneer, 2017). It is a special reward for employees when verbal praise and recognition is given by the co-workers for the work they've done well. If used properly, employee recognition can be even more effective than monetary rewards, both of which are essential factors in keeping the employees satisfied (Kamalian, Yaghoubi, & Moloudi, 2010). Even something small, such as a gesture of verbal recognition, can cause big rippling effects in the grand scheme of intrinsic motivation. It is therefore essential to invest in these kinds of intrinsic rewards because they will motivate the employees without any monetary cost (Kamalian, Yaghoubi, & Moloudi, 2010).

Fairness of treatment

Fairness at work can be defined differently by different people. Each incident of reward or opportunity may be different from the rest. But it is somewhat essential for the company's success because of its effects on employee performance and relationships. It is imperative for a company to instill trust and commitment in all employees (Owoyele, 2017).

Opportunities for personal development

Intrinsic rewards and motivation causes employees to make objectives and reach them. Organizations should set targets for all employees for personal growth and completion of work tasks in order to make the entire workforce grow together. The company should also offer training which would help them meet those goals and improve themselves. Employees should also be included when deciding company goals because it is ultimately them who are making the company goals reality. Personal growth and development is vital in terms of motivation for many employees because most people want to develop their careers as much as they can (Owoyele, 2017).

2.3.2 Extrinsic rewards

Extrinsic rewards are physical benefits that originate from an external source. They could also be laced with emotional value towards the employees and hence directly correlate to the job performance. It is important to note that rewards must not be compulsory every time an employee completes a task, but this could be different according to company policy. (Ryan & Deci, 2000) stated that extrinsic motivation is supported by other consequences such as verbal and tangible rewards. But the satisfaction of rewards can only come from activities and not from the extrinsic rewards (Ryan & Deci, 2000). Chaudhary (2012) agreed with this statement by saying that perceived benefits can actually decide the employee's feelings about the work (Chaudhary, 2012). Compensation and benefits, promotions and bonuses are in extrinsic rewards.

Compensation and benefits

Most researches prove that rewards provoke motivation and change the employee's performance for the better (Kamalian, Yaghoubi, & Moloudi, 2010). A workforce can be maximized in performance if all employees are influenced by rewards. That is why many businesses use salary, promotion, bonuses or other forms of rewards to maximize the effects of employees. To use salaries as an effective motivator, managers have to come up with a good salary plan which covers all types of benefits (Rukhmani, Ramesh, & Hayakrishnan, 2010).

Promotions

Promotions have lots of effects on the long-term satisfaction of staff members. Giving an individual a higher title with more responsibility and accountability can prove to motivate said individual in the long run. This way, the employee may feel safe that his efforts are recognized and that he is now entrusted with more responsibility, which his abilities are best used for. There is, of course, much discussion about fairness when it comes to promoting the employees, but it is fair to say that promotion might be the most long-lasting motivator of all (Khan, Waqas, & Muneer, 2017).

Bonuses

Bonuses are a way to motivate the employees to put in more effort in a long period of time in exchange for a monetary reward that is equal to several months or weeks of salary (Khan, Waqas, & Muneer, 2017). Bonus schemes are different amongst different companies since some companies use fixed bonuses in order to make it fair while other companies use performance appraisals to calculate bonuses. The latter approach is somehow subjective and may cause controversies which can discourage staff members. Thus, managers must be very careful in appraising their staff members' performance.

2.4 Rewards as motivational factor

In this competitive business environment, employee motivation is very much essential because employees are life of the companies. Managers need to comprehend the concepts of motivation since the function of motivation is very complex. This is because the causes of motivation are also changing constantly (Bowen, 2000). Suitable rewards and recognition programs alongside some other forms of benefits can really motivate the company's workforce. The employee performance can be enhanced by legal compliance, labor cost control, perceived fairness and other such compensation systems. Bishop (1987) suggested that, pay is directly related with productivity and reward system depends upon the size of an organization (Bowen, 2000). The company's reward system is crucial in motivating the employees. These systems must be effective in order for them to be good motivators because unfair and biased reward systems can actually demotivate the employees.

2.5 Impact of rewards on employees' motivation

Motivation must first be understood to plan a reward system for individuals. Carraher et al (2006) said that there must be an efficient reward system to ensure the retention of higher performers in the company (Bishop, 2016). The relationship between employee motivation and rewards had been researched extensively in many studies. To

maximize the employees' performance, the company must come up with formulae that ensure that the rewards will upgrade the employee satisfaction and motivation.

The employees' creativity can be motivated by many kinds of extrinsic rewards such as monetary incentives (Carraher, A, & Buckley, 2016). Extrinsic rewards had been shown in many researches to be able to increase an individual's creative performance. Some management staff members are sometimes oblivious towards intrinsic rewards because they focus on extrinsic rewards too much. It is important to note that intrinsic rewards and recognition can bring forth true commitment (Kovach, 2017). Fairbank & Williams (2011) disagreed by saying that the company's survival is decided by how they manage their human resource and communication of their rewards and recognition programs to their staff members. These strategies must also be clear and transparent to all employees (Fairbank & Williams, 2017). It seems that employee motivation is a complex phenomenon which can only be achieved by the combination of a multitude of psychological, financial and social factors.

2.6 Conceptual framework of the study

In this section, the researcher has drawn the conceptual framework according to the above literature reviews and the support of the work of various researchers (Rahim, Norhayate, & Abidin, 2012); (Eshak, Jamian, Jidi, & Zakirai, 2016); (Carraher, A, & Buckley, 2016); (Clutterbuck & Kernaghan, 1994). The figure below shows the

conceptual framework of the study according to above literature reviews. Based on it, work autonomy and empowerment, recognition, fairness of treatment and opportunities are independent variables and compensation and benefits, promotions and bonuses are extrinsic rewards. This conceptual framework has based on the framework of understanding employee motivation in telecommunication industry of Bangladesh which was researched by Safiullah (2014). In his study, the various intrinsic and extrinsic factors were taken to employee motivation and in extrinsic reward, there includes fringe benefits, job security, promotion and salary and in intrinsic reward, there includes opportunities for career growth and development, appreciation and recognition, empowerment and autonomy and challenging and interesting tasks. However, this study has modified the intrinsic and extrinsic variables as in intrinsic, the researcher decided to put work autonomy and empowerment, recognition, fairness of treatment and opportunities for personal development and in extrinsic factors, the researcher decided to add compensation and benefits, promotions and bonuses.
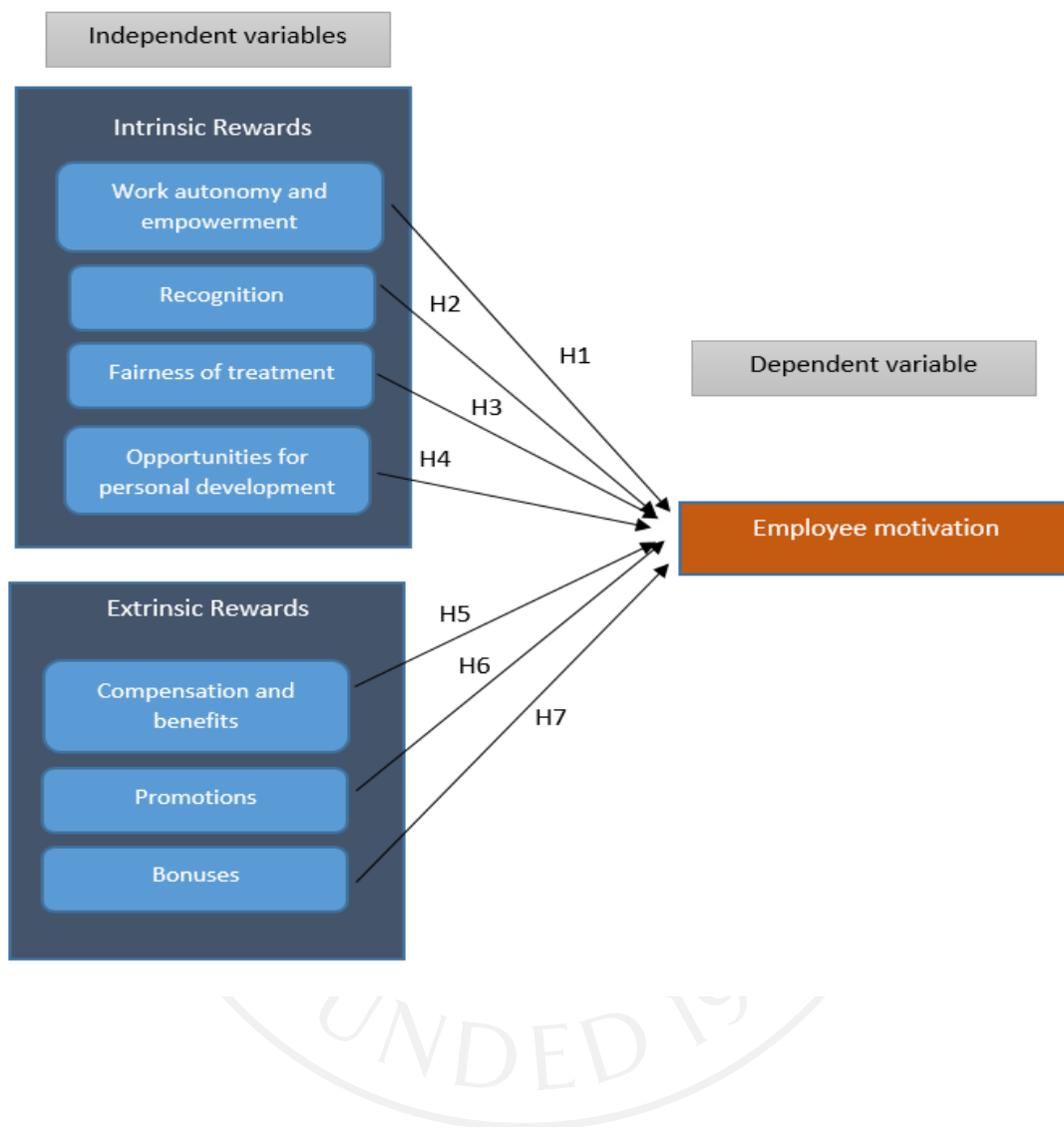
Figure 2.2: Conceptual framework

Based on the framework above, the researcher has formed the following hypotheses.

