The Influence of Employer Brand Asset and Herzberg's Two-Factor on Job Satisfaction, Employee Engagement and Employee-based Brand Equity: The Case of Myanmar Millennial Employees

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Abstract

This study examined the influence of employer brand asset and Herzberg's two-factor model on job satisfaction, employee engagement, and employee-based brand equity from the 452 convenient respondents who are Millennial workers of international livestock company in Myanmar. The results revealed that employer brand asset positively impacts on job satisfaction and work itself and working conditions from Herzberg's two-factor model have high influence on job satisfaction. Employee engagement is driven by job satisfaction and has positive impact on three dimensions of employee-based brand equity (brand endorsement, brand consistent behavior, and brand allegiance). These findings could be applied to the development of Herzberg two-factor related activities and promoting employer brand asset to engage Millennial employees with the company and to spread positive word of mouth on organizational brand equity.

Keywords: Employer brand Asset, Herzberg's Two-Factor, job satisfaction, employee engagement, employee-based brand equity, Millennial employees

1. INTRODUCTION

The livestock industry is one of the main pillars of income and employment not only for the producers and the people who work in the entire value chain of the livestock industry (Herrero, Grace, Njuki, Enahoro, Silvestri and Rufino, 2012), especially in developing countries. Increasing populations, incomes, and urbanization rates has become the reasons of increasing the critical role of the livestock industry of Myanmar. At present, there are eight international companies and five local private companies doing the livestock industry in Myanmar. Additionally, the country is now rapidly opening corporations in both the private and the public sector. It is good opportunity for foreign investors to expand their business in Myanmar especially in the livestock industry. Therefore, deep understanding about local employees' values, culture, and generational differences is a priority for managers, especially, for international companies operating in foreign countries with local employees (Hater & Schmidt, 2008).

Recently, employee disengagement has been an issue to discuss. According to World Health Organization (WHO), employee disengagement reached a higher level called "burnout" (Taylor, 2019). WHO recognized burnout as the one from job stress, and has declared it to be an occupational phenomenon that undermines how well people perform at work. Researchers revealed that "burnout" strikes employees when they are exhausted physically, mentally, and emotionally in their work and become lack of professional efficiency. This referred specifically to a workplace issue, and the potential causes are long working hours at work, late night travels, stressful work environment, lack of support and resources, and tight deadline (Taylor, 2019). Disengagement has become the biggest threat to business and it directly affects the overall company performance (Heikkeri, 2010). This engagement gap widens the importance of resource scarcity battle in Myanmar particularly because of imbalance between the demands of work and personal resources (Maslach, Schaufeli & Leiter, 2001).

Currently, it is the time of going into a millennial-dominant workforce which has led to the difference in work orientation and characteristics, and hence, it switched the rules of engagement (Özçelik, 2015). Therefore, managers and human resources professionals need to develop different engagement models to meet the needs of millennial employees. Nevertheless, employee engagement is not enough because today's job market a competitive one and it will be long-term. If the organizations cannot afford to offer them, the employees will find the other places which match with them better to their passion and beliefs (Saltzman, 2016). Additionally, employees talk about their company whether it is better or worse. Hence, employees will share their positive outlook to the others if they do love their company's brand. Furthermore, employees can assist the organization by doing what the best recruiters cannot do. For example, if the organization can build a strong brand, they can attract the job seekers to the company, sustains and deepens their passion once they are on board, they will encourage more prospecting employees like them (Saltzman, 2016). Therefore, employee loyalty plays a central and vital role within the successful strategy of any organization aiming to sustain their business in the competitive business environment. In this study, the constructed variable, employee-based brand equity (EBBE) is considered as a part of loyalty in employee's perspective that delivers the positive external communication and future behavioral intention with respect to the organization (brand) and productive employee brand behavior.

The main intent of this study is to bridge the gaps by investigating the influence of employer brand asset and Herzberg's Two-Factor theory on job satisfaction, employee engagement and employee-based brand equity in the case of Myanmar millennial employees in an international livestock company in Myanmar.

The objectives of this study is to explore the sense of the relationship by addressing the following research questions:

(1) What motivates Myanmar millennial employees to be employed in international companies?

