

Employee Satisfaction of Thingaha Hotel

Zaw Htet Pine*¹

¹Department of Economics

University of Cooperative and Management, Thanlyin.

*Corresponding author: zawhtetpine@gmail.com

Abstract

The objectives of the study are to explore the motivational factors of Thingaha Hotel and to analyze the employee satisfaction on the motivational factors of Thingaha Hotel. This study used both primary and secondary data. Data collection period was in January, 2020. In multiple regression analysis, the significant and positive relationship between recognition, responsibility, working conditions, pay, and security and employee satisfaction are explored. Unfortunately, the element of achievement and interpersonal relationship have no significant effect on employee satisfaction. It means that recognition, responsibility, working conditions, pay and security factors influenced employee satisfaction. Employees are less satisfied with achievement and interpersonal relationships factors provided by Thingaha Hotel. The findings create the contribution to the existing hotels managers in Myanmar in order to motivate their hotel employees. It is suggested that Thingaha Hotel should provide more in recognition, responsibility, working conditions, pay and security than other hotels to satisfy their employees. It is recommended that the elements categorized under Two-Factors Theory should be accepted to have direct impact on employees' job satisfaction. Finally, the result perhaps could help management in the hotel industry to deliver quality services to customers.

Keywords: Achievement, Interpersonal Relationships, Pay and Security, Recognition, Responsibility

Introduction

The human resource of any industry are key resources to that industry's success. Human asset in the 21st century is considered the most important asset of any company (Hafiza, Shah, Jamsheed & Zaman, 2011). The strong competition among business organizations demands the skillful and satisfied human resources. The principal challenge in the majority of hotels today is to retain talented employees from leaving the hotel. Retaining key employees is a vital source of competitive advantage for any organization. According to Çetin (2013) for an organization, motivation is a process of triggering individuals by creating an environment to meet their needs, influencing and encouraging them. Motivational factors influence employee retention and impacts on both organizations and employees. According to Reynold-De (2013), employees are the backbone of any business success, specifically in the service sector, and therefore they need to be developed, motivated, and retained in the organization at all costs to support the organization to be globally competitive. Employee satisfaction is the term used to describe employees are happy

and fulfilling their needs at work. It covers the basic concerns and needs of employees. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Employee satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the work scenario. The first benefit of employee satisfaction is that individual hardly think of leaving their current jobs. Satisfied employees tend to adjust more and handle pressure with ease as compared to frustrated ones. They accept challenges with a big smile and deliver even in the worst of circumstances.

Job satisfaction is something that working people seek and is a key element of employee retention. If negative feeling impacts on work, it could affect the absenteeism, tardiness, poor cooperation with supervisors and turnovers. When dedicated employees have difficulty getting jobs done, they quite naturally and look for other employment opportunities where they can achieve the satisfaction from other work. Employers use motivators and hygiene factors to retain employees within the organization.

Nowadays, service industries are source of economic leadership, hotel industry get into a new era. Hotel industry is a service industry. Moreover, developing human resources and using technology to operate hotel business become more important. Service is a hotel's most essential product and good service. It is a team effort, requiring constant attention, training and supervision. Providing good service to reach customer satisfaction is the essential task in the field. Organizations need to have motivated employees to provide good services. Employee is the first line to receive customer, their satisfaction will affect service quality.

Hospitality industry in Myanmar faced strong competition and have dramatically changed their services to serve customers as the excellent services. Employees are the main resource to create the best services. The satisfied employees will produce the best services to customers. Managers are responsible for job satisfaction of employees by implementing the effective ways to fulfill the motivational needs from the perspective of employees. The importance of hospitality industry and its vital relation with the employees, different managers have realized that motivational factors for the employees can help employees to increase organizational performance. In the hotel industry, achieving a high degree of employee motivation is a significant challenge for managers to be addressed. Therefore, the motivated and satisfied employees can bring quality service to hospitality industry. Thingaha Hotel is one of the service businesses that provide employees' needs and employment opportunities. Employee satisfaction and motivation play a critical role in achieving goals and business objectives of the hotel. Therefore, this study explores motivational factors provided by Thingaha Hotel and analyzes the impact of motivational factors on employee satisfaction of Thingaha Hotel.