H1: Work autonomy and empowerment has significantly and positively impact on employee motivation

H2: Recognition has significantly and positively impact on employee motivation

H3: Fairness of treatment has significantly and positively impact on employee motivation

H4: Opportunities for personal development has significantly and positively impact on employee motivation

H5: Compensation and benefits has significantly and positively impact on employee motivation

H6: Promotions has significantly and positively impact on employee motivation

H7: Bonuses has significantly and positively impact on employee motivation
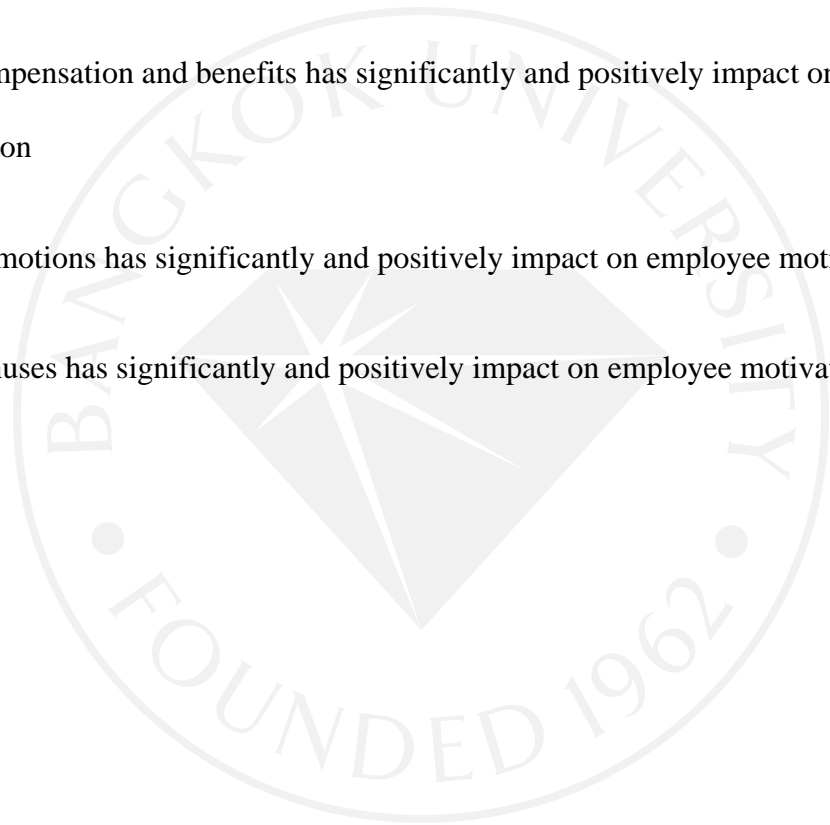
CHAPTER 3

RESEARCH METHDOLOGY

In this study, the researcher chose that questionnaire target the employees from Pacific Hotel when describing the sources that will give the data that will be analyzed by the methods and the designs in use of gathering the data. The gathering of data and the selection of interview which are related to the research paper, the research philosophy, research approach and strategy will also be explained in this chapter alongside the limitations and ethical issues in relations with the research methods.

3.1 Research approach and design

Saunders et al. (2009) defined by saying that there are two research approaches, namely the inductive reasoning and deductive reasoning. Ghauri and Gronhaug (2005) said that deductive reasoning is "the logical procedure of getting a conclusion from an already known premise while inductive reasoning is the systematic procedure of finding out a general proposition by observing the particular factors". These approaches are most common in business management research because of their cause-and-effect relationship. Even though both of them can be used when gathering research data, this researcher has decided to use the inductive approach in this research.

There are three types of research level which are exploratory, descriptive and causal research (Czinkota, Michael, Kotabe, & Masaaki, 2001). Exploratory research is

suitable if the goal of the research is to find problems, define them and investigate if there are any new alternative actions (Czinkota, Michael, Kotabe, & Masaaki, 2001). Also, this is a qualitative and not a quantitative collection. Descriptive research tends to maximize accuracy and minimize errors while providing information about the existing phenomena. Causal research can be used to identify the cause and effect relationships in the market and find out the relationship between variables since causal research has a far higher precision than exploratory and descriptive researches since the conclusions of causality must be offered to make the final decision (Czinkota, Michael, Kotabe, & Masaaki, 2001). Causal research will also be used in this research to find out the impacts of reward systems on employee motivation.

There are two kinds of research design – quantitative and qualitative. Since this research aims to find out about people's behavior, the quantitative approach is used because of its suitability to the research goals and objectives. But qualitative researchers need a standard behavior to view and the culture of the company in question as opposed to only looking at the hidden meanings through questionnaires or surveys. That is why the overlay of meanings and behavior are so much different between quantitative and qualitative research methods (Bryman & Cramer, 2005). This study will use quantitative research design.

3.2 Research question

Main research question of this study is as follow.

"What is the employees' motivation level in Pacific Hotel regarding to the hotel's intrinsic and extrinsic reward systems?"

Sub-research questions are as follow.

1. How reward management system impact on employees' motivation in Pacific Hotel?

2. What strategies can be used for Pacific Hotel in order to improve its employee motivation through reward management system?

3.3 Data collection method

There are two types of data collection which are primary and secondary. Primary data for this study is collected from the questionnaires that is sent out to the employees of Pacific Hotel and secondary is collected from the books, journals, websites, e-books of the related study.

3.4 Population and sampling procedure

The target population of this study is employees from Pacific Hotel in Yangon, Myanmar. In Pacific hotel, there are total 200 employees all combined from top-management level, middle-management level and non-managerial level. In top-level management, there are 15 employees, in middle level-management, there are 36

employees and in non-managerial level, there are 149 employees. This research study is only towards to non-managerial level in Pacific Hotel and the researcher has decided to collect data from all 149 employees from non-managerial level from Pacific Hotel. Since this study will collect the data from the whole population from non-managerial level, there is no need to use sampling technique to collect the data.

3.5 Research instruments

In this study, three different types of questionnaires are used to conduct in this research. There are 4 sections for this research including:

- 8 Questions about demographic information of the respondents: gender, age, job position, educational level, income level, etc.
- 12 Questions related to the independent and dependent variable of extrinsic rewards and employee motivation such as 3 questions for work autonomy and empowerment, 3 questions for recognition, 3 questions for fairness of treatment and 3 questions for opportunities for personal development
- 9 Questions related to the independent and dependent variable of intrinsic rewards and employee motivation such as 3 questions for compensation and benefits, 3 questions for promotions and 3 questions for bonuses
- 7 Questions related to employee motivation

When conducting regarding to the independent and dependent variables, the participants were asked to rate the level of satisfaction based on a five point of the Likert

scale with providing the various statements of extrinsic and intrinsic rewards towards employees' motivation. The coding structure that will be used in this research is as follow:

(1) Strongly dissatisfied (2) Dissatisfied (3) Neutral (4) Satisfied (5) Strongly satisfied

3.6 Data analysis of the study

All 149 questionnaires are shared to the employees of Pacific Hotel. In order to have right decent answers, all the respondents must have to be given efficient time to finish the survey form to let them have the full understanding of the questions. Afterward, all the questionnaires have to be collected to proceed. For Demographic sector's each question, simple analysis will be calculated. Descriptive statistics such as finding mean and standard deviation are calculated to analyze the 5-point scale questions and Pie charts and Bar charts will be drawn according to the distributed percentage. In addition to those analysis tools, Correlation analysis will be used to test the relationships between independent and dependent variables.

The following calculation formula will be used to measure the agreement level of employees' motivation towards hotel's reward management system.

$$N \text{ (Width of the range)} = \frac{\text{Maximum} - \text{Minimum}}{\text{Level}}$$

$$= \frac{5 - 1}{5}$$

$$= 0.8$$

Thus, the agreement level will be analyzed by internal ranges as follow.