(2) What are the relationships between Employer Brand Asset, Herzberg's Hygiene Factors and Motivation Factors, Job Satisfaction, Employee Engagement, and Employee-based Brand Equity?

(3) What are the most influential factors leading to Employee-based Brand Equity?

2. LITERATURE REVIEW

2.1 Motivation Factors and Job Satisfaction

The word "motivation" arises from the Latin word "to move". It is defined as "how to deliver something to a person to encourage him or her to do something better" (Ruthankoon & Ogunlana, 2003). In the Herzberg two-factor theory, motivation is the most strongly correlated variable with job satisfaction. Herzberg claimed that motivation factors must be improved to raise employees' job satisfaction. According to Herzberg's theory, motivation factors are intrinsic to the job and lead to positive attitudes towards the job since they are satisfied with the "Self-Actualization" (Herzberg, 1996). Motivation factors are associated with job satisfaction and comprised of advancement, the work itself, possibility for growth, responsibility, recognition, and achievement (Herzberg, 1996). Based on them, the following hypotheses were developed:

H_{1a}: Achievement dimension of motivation factors has positive influence on Job Satisfaction.
H_{1b}: Advancement dimension of motivation factors has positive influence on job satisfaction.
H_{1c}: Work itself dimension of motivation factors has positive influence on job satisfaction.
H_{1d}: Recognition dimension of motivation factors has positive influence on job satisfaction.
H_{1e}: Responsibility dimension of motivation factors has positive influence on job satisfaction.
H_{1f}: Possibility for growth dimension of motivation factors has positive influence on job satisfaction.

2.2 Hygiene Factors and Job Satisfaction

According to Herzberg (1959), hygiene factors could be identified with reference to medical hygiene to eliminate health hazards from the environoment. Generally, virus from health hazards or hygiene can be prohibited. Employee dissatisfaction with hygiene issues at work is preventable as well. Hygiene factors are interrelated with reducing the level of job dissatisfaction because they affect motivation factors, which directly impact an employee's motivation and job satisfaction. Hygiene factors are mainly related to the situation or condition that encircles the workplace. Herzberg identified that hygiene factors are the ones which are extrinsic to the work. If the workplace has hygiene factors, it leads to job dissatisfaction as hygiene factors reflect the need in the workplace to prohibit unpleasantness (Herzberg, 1996). Hygiene is linked to the circumstance of the company policies and

administration, relationship with supervisors, interpersonal relations, working condition, and salary (Herzberg, 1996). Accordingly, the following hypotheses were also offered:
H_{2a}: Company policies and administration dimension of hygiene factors have positive influence on job satisfaction.
H_{2b}: Supervision dimension of hygiene factor has positive influence on Job Satisfaction.
H_{2c}: Interpersonal relation dimension of hygiene factor has positive influence on job satisfaction.
H_{2d}: Working condition dimension of hygiene factor has positive influence on job satisfaction.
H_{2e}: Salary dimension of hygiene factor has positive influence on job satisfaction.

2.3 Brand Role Clarity and Job Satisfaction

Brand role clarity is the extent to which the employees receive and understand the required information to perform their job (Kelly & Richard, 1980). In the study of Ceridwyn and Debra (2009), it was argued that providing employees with clear guidance and direction through appropriate brand knowledge had the potential to erase the role of conflict and confusion. Brand role clarity is recognized by the employees as having a positive effect on their job satisfaction, organizational commitment, and job performance (Ruyter, Wetzels, and Feinberg, 2001). In contrast, when employees lack brand role clarity, they are inclined towards suffering negative feelings such as job tension and unhappiness as well as dissatisfaction (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Kelly & Richard, 1980). Employees' brand knowledge is important and necessary to provide appropriate brand knowledge and direction to be successful in their role (King & Grace, 2005). Therefore, when employees understand clearly on what they have to do in their job, they are more likely to have favorable attitude towards work such as performing greater efforts in handling job challenges and exhibiting higher commitment to serving their customers. Then, the proposition was presented as follows:
H_{3a}: Brand role clarity has positive influence on job satisfaction