Literature Review

Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns (Desseler, 2013). The organization can encourage the pursuit of knowledge by offering that employee greater training opportunities, the chance to become a highly paid specialist or by offering tuition assistance in the employee's desire for higher education (Adonsin, 2006). Both intrinsic and extrinsic concepts can be used with some effects in designing motivational practices within an organization (Gupta, 2011). Richard (2014) defined the motivation refers to the forces

either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Frederick Herzberg's Two-Factor Theory divides motivation and job satisfaction into two groups of factors known as the motivation factors and hygiene factors. Herzberg (1959) two factor theory argued that "motivators". These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement and growth. Motivators influence job satisfaction. Motivators focus on high level needs. When motivators are present, workers are highly motivated and satisfied. Hygiene factors involve the presence or absence of job dissatisfaction, such as working conditions, pay and security, company policies and interpersonal relationships. Hodgetts and Hegar (2008) defined motivation as a group of processes that support person to act towards a particular objective. If the environment is right, the achievement will be its own rewards or the environment should have high standards. According to Wheelhouse (1989), low standards reduce motivation very quickly. Bragg (2000) and Geller (1991) reported that recognition is the most important motivational variable that contributes to retain employees in the organization. Responsibility involves the degree of freedom an employee has to make their own decisions and implement their own ideas. The more liberty to take on the responsibility the more inclined the employee may be to work harder on the project and be more satisfied with the result. Working conditions have impacts on employee motivation as according to Wheelhouse (1989), it can often be a cause of low productivity. Employees need adequate equipment, space, heating, lighting and ventilation. Pessaran and Tavakoli (2012) reported that good working environment is important for employee retention. Pay is a major consideration in human resource management because it provides tangible incentive for employees' service as (Bohlander et al., 2001).

Widodo (2010) conducted research on job satisfaction of bankers and its impact in banking of Bangladesh. This paper reveals that the job satisfaction of the bankers mainly depends on some aspects like: salary, promotion, supervision, benefits, rewards, operating procedure, co-worker, nature of work, communication etc. Supervision, interpersonal relationships and work itself factors are satisfied and significant relationships with employee job satisfaction. Salary, promotion and benefits are not satisfied. The overall results of the study show that services of the officers are significantly satisfactory.

Ishfaq Ahmed et.al (2010) analyzed the effects of motivational factors on job satisfaction of employees. Independent variables are recognition, work itself, advancement, personal growth, interpersonal relationships, pay and job security. Dependent variable is employee satisfaction. The results of the data analysis indicated that recognition, work itself, advancement, personal growth factors are significant relationships with employee job satisfaction. Interpersonal relationships, salary and job security are not significant relationships with employee job satisfaction.

Rai Imtiaz Hussain et al (2013) analyzed the effect of motivational factors on employee's job satisfaction of District Public School Okara. The factors of employee satisfaction have positive and significant relationship. Both intrinsic and extrinsic factors of motivation positively affect the level of job satisfaction. Management should give more attention towards employees' advancement in career.

Sabri et al (2019) explored nine elements which considered important in ensuring that employees stay motivated in the work. These are convenience, happiness, working environment, will and desire, relationship with colleagues, work interest, salary, relationship with the employer and gaining new knowledge. Most of the past study are based on diverse data examining multiple foreign firms. This study is based exclusively on tourism industry of Myanmar. The role of employees in service sector is narrower than production sector. Among the various factors of

motivation, achievement, recognition and responsibility are used as motivators and working condition, pay and security, and interpersonal relationships are used as hygiene factors.