4.21~5.00 = strongly agreed

3.41~4.20 = agree

2.61~3.40 = neutral

1.81~2.60 = disagree

1.00~1.80 = strongly disagree

3.7 Statistical tools used for the study

In statistical methods, it involves planning, designing, collecting data, analyzing, drawing meaningful interpretation and reporting of the research findings. This study will use Cronbach's Alpha from SPSS software to do the reliability analysis. In order to test the relationship between variables, the researcher is decided to use Correlation and regression analysis.

3.8 Data validity and reliability

In all kinds of research studies, the following codes of conduct in accordance with ethical values are to be held in consideration.

Validity: The data sources must be valid and their coverage must be prioritized. Research work must be done with absolute truthfulness and transparency. Biased or misleading data must be neglected. This study will use criterion validity because it is the most valid method when establishing the validity of a pre-employment test. The correlation between a business metric and test performance can be quantified by a correlation coefficient which ranges from -1 to +1. This will then show how strong this relationship between the variables is by determining a number between -1 and +1. The better the relationship is, the better this test becomes. In order to test the study's validity, the questionnaires will be shown to 3 managerial level employees who are General manager, Marketing manager and Human Resource Management manager and get their approval. Three managerial employees are Mr. William Lau (General manager), Ms. Pan Phyu Nwe (Marketing manager), Mr. Htoo Aung Myint (Human Resource manager). The questionnaires will only be sent to the respondents after getting their approval from those selected managerial employees.

Reliability: Reliability is the scientific investigation which delves into the stability and repeatability of measurements. This study will employ the pretests of participation which will tell the research how the respondents are doing in the practice run, instead of just asking the respondents to fill out the questionnaire. This will make the questionnaire more understandable. After the preliminary tests, the researcher will then test the reliability of the questionnaires using Cronbach's Alpha. The reliability value must be .6

to be acceptable. Thus, if the reliability score of the questionnaire is more than .6, it is considered reliable.

3.9 Conclusion

This chapter reviewed about research methodology and describe the research method used in this study which is the quantitative approach using causal research design and collect primary data by distribute questionnaires to the respondents of Pacific Hotel's employees with the required sample size of 149. The data collected from the research questionnaire will be record and analyzed and the results will be present in the next Chapter 4: Data analysis and interpretation.

CHAPTER 4

DATA ANALYSIS

4.1 Data analysis

This part will reveal the analysis of the data which were collected through survey questionnaires. This section will present with 4 different parts. Part 1 includes the demographic profile of the respondents, part 2 includes the impact of intrinsic reward on employee motivation, part 3 includes the impact of extrinsic reward on employee motivation and part 4 will reveal employee motivation level of the respondents. Moreover, this chapter will also present the Pearson's Correlation analysis of the relationship between variables in order to test the hypotheses that were raised in Chapter 3.

Part 1: Demographic data

1. Table 4.1: Gender

Gender

Description	Frequency	Percent
Male	69	46.3
Female	80	53.7
Total	149	100.0

Above table has shown that 53.7% of the respondents are female and 46.3% of the respondents are male.

2. Table 4.2: Age

Age

Description	Frequency	Percent
Between 20 to 30	33	22.1
Between 31 to 40	42	28.2
Between 41 to 50	44	29.5
Over 51	30	20.1
Total	149	100.0

According to the above table, it has shown that 29.5% are at the age of between 41 to 50, 28.2% are at the age of between 31 to 40, 22.1% are at the age of between 20 to 30 and 20.1% are at the age of over 51.

3. Table 4.3: Educational Background

Educational background

Description	Frequency	Percent
Under graduate	41	27.5
Bachelor	56	37.6
Diploma	52	34.9
Total	149	100.0

Above results has shown that 37.6% have Bachelor degree, 34.9% have Diploma degree and 27.5% have educational level of undergraduate.

4. Table 4.4: Income level

Income level

Description	Frequency	Percent
Under 2 lakhs	65	43.6
2 to 4 lakhs	57	38.3
4 to 6 lakhs	27	18.1
Total	149	100.0

It has shown that 43.6% gets under 2 lakhs as monthly salary, 38.3% get 2 to 4 lakhs and 18.1% get 4 to 6 lakhs as monthly salary.

5. Table 4.5: Working hour

Working hours

Description	Frequency	Percent
7 hours a day	64	43.0

(Continued)

Table 4.5(Continued): Working hour

Description	Frequency	Percent
8 hours a day	49	32.9
More than 8 hours a day	36	24.2
Total	149	100.0

Table 4.5 has stated that 43% have to work 7 hours a day, 32.9% have to work 8 hours a day and the rest of 24.2% have to work more than 8 hours a day.

6. Table 4.6: Job position

Job position

Description	Frequency	Percent
Concierge	10	6.7
Hotel clerk	28	18.8
Hotel receptionist	13	8.7
Reservationist	13	8.7
Bell attendant	12	8.1

(Continued)

Table 4.6 (Continued): Job position

Description	Frequency	Percent
Baggage porter	7	4.7
Cook	20	13.4
Housekeeper	29	19.5
Maintenance worker	8	5.4
Parking attendant	9	6.0
Total	149	100.0

Based on the results above, 6.7% are concierge, 18.8% are hotel clerk, 8.7% are hotel receptionist, another 8.7% are reservationist, 8.1% are bell attendants, 4.7% are baggage porters, 13.4% are cooks, 19.5% are housekeepers, 5.4% are maintenance workers and the rest of 6% are parking attendants.

7. Table 4.7: Work experience

Experience

Description	Frequency	Percent
Less than a year	54	36.2
1-2 years	31	20.8

(Continued)

Table 4.7(Continued): Work experience

Description	Frequency	Percent
2-4 years	26	17.4
5-7 years	28	18.8
8-10 years	8	5.4
Above 10 years	2	1.3

36.2% have been working in the hotel for less than a year, 20.8% have been working for 1 to 2 years, 17.4% have been working for 2 to 4 years, 18.8% have been working for 5 to 7 years, 5.4% have been working in the hotel for 8 to 10 years and 1.3 % have been working in the hotel for above 10 years.

1. Table 4.8: Factors which make respondents feel motivated

Which of the followings make you feel motivated working at

Pacific hotel?

Description	Frequency	Percent
Compensation and benefits	27	18.1
Promotions	39	26.2

(Continued)

Table 4.8(Continued): Factors which make respondents feel motivated

Description	Frequency	Percent
Bonuses	36	24.2
Fairness of treatment	9	6.0
Opportunities for personal development	18	12.1
Recognition	12	8.1
Work autonomy and empowerment	8	5.4
Total	149	100.0

It has been found out that 18.1% feel motivated by compensation and benefits, 26.2% feel motivated by promotions, 24.2% feel motivated by bonuses, 6% feel motivated by fairness of treatment, 12.1% feel motivated by opportunities for personal development, 8.1% feel motivated by recognition and the rest of 5.4% feel motivated by work autonomy and empowerment.

Part 2: The impact of intrinsic reward on employee motivation

2. Table 4.9: Work autonomy and empowerment

Work autonomy and empowerment

Description	N	Mean	Std. Deviation	Mean interpretation
I am allowed to perform the high-quality job at Pacific hotel	149	2.48	1.031	Neutral
I am motivated by having authority to correct the problems when they occur at Pacific hotel	149	3.89	0.855	Agree
I am encouraged to handle the job-related problems by myself at Pacific hotel	149	3.47	1.189	Agree

According to table 4.10, the calculated weighing score of the five point scale showed that I am motivated by having authority to correct the problems when they occur at Pacific hotel is 3.89 has the highest means core whilst, the lowest mean of I am allowed to perform the high-quality job at Pacific hotel is 2.48. The middle range is at 3.47 which is I am encouraged to handle the job-related problems by myself at Pacific hotel. As a result, the majority of the respondents are motivated by having authority to solve problems in the work place and in Pacific hotel, they are encouraged to handle job-related

problems themselves. However, majority of the respondents were neutral about they are allowed to perform the high-quality job in hotel.

Additionally, the standard deviation indicates how much data is grouping around the mean value and provides exact distribution result. According to above table, the highest standard deviation value is 1.189 which is I am encouraged to handle the job related problems by myself at Pacific hotel, followed by I am allowed to perform the high quality job at Pacific hotel (1.031). The lowest standard deviation value is 0.855, which is I am motivated by having authority to correct the problems when they occur at Pacific hotel. Hence, it can be concluded that most of the respondents who participated in this study consider they are encouraged to handle the job-related problems by themselves at Pacific hotel.

Consequently, the descriptive results of I am motivated by having authority to correct the problems when they occur at Pacific hotel and I am encouraged to handle the job-related problems by myself at Pacific hotel were above neutral with standard deviation ranging from 0.855 to 1.189, thus, it could say that the majority of the respondents slightly agreed with those two factors but the descriptive result of I am allowed to perform the high-quality job at Pacific hotel was neutral with the standard deviation of 1.031, hence, the majority of the respondents do not know whether they are motivated with this factor or not. However, the results indicate that the respondents have positive agreement towards the variables provided in this section.