2.4 Brand Commitment and Job Satisfaction

According to Three-Component Model of Myer & Allen (1991), there are three components of commitment: being affective, continuance and being normative. Affective commitment stands for emotional attachment or individual attachment to the organization and involvement in the organization. Continuance commitment represents employees' awareness of costs associated with leaving an organization. Normative commitment is employees' perception of their responsibility to the organization. Therefore, affective commitment is more internalized amongst these three and adopts the value, characteristics, perspectives, and beliefs of the organization (O'Reilly, Charles, Chatman, and Jennifer, 1986; Barroso, Martin, and Elena, 2005). Moreover, in the research of Keller (2001), it was uncovered that affective commitment as the constant with higher-order brand quality and more power for external brand building. In particular, affective commitment not only can simulate behavioral loyalty and attitudinal attachment but also can create a sense of community that is also connected with the brand (Keller, 2001). Therefore, brand commitment is considered as a key factor in determining organizational success (Morgan & Hunt, 1994). In the study of Barroso et al., (2005), it was pointed out that brand commitment made employees want to stay longer with the organization and promotes their willingness to do the great effort for the sake of that organization. Furthermore, according to Siguaw, Gene, and Widing (1994); Jone, Busch, and Dacin, (2003), there are commonly related outcomes between job satisfaction and

organizational commitment on the subject of employees. More specifically, there is a substantial negative relationship between commitment and intention to leave (Morgan & Hunt, 1994). In the study of Bloemer & Odekerken Schröder (2006), it was highlighed that there is a positive relationship between commitment and loyalty behaviors, specifically, positive word-of-mouth, intention to stay, and brand citizenship behavior (Burmann & Zeplin, 2005). Therefore, it was hypothesized that:
H_{3b}: Brand Commitment has positive influence on job satisfaction

2.5 Job Satisfaction and Employee Engagement

Job satisfaction has been popular because the employees who are satisfied with their job can contribute their maximum to the organization's goal achievement. Employees have the power of raising or ruining a business and they can also be considered as valuable resources to organizations (Attar & Sweis, 2010). Once a person is employed by an organization, it brings about not only experience but also needs and wants together. Job satisfaction signifies a combination of a positive and a negative mood that the employees have towards their work and bring up a series of influence on several aspects of an organization. According to Aziri (2011), employee loyalty is one of the most substantial factors of it. Moreover, it is understood that satisfied employees will be retained within the organization and will be more productive in the long term. In contrast, unhappy employees can become less useful and are likely to quit their job (Jalal, 2003). More significantly, job satisfaction is associated with positive employee behavior; hence satisfied employees not only show better performance but also give excellent service to their customers. Referring to the finding of Defranzo (2013), job satisfaction is associated with positive employee behavior and it is not doubtful that satisfied employees can generate new satisfied and loyal customers.

There are many points of views concerning employee engagement and the importance of employee engagement has been overstated. In addition engaged employees are very involved and loyal at their work (Schaufeli, Salanova, Gonzalez-Roma, and Bakker, 2002). Inspirational supervisors or managers are capable of creating high expectation or dedication that challenges and inspires subordinates to drive and hit the goal more than others (Kramer, 2006). According to the study of Buckingham and Coffman (1999), the right workforce in their roles with the right managers boost employee engagement, especially, when the employees are engaged, it motivates everything that they do with purpose, and enthusiasm. If organizations do not offer the employees a convincing reason to stay, they will find somewhere else that appeals better to their passion and belief (Harris, 2015). Therefore, employee engagement has been a key driver of organizational success in today's competitive business environment. Employee engagement is a critical factor to retain employees and has a significant impact on overall job satisfaction and intention to leave their organization (Henryhand, 2009). In addition, in the study of Deepa and Kuppusamy (2014), it was pointed out that when the employees are satisfied with their job, they are engaged themselves with the work which boosts their efficiency and productivity at the workplace. Consequently, the following hypothesis was proposed;
H_4: Job satisfaction has positive effect on employee engagement