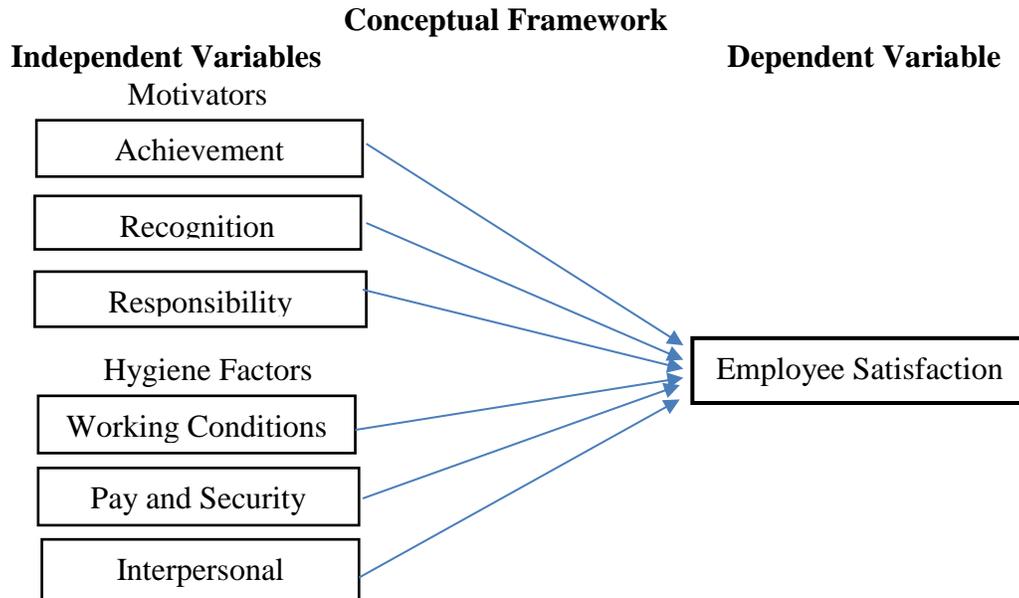


Figure1: Conceptual Framework
Source: Author

Referring to Figure 1, independent variables are motivators and hygiene factors. Motivators are achievement, recognition and responsibility. Hygiene factors are working conditions, pay and security and interpersonal relationships. Employee satisfaction is the dependent variable. Motivators and hygiene factors were used to analyze the employee satisfaction on motivational factors by using structured questionnaire.

Methodology

This study focuses on the factors of motivators (achievement, recognition, responsibility) and hygiene factors (working conditions, pay and security, interpersonal relationships) and the importance of employee satisfaction of Thingaha Hotel. There is of about 210 employees and the sample size (130 employees) was identified referring Morgan (1970). The sample was selected by using simple random sampling method. This study uses two data sources namely, primary data and secondary data. Through a simple random sampling method, primary data is collected from 130 sample via the structured questionnaires. Secondary data is acquired from relevant texts, previous research papers, articles, journals, and internet websites.

Data analysis is conducted in both descriptive and analytical research method. In order to meet the overall objectives of the study, first, motivational factors of Thingaha Hotel is explored. Second, analysis of employee satisfaction on motivational factors of Thingaha Hotel is analyzed based on structured questionnaire. This study uses multiple regression analysis using Statistical Package for Social Science (SPSS) software. The items on the questionnaire are adapted from the reviewing extant literature on Herzberg’s motivation theory. The questionnaire is composed of demographic factors, employee satisfaction as dependent variable, and achievement, recognition, responsibility, working conditions, pay and security, and interpersonal relationships which are

independent variables. The independent and dependent variables are examined based on respondent agreement with questionnaire on yes and or no and five-point likert scale.