3. Table 4.10: Recognition

Recognition

Description	N	Mean	Std. Deviation	Mean interpretation
I get recognized by the managers for my efforts at Pacific hotel	149	2.36	1.085	Disagree
I get recognized by my colleagues for my efforts at Pacific hotel	149	3.4	1.218	Neutral
My supervisors pay close attention to my ideas and suggestions at Pacific hotel	149	2.21	1.004	Disagree

According to table 4.11, the calculated weighing score of the five point scale showed that I get recognized by my colleagues for my efforts at Pacific hotel has the highest means core with 3.4 whilst, the lowest mean score is 2.21 which is my supervisors pay close attention to my ideas and suggestions at Pacific hotel. The middle range is at 2.36 which is I get recognized by the managers for my efforts at Pacific hotel. As a result, the majority of the respondents do not know whether they get recognized by their colleagues for their efforts at Pacific hotel. However, the majority of the respondents stated that they

do not get recognized by the managers for their efforts in the hotel and their supervisors does not pay close attention to their ideas and suggestions.

Additionally, according to above table, the highest standard deviation value is 1.1218 which is I get recognized by my colleagues for my efforts at Pacific hotel, while the lowest standard deviation is 1.004 which is My supervisors pay close attention to my ideas and suggestions at Pacific hotel and the middle range is 1.085 which is I get recognized by the managers for my efforts at Pacific hotel.

Consequently, the descriptive results of I get recognized by my colleagues for my efforts at Pacific hotel was neutral with standard deviation value of 1.218, it could say that the majority of the respondents do not know how they feel about the factor and the descriptive results of I get recognized by the managers for my efforts at Pacific hotel and my supervisors pay close attention to my ideas and suggestions at Pacific hotel were disagreed with the standard deviation of 1.085 and 1.004, hence, the majority of the respondents disagreed with those two factors. The results indicate that the respondents have negative agreement towards the two variables provided in this section and neutral agreement towards the factor of I get recognized by my colleagues for my efforts at Pacific hotel.

4. Table 4.11: Fairness of treatment

Fairness of treatment

Description	N	Mean	Std. Deviation	Mean interpretation
My supervisors treat me fairly at Pacific hotel	149	3.28	1.083	Neutral
I get my performance appraisal which is based on the quality and quantity of my work and not my personality and position at Pacific hotel	149	3.44	1.159	Agree
There is a fairness of treatment in Pacific hotel	149	3.59	1.078	Agree

Based on table 4.12, the highest mean score is 3.59 which is there is a fairness of treatment in Pacific hotel while the lowest mean score is 3.28 which is my supervisors treat me fairly at Pacific hotel. The middle range is at 3.44, which is I get my performance appraisal which is based on the quality and quantity of my work and not my personality and position at Pacific hotel. As a result, the majority of the respondents get performance appraisal and there is a fairness of treatment in Pacific Hotel. However, respondents do not know whether their supervisors treat them fairly at hotel.

Additionally, the highest standard deviation is 1.159 which is they get performance appraisal which is based on the quality and quantity of their work and not their personality and position at Pacific hotel, followed by 1.083, which their supervisors treat them fairly at hotel. The lowest standard deviation is 1.078 which is there is a fairness of treatment in Pacific hotel. Therefore, it can be concluded that most of the respondents who participated in this study consider they get I get my performance appraisal which is based on the quality and quantity of my work and not my personality and position at Pacific hotel.

The descriptive results of I get my performance appraisal which is based on the quality and quantity of my work and not my personality and position at Pacific hotel and there is   fairness of treatment in Pacific hotel were above neutral with standard deviation ranging from 1.159 and 1.078, it could conclude that the respondents agree with those two factors but with the descriptive result of my supervisors treat me fairly at Pacific hotel was neutral, hence, the majority of the respondents do not know whether their supervisors treat them fairly or not. However, the results indicate that the respondents have positive agreement towards the variables provided in this section.

5. Table 4.12: Opportunities for personal development

Opportunities for personal development

Description	N	Mean	Std. Deviation	Mean interpretation

(Continued)

Table 4.12(Continued): Opportunities for personal development

Pacific Hotel gives opportunities to get better skills for the job	149	3.12	1.114	Netural
Supervisors support the employees' growth in Pacific hotel	149	3.38	0.942	Agree
Pacific Hotel offers training and development programs	149	3.42	1.008	Agree

According to table 4.13, the calculated weighing score of the five-point scale showed that Pacific Hotel offers training and development programs is 3.42, which indicates as highest mean score whilst the lowest mean score is 3.12, which is Pacific hotel gives opportunities to get better skills for the job. The middle range is 3.38, which is supervisors support the employees' growth in Pacific hotel. As a result, the majority of the respondents agree that supervisors support the employees' growth in Pacific hotel and the hotel offers training and development programs. However, the majority of the respondents do not know whether the hotel gives them opportunities to get better skills for the job.

Furthermore, the highest value of standard deviation is 1.114, which is the hotel gives opportunities to get better skills for the job, followed by 3.42 which is the hotel offers training and development programs. The lowest value of standard deviation is supervisors support the employees 'growth in the hotel. According to this, most of the

respondents who participated in the study consider the hotel offers training and development programs.

The descriptive results of supervisors support the employees' growth in Pacific hotel and the hotel offers training and development programs were above neutral with deviation ranging from 0.942 and 1.008, thus, it could say the majority of the respondents slightly agreed with those two factors but the descriptive result of Pacific Hotel gives opportunities to get better skills for the job was neutral with standard deviation value of 1.114, hence, the majority of the respondents do not know whether the hotel gives opportunities to get better skills for the job.

Part 3: The impact of extrinsic reward on employee motivation

6. Table 4.13: Compensation and benefit

Compensation and benefits

Description	N	Mean	Std. Deviation	Mean interpretation
Pacific hotel provides compensation	149	3.2	1.208	Neutral
Compensation and benefits that Pacific Hotel gives me can make me motivated	149	2.8	1.033	Neutral

(Continued)

Table 4.13(Continued): Compensation and benefit

Description	N	Mean	Std. Deviation	Mean interpretation
The way Pacific Hotel provides the compensation and benefit package is attractive	149	2.81	1.009	Neutral

Based on table 4.14, the man scores indicated that Pacific hotel provides

compensation has the highest mean score with the value of 3.2, followed by 2.81 which is

the way Pacific Hotel provides the compensation and benefit package is attractive with

the mean value of 2.81. The lowest mean score is 2.8 which is compensation and benefits

that Pacific Hotel gives me can make me motivated. As a result, the majority of the

respondents do not know whether the hotel provides compensations, compensation and

benefits that Pacific Hotel gives can make them motivated and the way Pacific Hotel

provides the compensation and benefit package is attractive.

Moreover, highest mean score of standard deviation is 1.208 which is the hotel

provides compensation, followed by 1.033 which is compensation and benefits that

Pacific Hotel gives me can make me motivated. The lowest score of standard deviation is

1.009 which is the way Pacific Hotel provides the compensation and benefit package is attractive. Hence, it can be concluded that most of the respondents do not understand if compensation and benefit can motivate them.

Furthermore, the descriptive results of all three factors were neutral with standard deviation scores ranging from 1.208, 1.033 and 1.009, thus, the majority of the respondents do not know whether the hotel provides them compensation or not, the compensation and benefits that Pacific Hotel gives me can make me motivated or not and the way Pacific Hotel provides the compensation and benefit package is attractive or not.

7. Table 4.14: Promotion

Promotion

Description	N	Mean	Std. Deviation	Mean interpretation
I have promotional opportunities in Pacific hotel	149	2.68	1.001	Neutral
Promotional opportunities in Pacific hotel can motivate me	149	3.59	1.103	Agree
The promotion system in Pacific hotel is fair	149	3.69	1.09	Agree

Above table 4.15 has shown that the highest mean score is 3.69 which the promotion system in Pacific hotel is fair, followed by 3.59 which is promotional opportunities in the

hotel can motivate them. The lowest mean score is 2.68 which is they have promotional opportunities in Pacific hotel.

Additionally, the highest score in standard deviation is 1.103 which is promotional opportunities in Pacific hotel can motivate me, followed by 1.09 which is the promotion system in Pacific hotel is fair. However, the lowest score of standard deviation is I have promotional opportunities in Pacific hotel.

Consequently, the descriptive results of promotional opportunities in Pacific hotel can motivate me and the promotion system in Pacific hotel is fair were above neutral with standard deviation values of 1.103 and 1.09. This shows that the respondents agreed with those two factors. However, the descriptive result of I have promotional opportunities in Pacific hotel was neutral with standard deviation result of 1.001. This indicates that the respondents do not know whether they have promotional opportunities in where they are working.

8. Table 4.15: Bonuses

Bonuses

Description	N	Mean	Std. Deviation	Mean interpretation
Pacific hotel provides bonuses based on my performance	149	3.62	0.99	Agree

(Continued)

Table 4.15(Continued): Bonuses

Description	N	Mean	Std. Deviation	Mean interpretation
Bonuses make me want to perform better in my given tasks at Pacific hotel	149	3.87	0.824	Agree
The bonus system in Pacific Hotel can make employees motivate regarding to their jobs	149	3.47	0.758	Agree

Table 4.16 indicates that the highest mean score value is 3.87 which is bonuses make them want to perform better in their given tasks at Pacific hotel, followed by the mean score of 3.62, which is Pacific hotel provides bonuses based on their performances. The lowest mean score is 3.47, which is the bonus system in Pacific Hotel can make employees motivate regarding to their jobs. Thus, the majority of the respondents are motivated by bonus factor.