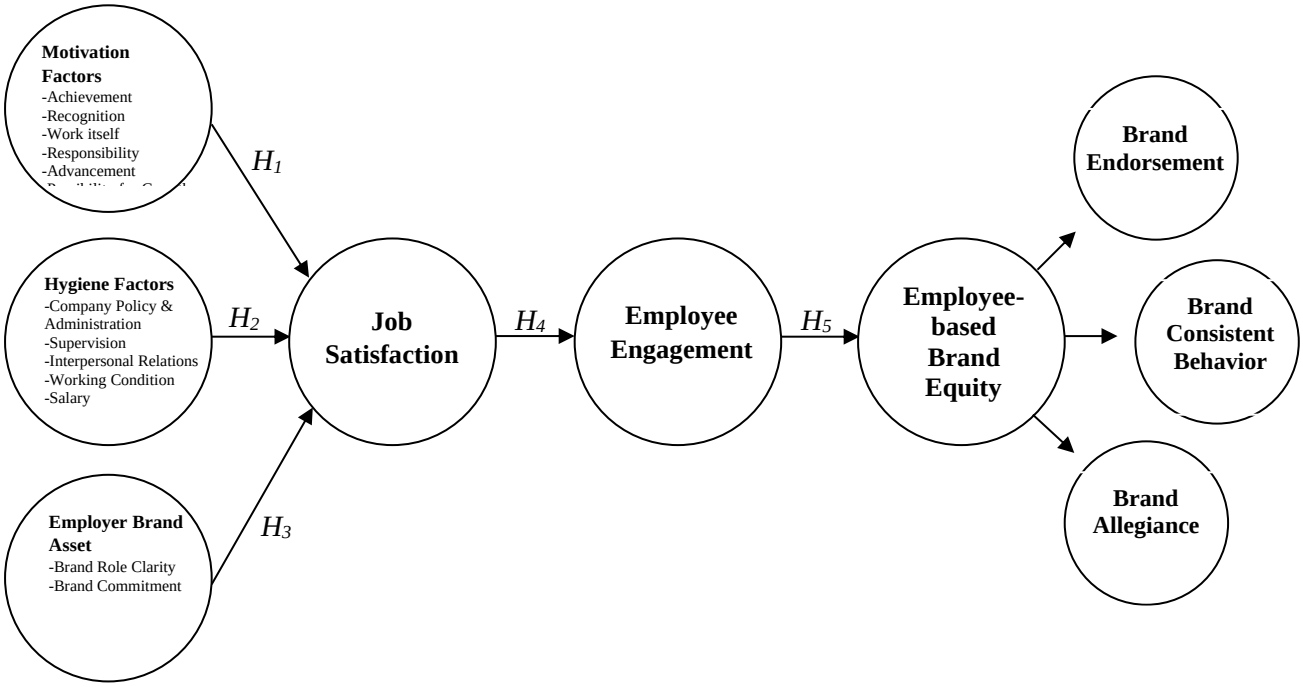
2.6 Employee-based Brand Equity

Employee-based brand equity is the result when an employee possesses brand knowledge that causes positive and productive employee brand-related behavior that is in harmony with communicated brand identity (Brexendorf & Kernstock, 2007). Furthermore,

some behavioral attitudes such as an employee's positive external communication about organization's brand, an employee's desire to maintain the relationship in the future that reflects the loyalty from both the consumer's and an employee's perspective (Bloemer et al., 2006). Additionally, in the finding of Hankel, Tomczak, Heitmann, & Herrmann (2007), it was revealed that brand consistent behavior and brand endorsement as the critical factors for brand success that can capture the verbal and non-verbal employee behaviors. Participation and brand-compliant behavior are appropriate measures of employee brand behavior (Morhart, Herzog, and Tomczak, 2009). As a result, this study constructs employee-based brand equity as a variable that represents current behavior and future behavioral intention operated by three components: brand endorsement (willingness of an employee to provide positive external communication about the organization brand), brand allegiance (the future intention of employee to maintain relationship with the organization brand), and brand consistent behavior (the consistent behavior of an employee with the brand value of the organization). Therefore, it was hypothesized as follows;