To measure achievement, indicators such as fair promotional programs, providing rewards for outstanding employees in a permanent time, giving the service money for all employees, giving the chances for training courses, giving promotion chances for outstanding and hardworking employees are used in the questionnaire. Recognition is measured with providing recognition programs, appreciation, satisfactory recognition form top management to employees, recognizing ideas, suggestions and opinions of employees, having decision making authority and problem solving according to position. To measure responsibility, performing exact and careful overall workload, providing career opportunities, having authority to make decision, having clear and well-defined roles responsibilities, and having higher level responsibilities are included in the questionnaire. To measure working conditions, existence of stress, sufficient equipment and facilities, safe and comfortable work environment, flexible working hours, sufficient space, and clean and ventilated workplace are applied in the questionnaire. In addition, reasonable bonuses or incentives, suitable salary with position, provision for medical benefits, leaves, job security, more salary benefit, good transportation facilities and uniform are considered for measuring pay and security. The measurement of interpersonal relationships consists of strongly coordinated with each other department, mutual respect with each other, good relationship with co-workers, assist each other in the solution of job problems, helpful of colleagues, good relationship with managers and sharing work experience, update information and knowledge. Finally, employee satisfaction is measured with willingness to stay compared to other hotels, satisfaction with fair policies and practices, satisfaction with the hotel suitable for career, satisfaction with valuable experiences at this hotel, and no intention to resign from this hotel.

Findings

Respondents' Demographic Profile

The collected data was analyzed using SPSS statistical software. A complete demographic profile of the respondents is presented in Table 1. Of the 130 respondents, males recorded 74 (56.92%) and females stood at 56 (43.08%) in Thingaha Hotel. As for respondents age, the majority were 21 to 30 years old (47.69%), 33.85 percent (n=44) were 31 to 40 years old, and 11.53 percent (n=15) were 41 to 50 years old. The sample also consisted of seven respondents (5.38%) from 20 years and below and only two respondents (1.54%) in the age group ranging from 51 years and above. For marital status, 72 respondents were still single and 58 respondents were married. Academically, 57 respondents (43.85%) are obtained basic level, 13 respondents (10%) are undergraduate level, 45 respondents (34.61%) are postgraduate level and 15 respondents (11.54%) are others. In terms of service years, 32.31 percent (n=42) respondents were recorded worked less than a year, 31.54 percent (n=41) for 5 to 6 years, 18.46 percent (n=24) recorded above 6 years, and followed by 14.62 percent (n=19) were stood at 1 to 2 years. Only 4 respondents who only worked for less than a year. Next, majority of respondents recorded a monthly income from 150,001–300,000 kyats, while 30.77 percent (n=40) were within the range of 300,001–450,000 kyats, followed by 8.46 percent respondents who earned less than 150,000 kyats

Table 1 Demographic Characteristics of the Respondents (N= 130)

Profile	Category	Frequency	Percentage
Gender	Male	74	56.92
	Female	56	43.08
Age (Years)	20 years and below	7	5.38
	21-30	62	47.69
	31- 40	44	33.85
	41-50	15	11.53
	51 years and above	2	1.54
Marital Status	Single	72	55.38
	Married	58	44.62
Education Level	Basic level	57	43.85
	Undergraduate	13	10.00
	Postgraduate	45	34.61
	Others	15	11.54
Service Years	<1 year	4	3.07
	1-2 years	19	14.62
	3-4 years	42	32.31
	5-6 years	41	31.54
	Above 6 years	24	18.46
Income Level (Kyats)	Less than 150,000	11	8.46
	150,001 – 300,000	67	51.54
	300,001 – 450,000	40	30.77
	450,001 – 600,000	8	6.15
	More than 600,001	4	3.08

Source: Author

Reliability Analysis of the Variables

According to Best (1977), when the alpha value is between 0.89 and 0.95, it is considered very good reliability, when alpha value is 0.7 and 0.89 is considered good reliability and when the alpha value is between 0.6 and 0.7, it is considered as fair reliability and the alpha value is below 0.6 will be considered as poor quality.

Table 2: Reliability Analysis

Variables	No. of items	Cronbach's Alpha
Achievement	7	0.693
Recognition	7	0.901
Responsibility	7	0.918
Working Conditions	7	0.912
Pay and Security	7	0.689
Interpersonal Relationships	7	0.857
Employee Satisfaction	7	0.762

Source: Author

In this study, coefficient alpha was used to examine the consistency of the measurement items. The alpha values of achievement, pay and security and employee satisfaction are 0.693, 0.689 and 0.762 which is considered as adequate reliability. The alpha value of interpersonal

relationships is 0.857, it can be considered as very good reliability. The alpha values of recognition, responsibility and working conditions are 0.901, 0.918, and 0.912 which can be considered as excellent reliability. The result of internal reliability test shows that all the variables fall between 0.689 and 0.918. Therefore, the result of this questionnaire is suitable for further analysis.