Furthermore, the highest value of standard deviation is 0.99 which is Pacific hotel provides bonuses based on their performance, followed by bonuses make them want to perform better in their given tasks (0.824). The lowest standard deviation value is 0.758, which is the bonus system in Pacific Hotel can make employees motivate regarding to

their jobs. Hence, it can be concluded that most of the respondents who participated in this study consider bonuses motivate them in Pacific hotel.

Last but not least, the descriptive results of Pacific hotel provide bonuses based on my performance, bonuses make me want to perform better in my given tasks at Pacific hotel and the bonus system in Pacific Hotel can make employees motivate regarding to their jobs were above neutral values with the standard deviation ranging from 0.99, 0.824 and 0.758, thus, the majority of the respondents agree that they are motivated by bonuses in Pacific hotel.

Part 4: Employee motivation

1. Table 4.16: Employee motivation

<p style="text-align:center">Employee motivation</p>

Description	N	Mean	Std. Deviation	Mean interpretation
I am motivated by work autonomy and empowerment in Pacific hotel	149	2.81	1.159	Neutral
I am motivated by recognition in Pacific hotel	149	2.91	1.068	Neutral

<p style="text-align:right">(Continued)</p>

Table 4.16(Continued): Employee motivation

Description	N	Mean	Std. Deviation	Mean interpretation
I am motivated by the fairness of treatment in Pacific hotel	149	3.51	1.154	Agree
I am motivated by the opportunities for personal development in Pacific hotel	149	3.46	1.148	Agree
I am motivated by compensation and benefit in Pacific hotel	149	2.16	0.994	Disagree
I am motivated by promotional system in Pacific hotel	149	3.83	1.087	Agree
I am motivated by bonuses in Pacific hotel	149	3.74	1.135	Agree

Table 4.17 has studied about the employee motivation and the study has found out that the highest means core is 3.83 that is promotional factor, followed by 3.74 (bonus), 3.51 (fairness of treatment), 3.46 (opportunities for personal development), 2.91 (recognition), 2.81 (work autonomy and empowerment) and 2.16 (compensation and benefit). According to this, the respondents are motivated by fairness of treatment,

opportunities for personal development, promotional system and bonuses. However, they

feel neutral with work autonomy and empowerment and recognition and they do not feel

motivated by compensation and benefit in Pacific hotel.

4.2 Pearson's Correlation analysis

17. Table 4.17: Correlation analysis

No.	Variables	Work autonomy and empowerment	Recognition	Fairness of treatment	Opportunities for personal development	Compensation and benefit	Promotion	Bonuses	Employee motivation
1	Work autonomy and empowerment	1							
2	Recognition	0.413	1						
3	Fairness of treatment	0.265	.432*	1					
4	Opportunities for personal development	.432**	0.544	.512**	1				
5	Compensation and benefit	.603**	.644**	.668**	.657**	1			
6	Promotion	0.345	.201*	0.321	.210**	.531**	1		
7		.272**	0.002	.210**	0.322	.734**	.210**	1	
8	Employee motivation	.803**	.675**	.768**	.734**	.764**	.668**	.734**	1

It has stated that the correlation between a business metric and test performance can be quantified by a correlation coefficient which ranges from -1 to +1. This will then show how strong this relationship between the variables is by determining a number between -1 and +1. The better the relationship is, the better this test becomes. According to Evans (1996), the r values of correlation shows:

0.0 – 0.19 = very weak

0.20 – 0.39 = weak

0.40 – 0.59 = moderate

0.6 – 0.79 = strong

0.80 – 1.0 = very strong (Evans, 1996)

Above table has shown that the Pearson's correlation coefficients are 7 variables. Work autonomy and empowerment is ($r = .803$, $p < 0.05$), fairness of treatment is ($r = .768$, $p < 0.05$), compensation and benefit is ($r = .764$, $p < 0.05$), opportunities for personal development is ($r = .734$, $p < 0.05$), bonus is ($r = .734$, $p < 0.05$), recognition is ($r = .675$, $p < 0.05$) and promotion is ($r = .668$, $p < 0.05$). This indicates that since p values of autonomy and empowerment, recognition, fairness of treatment, opportunities for personal development, compensation and benefit, promotion and bonuses are less than 0.05, they have correlation with employee motivation. Since r values of all of the independent variables are greater than .6, they are positively and strongly related with employee motivation.

4.3 Regression analysis

18. Table 4.18: Regression analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	F	Sig.	Collinearity Statistics	
	B	Std. Error	Beta							Tolerance	VIF
(Constant)	0.171	0.227		0.752	0						
Work autonomy and empowerment	0.038	0.061	0.673	4.819	0.001					0.810	1.235
Recognition	0.233	0.073	0.543	2.125	0.004					0.759	1.317
Fairness of treatment	0.549	0.072	0.522	6.783	0	.735[a]	0.752	92.905	.000[b]	0.852	1.174
Opportunities for personal development	0.078	0.074	0.645	4.907	0.003					0.915	1.093
Compensation and benefit	0.204	0.075	0.563	6.453	0					0.867	1.153
Promotion	0.021	0.072	0.781	5.255	0.003					0.923	1.084
Bonuses	0.345	0.077	0.452	6.212	0.004					0.968	1.033

a. Dependent Variable: Employee Motivation

Multiple regression analysis is used to test if the dependent and independent variables have impact on each other by determining how two variables influence each other. The analysis showed that all seven independent variables have significant effect towards employee motivation at significant level at 0.05 and could be as the predictors for employee motivation. The predictors for employee motivation were work autonomy and empowerment (Sig = 0.001), recognition (Sig = 0.004), Fairness of treatment (Sig = 0.000), Opportunities for personal development (Sig = 0.003), Compensation and benefit (Sig = 0.000), Promotion (Sig = 0.003) and Bonuses (Sig = 0.004).

This research aimed to study the impact of reward management system on employee motivation in Pacific hotel. From table 4.18, multiple regression analysis showed that all 7 independent variables which were work autonomy and empowerment (β = 0.038), recognition (β = 0.233), fairness of treatment (β = 0.549), opportunities for personal development (β = 0.078), compensation and benefit (β = 0.204), promotion (β = 0.201) and bonuses (β = 0.345) could be the most predictive predictors toward employee motivation in a positive way. In summary, if there is an increase in motivation by 0.17 unit, work autonomy and empowerment will mostly likely increase by 0.038, recognition will increase by 0.233, fairness of treatment will increase by 0.549, opportunities for personal development will increase by 0.078, compensation and benefit will increase by 0.204, promotion will increase by 0.021 and bonuses will increase by 0.345. R-square value indicates that 75% of the variance in employee motivation can be predicted from the variables work autonomy and empowerment, recognition, fairness of treatment,

opportunities for personal development, compensation and benefit, promotion and benefits.

A variance inflation factor (VIF) qualifies how much the variance is inflated. It exists for each predictor in multiple regression analysis. A VIF 1 shows that there is no correlation among the predictor and the remaining predictor variables, hence, the variance is not inflated at all. VIF value of greater than 4 indicates it needs further investigation and VIF values exceeding to 10 shows there is a need to serious multicollinearity requiring correction (Hair, et al., 1995). The tolerance shows the relationship between independent variables which ranges from 0 to 1. The tolerance value of below .40 is needed for concern. High tolerance i.e. over .84 shows low multicollinearity (Allison, 1999). In this study, VIF of work autonomy and empowerment is 1.235, recognition is 1.317, fairness of treatment is 1.174, opportunities for personal development is 1.093, compensation is 1.153, promotion is 1.084 and bonuses is 1.033. All of VIF values are 1, thus, there is no correlation between independent variables.

The following table shows the summary table of hypothesis results.

Table 4.19: Hypotheses testing

Hypothesis test		**Results**
H1	Work autonomy and empowerment has significantly and positively impact on employee motivation	Supported