H_5: Employee Engagement has positive effect on employee-based brand equity

Figure 1
Conceptual Framework



3. METHODOLOGY

Exploratory research and descriptive analysis were used in this study. The questionnaires were adapted from the previous studies and edited according to Item Objective Congruence (IOC) test result. Back-translation techniques were applied during the questionnaire development, from English to Myanmar. A pilot study was conducted with 30 sample respondents. Cronbach's Alpha reliability analysis was used to test internal consistency of the measurement and exploratory factor analysis (EFA) was conducted to test measurement validity as a preliminary analysis. After the questionnaire was refined, main data was collected from 500 convenient samples who are working at an international

livestock company in Myanmar with the use of a self-administered questionnaire survey. Four hundred and fifty-two (452) valid respondents were used for data analysis after screening incomplete responses, yielded response rate at 90.4%. Cronbach's Alpha was analyzed for scale reliability and confirmatory factor analysis (CFA) and Structural Equation Modeling (SEM) were applied to examine the validity of scales and relationship among independent and dependent variables.

3.1 Measurement

In this study, 87 scales are modified from the previous research to measure 18 variables. Twenty-eight items for six motivation factors and twenty-three items for five hygiene factors were adapted from the studies of Sithiphand (1978) and Herzberg (1965). Six items for job satisfaction were derived from the study of Spector (1997), and five items for employee engagement were measured from that of Robinson, Perryman, Hayday (2004). Concerning employer brand asset, seven items for brand role clarity and five items for brand commitment were adopted from the study of King, Grace and Funk (2011). Additionally, thirteen items for three components of employee-based brand equity were derived from that of King et al., (2011). The questionnaire was mainly composed of two parts: demographic factors of respondents and measurement items. The survey questionnaire method is used with five-point Likert scales ranging from strongly disagree to strongly agree.

3.2 Data Analysis and Results

There are three main steps of data analysis in this study. First, Cronbach's Alpha is used to ensure the reliability of scale items to measure all variables. The output for all variables was between 0.728 as the minimum and 0.921 as the maximum. It is higher than the threshold of 0.7, assured internal consistency of scales (Hair, Black, Babin, & Anderson, 2009). Secondly, the discriminant validity of the questionnaire was measured by using CFA (confirmatory factor analysis). Finally, SEM (structural equation modeling) analysis technique was used to test the proposed conceptual model.

According to the descriptive analysis of the respondents' characteristics, the majority was 25-29 years old, males accounting for 48.5%, and females for 51.1%. Most respondents were single and 62% and 92% of the respondents were Bachelor Degree holders. 56% of the respondents were staff with working experience of 1 to 3 years representing 33.4%. This represents the demographic information of Myanmar millennial employees in this study.

The modified model according to the modification index of CFA, was used with 64 items to measure the 18 variables (19 items for six motivation factors, 15 items for five hygiene factors, 5 items for brand role clarity, 5 items for brand commitment, 6 items for job satisfaction, 3 items for employee engagement, and 11 items for employee-based brand equity). CFA and SEM results are reported in the following table.

Table 1
Fit Index Result of CFA and SEM

Item	P-Value	X^2/df	GFI	AGFI	CFI	NFI	RMSEA
Fit Criteria	-	<3	>0.95	≥0.9	≥0.9	≥0.9	<0.08
CFA Motivation Factors	.000	1.5	.954	.934	.980	.949	.036
CFA Hygiene Factors	.003	1.4	.968	.949	.989	.968	.033
CFA Brand Role Clarity &	.000	2.2	.977	.951	.988	.979	.052

Item	P-Value	X^2/df	GFI	AGFI	CFI	NFI	RMSEA
Brand Commitment CFA Job Satisfaction & Employee Engagement	.000	1.2	.988	.973	.998	.989	.023
CFA Employee-based Brand Equity	.000	1.5	.980	.960	.992	.978	.034
SEM	.000	2.8	.830	.790	.855	.795	.064

Note: GFI = Goodness-of-Fit Index; AGFI = Adjusted Goodness-of-Fit Index; CFI = Comparative Fit Index; NFI = Normed Fit Index; RMSEA = Root Mean Square Error of Approximation.
Source: Authors Calculation

In this study, CFA analysis was applied to all the variables: motivation factors, hygiene factors, employer brand asset, job satisfaction, employee engagement, and employee-based brand equity. Based on the overall results of CFA, the key criteria were met for the acceptance of the measurement model as mentioned in table 1. The ratio produced by the posed model ($\chi 2/df = 2.077$) is still below the 3.0 threshold, P-value = .000, GFI>0.95, AGFI>0.9, CFI>0.9, NFI>0.9, SRMR ≤0.08, RMSEA ≤0.08. The result shows that all indexes in CFA achieved the required level to prove that the goodness of fit of the model. However, some scale items were removed to improve model fit-indices and 40 scale items were left. Then, SEM model evaluation was conducted since CFA is a part of SEM analysis.