Multiple Regression Analysis of Service Quality and Customer Satisfaction

Multiple regression analysis was conducted to test the proposed objectives of the relationship between factors (achievement, recognition, responsibility, working conditions, pay and security, and interpersonal relation) and employee satisfaction. The results of multiple regression analysis are shown in Table 3.

Table 3: Multiple Regression Analysis of Motivational Factors and Employee Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
(Constant)	1.235	0.491			
Achievement	-0.060	0.057	-0.083	-1.044	0.298
Recognition	0.114	0.045	0.196	2.522	0.013
Responsibility	0.130	0.039	0.266	3.348	0.001
Working Conditions	0.147	0.039	0.291	3.722	0.000
Pay and Security	0.258	0.076	0.270	3.407	0.001
Interpersonal Relationships	0.124	0.066	0.148	1.864	0.065
R			0.524		
R Square			0.274		
Adjusted R ²			0.239		

Dependent Variable: Employee Satisfaction

Source: Author

The results discovered that recognition, responsibility, working conditions, pay and security are significant and positive impact on employee satisfaction. The employees are more favorable on these factors. The factors of achievement and interpersonal relationships are not significant to have effect on employee satisfaction. These factors cannot influence the employee satisfaction in Thingaha Hotel. As noted in Table 3, the power of the model to explain satisfaction of employees in Thingaha Hotel is fair as the value of R square is more than 20 percent.

R is referred to the magnitude of the relationship between motivational factors and employee satisfaction. R value is recorded at 0.524 for this study. It indicates that there was a significant relationship between dependent variable and independent variables which mean employees' satisfaction 52.4 percent depend on motivational factors. The results show that there is a positive correlation between dependent (employee satisfaction) and independent variables (motivators and hygiene factors).

R Square is the proportion of variance in the dependent variable (employee satisfaction) which can be explained by the independent variables (motivators and hygiene factors). There was a positive correlation between motivational factors. R Square was 0.274 which mean 27.4 percent relation between motivational factors and employee satisfaction. All the selected variable are able

to explain 23.9 percent of the variance in the dependent variable of the employee satisfaction, as the adjusted R square is 0.239.

Findings and Discussions

This research explored motivational factors, namely achievement, recognition, responsibility, working conditions, pay and security and interpersonal relationships. Employees' satisfaction concerning with motivators (achievement, recognition, responsibility) provided by Thingaha Hotel, recognition and responsibility factors showed the higher satisfaction level of employees. As the findings, the employees receive fairly recognition from the hotel and satisfy about the fairly recognition. An employee has decision making authority. Top management trusts them to make the right choices, decisions and accept employees' suggestions. Achievement factor showed the less satisfaction level of employees. The achievement factor cannot attract and satisfy the employees. The achievement factor practiced by the responsible person of the hotel did not effect to satisfy and retain employees. The findings indicated that the achievement cannot be fully provided by the hotel to the most of employees. Therefore, Thingaha Hotel should concentrate more on achievement in order to satisfy the employee.

Employees' satisfaction concerning with hygiene factors (working conditions, pay and security, interpersonal relationships) provided by Thingaha Hotel, working conditions and pay and security factors showed the higher satisfaction level of employees. The hotel provides adequate equipment, space, lightening and ventilation. The hotel gives a sense of peacefulness to become an active motivator. The hotel provides salary based on positions of employees. Moreover, the hotel pays the same service money and other benefits for all employees. Interpersonal relationships factor showed the less satisfaction level of employees. The interpersonal relationship with managers, supervisor, leaders and colleagues is not good and employees do not treat friendly and openly to each other. The factor did not fully satisfy the most of employees. Thingaha Hotel needs to concentrate more on interpersonal relationships. Therefore, motivators and hygiene factors are essential in the employees' workplaces to create and provide the satisfaction level of doing their job.