Table 4.19(Continued): Hypotheses testing

	Hypothesis test	Results
H2	Recognition has significantly and positively impact on employee motivation	Supported
H3	Fairness for personal development has significantly and positively impact on employee motivation	Supported
H4	Opportunities for personal development has significantly and positively impact on employee motivation	Supported
H5	Compensation and benefits has significantly and positively impact on employee motivation	Supported
H6	Promotions has significantly and positively impact on employee motivation	Supported
H7	Bonuses has significantly and positively impact on employee motivation	Supported
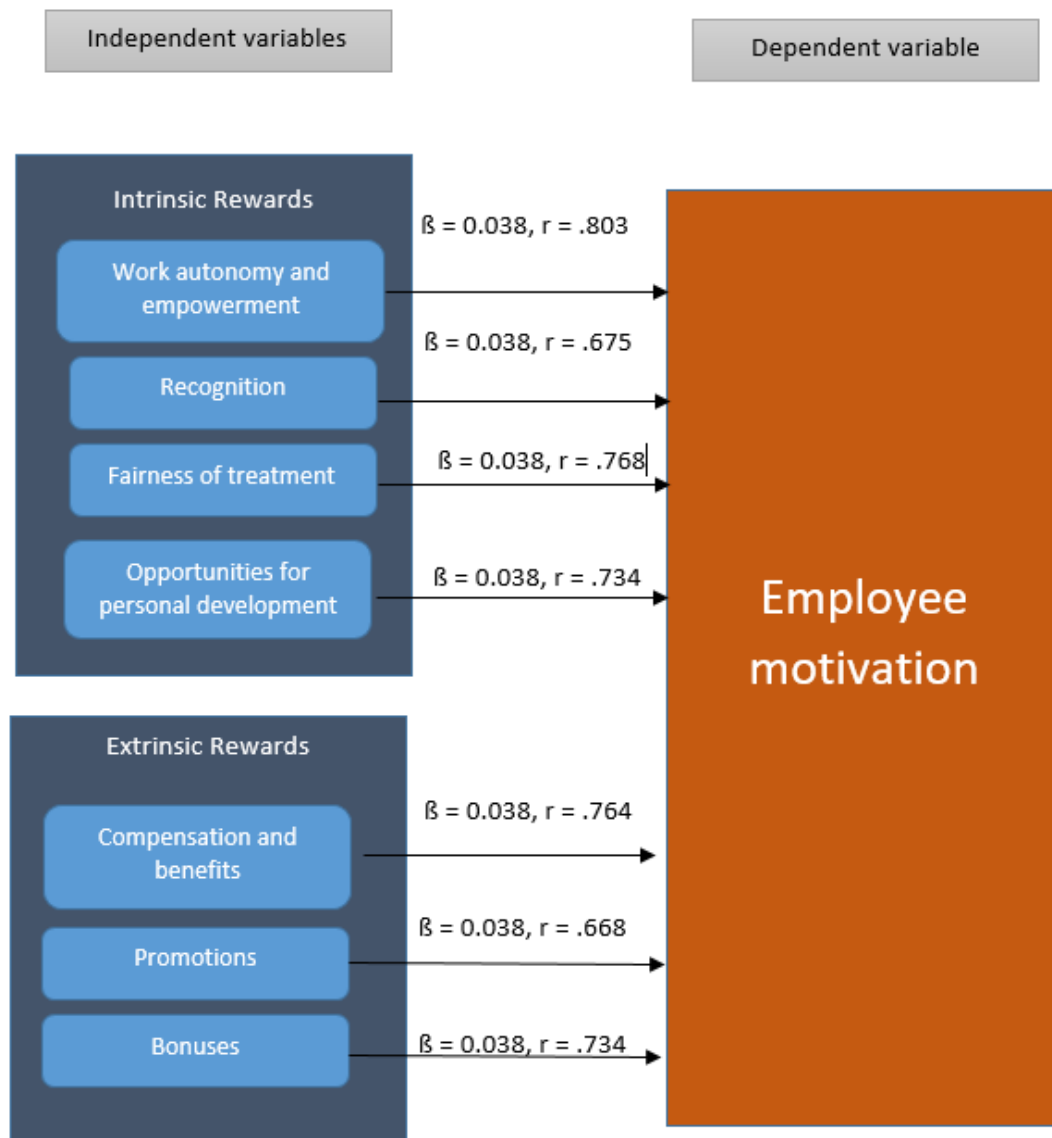
Figure 4.1: Result of Multiple Regression Analysis from scope of Research

CHAPTER 5

DISCUSSION

The purpose of this study is to study the impact of reward management system on employee motivation in Pacific Hotel in Yangon, Myanmar. A quantitative research method was applied in order to get the survey results. The target population of this research were non-managerial level in Pacific Hotel and the researcher has decided to collect data from all 149 employees from non-managerial level from Pacific Hotel. Depend on this, the results were concluded as follow.

5.1 Research Findings and Conclusion

According to the results, most of the respondents in this study are female. in age factor, most of the respondents are at the age of between 41 to 50. The majority of this study's respondents got Bachelor degree and as in salary level, most of the respondents get under 2 lakhs. The study has also shown that the majority of the respondents have to work 7 hours a day. Table 4.6 has shown the job position of the respondents and it has revealed that most of the respondents were housekeepers. The majority of the respondents who participated in the study have been working in Pacific hotel for less than a year, which indicates that they don't have much experience working in Pacific hotel. The majority of the respondents have also stated that they are motivated working at Pacific hotel based on promotions.

Part 2 has conducted about the impact of intrinsic rewards on employee motivation. In work autonomy and empowerment, it has found out that employees do not know whether they agree with the factor which they are allowed to perform the high-quality job at Pacific hotel or not. However, they agreed that they are motivated by having authority to correct the problems when they occur at Pacific hotel and they also agreed that they are encouraged to handle the job-related problems by themselves at Pacific Hotel.

In recognition, respondents did not agree that they get recognized by the managers for their efforts at Pacific Hotel. Moreover, they also said their supervisors do not pay close attention to their ideas and suggestions at the hotel. Furthermore, they do not know whether they get recognized by their colleagues for their efforts at the hotel.

In fairness of treatment, the respondents do not know whether they agree with the fact that their supervisors treat them fairly in hotel, but they all agreed with the fact that they get performance appraisal which is based on the quality and quantity of my work and not my personality and position at Pacific hotel and there is a fairness in Pacific hotel.

As in opportunities for personal development, the respondents do not know if they agree on the fact that the hotel gives them opportunities to get better skills for the job or not. However, they agreed that their supervisors support the employees' growth in Pacific hotel and the hotel offers training and development programs.

Part 3 has conducted about the impact of extrinsic reward on employee motivation which consists of compensation and benefits, promotions and bonuses. In compensation

and benefit, respondents feel neutral about how Pacific hotel provides compensation, compensation and benefits that Pacific Hotel gives me can make them motivated and the way Pacific Hotel provides the compensation and benefit package is attractive.

In promotional factor, the respondents do not know whether they have promotional opportunities in Pacific hotel or not, however, they agreed that the promotional opportunities in Pacific hotel can motivate them and the promotional system in the hotel is fair.

In bonuses, the respondents agreed that the hotel provides bonuses based on their performance and the bonuses can make them want to perform better in their given tasks. Moreover, they all agreed that the bonus system in Pacific hotel can make them motivate regarding to their jobs.

Part 4 has conducted about which factor motivates employees in Pacific hotel and it has found out that the respondents do not know if work autonomy and empowerment and recognition make them motivated or not. Moreover, they are not motivated by compensation and benefit in Pacific hotel. However, they agreed that they are motivated by fairness of treatment, opportunities for personal development, promotional system and bonuses in Pacific hotel.

The researcher has also conducted the relationship between variables with Pearson's correlation analysis and regression analysis. According to the results from Correlational analysis, r values of work autonomy and empowerment is .803, recognition is .675, fairness of treatment is .768, opportunities for personal development is .734,

compensation and benefit is .764, promotion is .668 and bonuses is .734 which indicates that all of the values are greater than 0.6. Thus, they are in significant relationship with employee motivation.

When looking at the regression table, work autonomy is ($ß = 0.038$), recognition is ($ß = 0.233$), fairness of treatment is ($ß = 0.549$), opportunities for personal development is ($ß = 0.078$), compensation and benefit is ($ß = 0.204$), promotion is ($ß = 0.021$) and bonuses is ($ß = 0.345$). Therefore, the results could be concluded that those independent variables have an impact on employee motivation at statistically significant level of 0.05. In addition, these factors were positively impacting on employee motivation at 75%.

5.2 Discussion

This research is to analyze the impact of reward management system on employee motivation in Pacific hotel in Yangon, Myanmar which comprised on work autonomy and empowerment, recognition, fairness of treatment, opportunities for personal development, compensation and benefit, promotion and bonuses. The sample size of this study was 149 employees from non-managerial level from Pacific Hotel. The data analysis has found the interesting points as follow.

Hypothesis 1, Work autonomy and empowerment has significantly and positively impact on employee motivation. The researcher has also tested the hypothesis with regression table which resulted as $ß = 0.038$ at the significant level of 0.05. The value of R square is 0.752, which means the variation in work autonomy and empowerment is

explained by the variation in employee motivation and the other 25% is not explained. The coefficient value indicates that the linear relationship is positive, and means that regardless of other factors, for each 1-unit increase in work autonomy and empowerment, the employee motivation will increase by 0.038 unit. This indicates that work autonomy and empowerment has significantly and positively impact on employee motivation. According to Clutterbuck and Kernaghan (1994), the company needs to empower its employees while also making up a workplace that offers to take off the psychological and social limiters that bar said empowerment since these kinds of delegation of power are the best way to make the employees feel more responsible and trustworthy with each other. He also said that the more power an employee has, the more innovation, resources, creation, and commitment he has with the job as compared to non-delegated ones. In this study, based on the results of table 4.10, the respondents do not know if they are allowed to perform high-quality job at Pacific hotel or not with the mean score of 2.48. But, they are motivated by having authority to correct the problems when they occur at Pacific hotel with the mean score of 3.89 and they are encouraged to handle the job-related problems by myself at Pacific hotel.

Hypothesis 2, recognition has significantly and positively impact on employee motivation. The researcher has also tested the hypothesis with regression table which resulted as ß = 0.233 at the significant level of 0.05. The value of R square is 0.752, which means the variation in recognition is explained by the variation in employee motivation and the other 25% is not explained. The coefficient value indicates that the linear relationship is positive, and means that regardless of other factors, for each 1-unit

increase in recognition, the employee motivation will increase by 0.233 unit. This indicates that recognition has significantly and positively impact on employee motivation. One good reward to give any employee would be recognition, which serves to create a boost in the self-confidence of the staff members, making them happier and more committed to the job (Khan, Waqas, & Muneer, 2017). Additionally, people feel special when they are recognized verbally in front of others. If properly employed, the technique of employee recognition may prove to be more efficient than any cash prize, although it is important to note that both of these are essential to keep employees happy (Kamalian, Yaghoubi, & Moloudi, 2010). In this research, based on the results of table 4.11, the mean score of I get recognized by the managers for my efforts at Pacific hotel is 2.36 which indicates the respondents do not get recognition from the managers for their efforts in Pacific hotel. Moreover, the mean score of my supervisors pay close attention to my ideas and suggestions at Pacific hotel is 2.21, shows that the supervisors do not pay close attention to their ideas and suggestions. The respondents do not know whether they get recognized by their colleagues for their efforts at Pacific hotel or not also. This means that Pacific hotel should take care of the recognition program in order to motivate its employees.

Hypothesis 3, fairness of treatment has significantly and positively impact on employee motivation. The researcher has also tested the hypothesis with regression table which resulted as ß = 0.549 at the significant level of 0.05. The value of R square is 0.752, which means the variation in fairness of treatment is explained by the variation in employee motivation and the other 25% is not explained. The coefficient value indicates

that the linear relationship is positive, and means that regardless of other factors, for each

1-unit increase in fairness of treatment, the employee motivation will increase by 0.549

unit.   This indicates that fairness of treatment has significantly and positively impact on

employee motivation. According to IBE (2015), a workplace must be fair in order to

motivate and build trust within staff members. It must be known to everyone that they

matter, that their decisions are fairly trusted by the senior management. But it does not

mean that everyone is treated the same since equity means treating everyone the way they

deserve while equality means treating everyone in the very same way. In this case, equity

is very much vital for a company's success because it encourages people to become better

in order to have better treatment. Only then can the company give trust and commitment

to all staff members (Owoyele, 2017). In this study, based on the results of table 4.12,

respondents do not know if their supervisors treat them fairly at Pacific hotel. However,

they all agreed that they get performance appraisal which is based on the quality and

quantity of my work and not my personality and position at Pacific hotel and there is a

fairness of treatment in the hotel.

Hypothesis 4, opportunities for personal development has significantly and

positively impact on employee motivation. The researcher has also tested the hypothesis

with regression table which resulted as ß = 0.078 at the significant level of 0.05. The

value of R square is 0.752, which means the variation in opportunities for personal

development is explained by the variation in employee motivation and the other 25% is

not explained. The coefficient value indicates that the linear relationship is positive, and

means that regardless of other factors, for each 1-unit increase in opportunities for

personal development, the employee motivation will increase by 0.078 unit. This

indicates that opportunities for personal development has significantly and positively

impact on employee motivation. According to Owoyele (2017), companies must give

trainings to staff members in order to meet company objectives and individual ones.

Employees must also be let in on company decisions because it is them who are actually

working to get to those company goals. Personal growth is also vital to all of these

workers because people would like to develop their careers as well. Table 4.13 shows the

mean scores and resulted respondents do not know whether the hotel gives opportunities

to get better skills for the job or not. However, they all agreed that the supervisors support

the employees' growth in Pacific hotel and the hotel offers training and development

programs.

Hypothesis 5, compensation and benefits has significantly and positively impact on

employee motivation. The researcher has also tested the hypothesis with regression table

which resulted as ß = 0.204 at the significant level of 0.05. The value of R square is

0.752, which means the variation in compensation and benefit is explained by the

variation in employee motivation and the other 25% is not explained. The coefficient

value indicates that the linear relationship is positive, and means that regardless of other

factors, for each 1-unit increase in compensation and benefit, the employee motivation

will increase by 0.204 unit.   This indicates that compensation and benefits has

significantly and positively impact on employee motivation. Kamalian et al., (2010) has

stated that the performance of a workforce can only be maximized if everyone is

influenced by rewards. That is why there are so many kinds of rewards that businesses

offer their employee in order for them to work in their full maximum capacity. Salaries are good motivators, but there must be a good plan to cover all the needs of employees with many kinds of benefits (Rukhmani, Ramesh, & Hayakrishnan, 2010). Based on the results from table 4.14, respondents do not know whether the hotel provides them compensation or not. Moreover, they have no idea if it can give them motivation or not and they do not know whether the hotel's compensation and benefit packages are attractive or not. This indicates that the hotel should raise the benefits of compensation and benefits' awareness for employees to get motivated.

Hypothesis 6, promotion has significantly and positively impact on employee motivation. The researcher has also tested the hypothesis with regression table which resulted as ß = 0.021 at the significant level of 0.05. The value of R square is 0.752, which means the variation promotion is explained by the variation in employee motivation and the other 25% is not explained. The coefficient value indicates that the linear relationship is positive, and means that regardless of other factors, for each 1-unit increase in promotion, the employee motivation will increase by 0.021 unit. This indicates that promotion has significantly and positively impact on employee motivation. According to Khan, Waqas & Muneer (2017), when it comes to long-term motivation and satisfaction of employees, promotions are the goal. Promoting someone means that he or she is motivated to continue working for the company in a long run because he gets a better title, a better salary, and a better empowerment. In this way, people are given power and motivation in order for the company to get to its organizational goals. That is why promotion is the longest-lasting motivator of all others. Based on the result from

table 4.15, respondents do not know if they have promotional opportunities in Pacific

hotel or not. However, they all agreed that having promotional opportunities can motivate

them and the promotional system in the hotel is fair. Thus, the hotel should open up the

employees' promotional op opportunities for them to motivate at work.

Hypothesis 7, bonuses has significantly and positively impact on employee

motivation. The researcher has also tested the hypothesis with regression table which

resulted as ß = 0.021 at the significant level of 0.05. The value of R square is 0.752,

which means the variation in recognition is explained by the variation in employee

motivation and the other 25% is not explained. The coefficient value indicates that the

linear relationship is positive, and means that regardless of other factors, for each 1-unit

increase in recognition, the employee motivation will increase by 0.021 unit. This

indicates that bonus has significantly and positively impact on employee motivation. The

research Khan, Waqas and Muneer (2017) said that bonuses will motivate employees to

work harder in a long run of time for a cash prize that equals the pay of several months or

weeks. There could be different kinds of bonus systems; fixed or performance-based

ones. While the former is somewhat set in stone, the latter approach may cause

controversies which will demotivate the staff members when they happen. That is why

performance appraisals must be carried out with absolute care and caution by the

managerial staff. When looking back at the test results, the respondents agreed that the

hotel provides bonuses based on their performance, the bonuses make me want to

perform better in my given tasks at Pacific hotel and the bonus system in Pacific Hotel

can make them motivate regarding to their jobs.

In this day and age when all kinds of natural resources are depleted or almost gone forever, the most valuable resource becomes the human resource. Times are changing and the trends in the workplace are also changing. That is why new motivational methods must be used in order to improve employee performance and satisfaction if Pacific hotel wants their human resources to be in the best condition they can be. Carraher et al (2006) said that there must be a good reward system in order to keep the performances high in the company because reward must comply with productivity (Bishop, 2016). Many had been said about the relationship between employee motivation and reward but there are still many researches being done about the effects of reward on employee motivation. To maximize employee performance, companies must make sure that policies about reward systems must increase employee satisfaction and motivation by any means necessary, at all costs.

5.3 Recommendation for Managerial Implication

In addition to theoretical implications, managerial implications are provided in this study. The results of this study have revealed that there is a significant and positive relationship between independent and dependent variables. The independent variables of this study are work autonomy and empowerment, recognition, fairness of treatment, opportunities for personal development, compensation and benefit, promotion and bonuses. The dependent variables of this study is employee motivation. The study has found out that work autonomy and empowerment, recognition, fairness of treatment,

opportunities for personal development, compensation and benefit, promotion and bonuses are significantly and positively impacting on employee motivation. In the context of service industry like Pacific hotel, employee motivation is significant for customer satisfaction because only motivated employees are willing to carry out the responsibilities and given tasks. In order to investigate the impact of reward management system on employee motivation, managers and researchers in hostility and service industry can use the results of this study to implement which type of reward can motivate their employees and strategic plans to motivate the employees.

This current study also found out that employees do not know whether they are allowed to perform the high-quality jobs at Pacific hotel. If there is a job description which gives them a vague idea of what they have to do or what they don't have to do, this kind of thing will never happen. Job descriptions are usually written on the basis of a job position and hence the management team must give out these delegations of duty to all staff members. People are usually motivated by getting the authority or power to solve problems when they happen but ultimately, the upper echelon must be in control. But since the hotel gives leeway to all its employees to manage job-related problems, it is a very good motivator for all employees when they are allowed to take care of their own responsibilities and the problems that come with them.