The results also found that responsibility, working conditions, pay and security, interpersonal relationships have weak positive relationship with employee satisfaction. However, achievement and recognition have not significant impact on employee satisfaction. The result of multiple regression analysis of recognition, responsibility, working conditions, pay and security are significant relationship toward employee satisfaction. The factors of achievement and interpersonal relationships are not significant relationship to have impact on employee satisfaction. As the results, Thingaha Hotel should still provide recognition, responsibility, responsibility, working conditions, pay and security to retain employees. If the hotel does not provide these factors, employees' satisfaction level will not increase and employees will not become more satisfaction. Moreover, the hotel should concentrate on achievement and interpersonal relationships because these factors will affect employees to stay in this organization for long term.

Suggestions and Recommendations

The findings indicated that workplace compensation, motivation, relationships, and job satisfaction are important factors to employees that may affect customers and apply to individuals, communities, organizations, and society. Employees play a vital role in the success or failure of

any organization. Therefore, Thingaha Hotel also needs to motivate, satisfy and retain skillful employees by using motivational factors. Employees are highly satisfied with recognition, responsibility, working conditions, pay and security. In terms of the recognition factor, it can be concluded that employees satisfied on recognition programs. Thingaha Hotel provides recognition programs and gives decision making authority according to employees' positions and experiences. Therefore, the hotel should maintain the factor to retain employees and to increase their retention level. In terms of the findings, it can be concluded that employees satisfied on responsibilities. The hotel delegate duties and responsibilities of employees based on their skills, experience and positions. Therefore, employees easily can do their responsibilities and get well their duration target. The hotel should also concentrate these factors to retain employees.

Thingaha Hotel provides clean, safe, hostels and comfortable environment for all employees. The hotel considers working conditions as the important role while compare with other hotels. Employees also satisfied on working conditions. Therefore, the hotel should retain skillful employees by fulfilling their needs and to increase satisfaction level. Employees satisfied on pay and security because the hotel gives the suitable salary with their positions, leaves and medical benefits. Therefore, the hotel should concentrate on pay and security factor to retain talented employees.

The results showed that employees are less satisfied with achievement and interpersonal relationships factors provided by Thingaha Hotel. It can conclude that top management should consider on achievement and interpersonal relationships to sufficient level to fulfill the employees' requirements. Top management should carefully arrange for learning on job training and language training by comparing with other hotels. They monitor employees' good performance and outstanding employees should be taken into consideration first in case of giving promotion. Moreover, managers and supervisors should also emphasize interpersonal relationships with all of employees. Employees should treat friendly and openly to each other. Therefore, Thingaha Hotel should focus more achievement and interpersonal relationships to satisfy employees.

As the results, Thingaha Hotel should provide more recognition, responsibility, working conditions, pay and security than other hotels to satisfy their employees. These factors have direct relationship with employee satisfaction and these effects also impact on employee retention. If recognition, responsibility, working conditions, pay and security increase, employee satisfaction will also increase. Therefore, Thingaha Hotel should emphasize more these factors to satisfy, motivate and retain their employees.

Limitations and Conclusions

Similar to other studies, research limitations need to be considered. This study only focused on motivational factors and employee satisfaction of Thingaha Hotel in Nay Pyi Taw. The sample size of this study is one of the limitations. Primary data is only collected from 130 employees. This study is mainly based on variables such as achievement, recognition, responsibility, working conditions, pay and security, and interpersonal relationships. Due to the limitations of the study, the future study can extend the other variables such as, work itself, personal growth, company policy and supervision. Moreover, Maslow's hierarchy of needs theory and equity theory can be used to study employee performance and motivation. Besides, future research should reexamination and extension of the constructs under study, the inclusion of participants from additional locations, organizations, and industries.

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