The study also found out that employees are not motivated by recognition factor. The hotel should try to train their managers to give appropriate feedbacks and recognition to subordinates in order to improve the employee motivation in Pacific hotel. The hotel

managers should also listen its subordinates' voices to solve some problems arise at the hotel. This could increase the motivational level in Hotel.

The study indicates that even though there is a fairness of treatment is Pacific hotel, they do not know whether their supervisors treat them fairly at work. The hotel can increase employees' awareness on this factor by giving out appropriate rewards and punishments to its employees without criticizing the roles. The hotel's management team can implement this starting by the hotel's culture.

Moreover, the hotel should give training and development programs for its employees based on their needs for their personal development. In this way, employees will be motivated than before. Furthermore, the study has revealed that employees are not motivated by compensation and benefits in hotel. This indicates that hotel should employ solid compensation and benefits programs and make it publicly for employee motivation. The hotel should also make promotional opportunities and let employees know they have opportunities for promotions.

The findings proposed that without employee motivation, for a service industry like Pacific hotel, wouldn't be able to last long. One way to motivate the employee is through reward. With strong work autonomy and empowerment, recognition, fairness of treatment, opportunities for personal development, compensation and benefit, promotion and bonuses, it could help an organization to improve its business through employee motivation.

5.4 Recommendation for further research

This current study has several limitations. Firstly, this research survey is only contributed to all employees from non-managerial level from Pacific Hotel. Thus, the sample in this study does not represent the whole employee population from Pacific hotel or other employee population around the world.

Secondly, this study does not represent other hotels in Yangon, Myanmar or Pacific hotel around the world. Additionally, some of the respondents in this study may have misunderstood or have a different interpretation. This miscommunication can lead to skewed results. Future research should consider particular hotel that could contribute to the same content scenarios.

Thirdly, this research only focuses on the impact of reward system on employee motivation in Pacific hotel, thus, even though this study shows the positive and significant relationship between variables, this can change according to the study area and the selected respondents' responses. Moreover, future researchers can investigate other independent variables than work autonomy and empowerment, recognition, fairness of treatment, opportunities for personal development, compensation and benefit, promotion and bonuses such as team based reward system, performance related pay, total rewards system, etc.

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APPENDIX

Survey Questionnaire

Dear respondents,

I am the student of Master of Business Administration (MBA) student from Bangkok University and as part of my research study, I am studying the impact of reward management on employee motivation in Pacific Hotel in Yangon, Myanmar. Human resource is the most important resource for every company. The lack of understanding between employers and employees is what causes people to leave the most. The best reason to join a company is the opportunity to learn coupled with interesting work, salary, location, compensation and a fun working culture. In my study, intrinsic rewards such as work autonomy and empowerment, recognition, fairness of treatment and opportunities for personal development and extrinsic rewards such as compensation and benefits, promotions and bonuses and their impact on your working motivation in an organization.

I would be really appreciating if you could kindly give me your precious time and consideration to fill this questionnaire. Your participation is voluntary and all of the information that you have filled in will be kept confidential. Moreover, all of the participants are free to quit from this survey session at any time without giving reason.

Thank you for using your precious time filling this survey questionnaire and your valuable participation to this research.

Yours Sincerely,

Thiha

Part 1: Demographic data

1. What is your gender?

   ☐ Male

   ☐ Female

2. What is your age?

   ☐ Between 20 to 30

   ☐ Between 31 to 40

   ☐ Between 41 to 50

   ☐ Over 51

3. What is your educational background?

   ☐ Under graduate

   ☐ Bachelor

   ☐ Diploma

   ☐ Master and above

4. What is your income level?

   ☐ Under 2 lakhs

   ☐ 2 to 4 lakhs

   ☐ 4 to 8 lakhs

   ☐ 8 to 15 lakhs

   ☐ Over 15 lakhs

5. How many hours do you have to work in Pacific Hotel?   (Continued)

- ☐ 7 hours a day

- ☐ 8 hours a day

- ☐ More than 8 hours a day

6. What is your job position?

   - ☐ Concierge

   - ☐ Hotel clerk

   - ☐ Hotel receptionist

   - ☐ Reservationist

   - ☐ Bell attendant

   - ☐ Baggage porter

   - ☐ Cook

   - ☐ Housekeeper

   - ☐ Maintenance worker

   - ☐ Parking attendant

7. How long have you been working with Pacific Hotel?

   - ☐ Less than a year

   - ☐ 1-2years

   - ☐ 2-4years

   - ☐ 5-7years

   - ☐ 8-10years

   - ☐ Above 10years

8. Which of the followings make you feel motivated working at Pacific hotel?

   - ☐ Compensation and benefits

   - ☐ Promotions   (Continued)

- ☐ Bonuses
- ☐ Fairness of treatment
- ☐ Opportunities for personal development
- ☐ Recognition
- ☐ Work autonomy and empowerment

Part 2: The impact of intrinsic reward on employee motivation

No.	Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
Work autonomy and empowerment							
1	I am allowed to perform the high-quality job at Pacific hotel					
2	I am motivated by having authority to correct the problems when they occur at Pacific hotel					
3	I am encouraged to handle the job-related problems by myself at Pacific hotel					
Recognition							
1	I get recognized by the managers for my efforts at Pacific hotel					
2	I get recognized by my colleagues for my efforts at Pacific hotel					
3	My supervisors pay close attention to my ideas and suggestions at Pacific hotel					

(Continued)

Part 2: The impact of intrinsic reward on employee motivation (Continued)

No.	Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
Fairness of treatment						
1	My supervisors treat me fairly at Pacific hotel					
2	I get my performance appraisal which is based on the quality and quantity of my work and not my personality and position at Pacific hotel					
3	There is a fairness of treatment in Pacific hotel					
Opportunities for personal development						
1	Pacific Hotel gives opportunities to get better skills for the job					
2	Supervisors support the employees' growth in Pacific hotel					
3	Pacific Hotel offers training and development programs					

Part 3: **The impact of extrinsic reward on employee motivation**

No.	Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
Compensation and benefits						
1	Pacific hotel provides compensation					
2	Compensation and benefits that Pacific Hotel gives me can make me motivated					
3	The way Pacific Hotel provides the compensation and benefit package is attractive					
Promotion						
1	I have promotional opportunities in Pacific hotel					
2	Promotional opportunities in Pacific hotel can motivate me					
3	The promotion system in Pacific hotel is fair					
Bonuses						
1	Pacific hotel provides bonuses based on my performance					
2	Bonuses make me want to perform better in my given tasks at Pacific hotel					
3	The bonus system in Pacific Hotel can make employees motivate regarding to their jobs					

Part 4: Employee motivation

No.	Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	I am motivated by work autonomy and empowerment in Pacific hotel					
2	I am motivated by recognition in Pacific hotel					
3	I am motivated by the fairness of treatment in Pacific hotel					
4	I am motivated by the opportunities for personal development in Pacific hotel					
5	I am motivated by compensation and benefit in Pacific hotel					
6	I am motivated by promotional system in Pacific hotel					
7	I am motivated by bonuses in Pacific hotel					

BIODATA

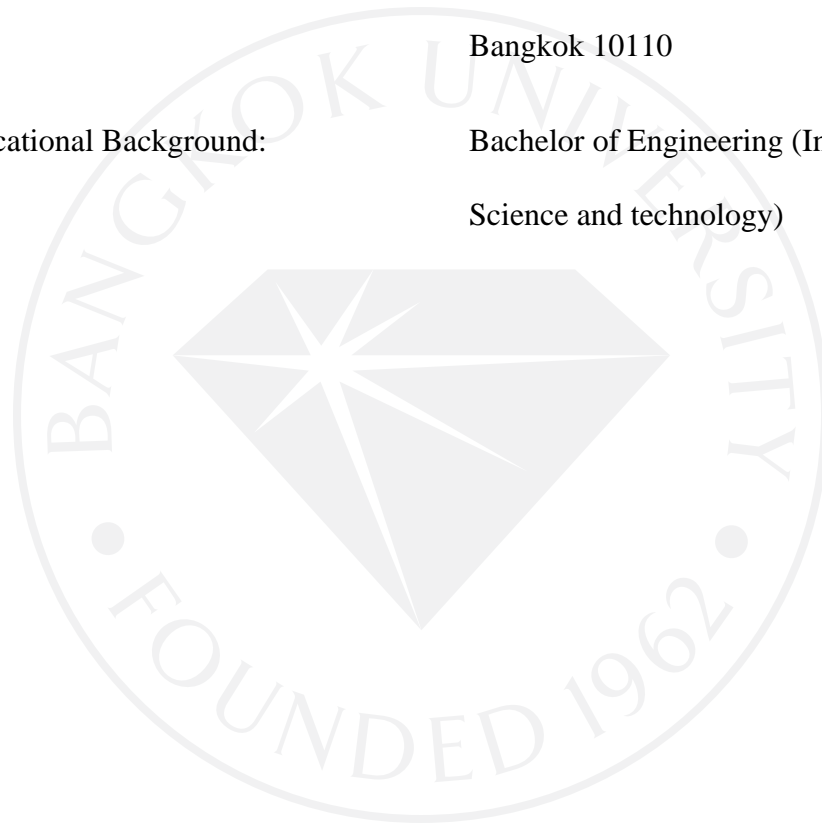Name_Lastname: Thiha Thiha

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