Most of the fit indices met the requirements in SEM analysis, despite the values for GFI and AGFI which did not exceed 0.9 (the threshold value). However, they still met the requirement recommended by Baumgartner & Homburg (1995) and Doll, Xia, and Torkzadeh (1994): the value is tolerable if GFI is above 0.830. SRMR is also close to the threshold value, while RMSEA values are below 0.08 (the threshold value). The confidence interval of 90% level does not reach 0.08, hence it is no coincident that RMSEA was below 0.08. Therefore, the proposed structural model has better goodness of fit as a result of overall fit statistical analysis.

Figure 2
Final SEM with Standardized Beta Coefficient

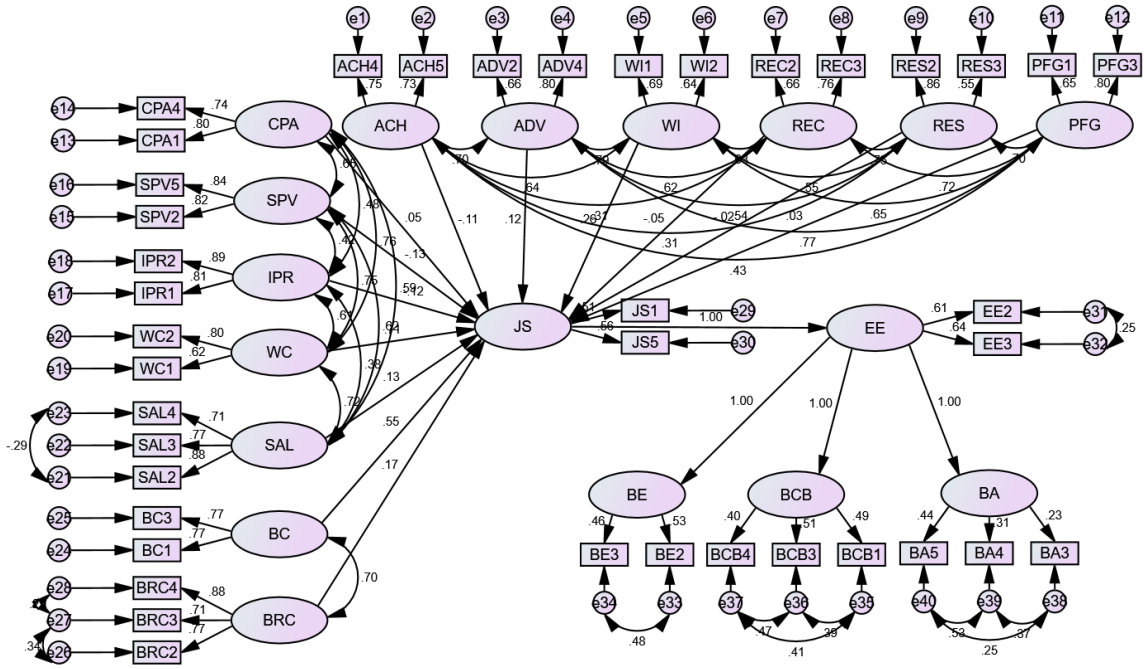


Table 2 indicates that 7 out of 16 hypothesized relationships were supported and significant in terms of standardized regression weights whereas H_{1a}, H_{1b}, H_{1d}, H_{1e}, H_{1f}, H_{2a}, H_{2b}, H_{2c}, H_{2e} were not. The result showed that only work itself had positive significant influence on job satisfaction among the six motivation factors (β=0.169, t-value=2.117, p<0.05), and working condition had a positive effect on job satisfaction among five hygiene factors (β=0.603, t-value=3.987, p<0.001) as well. However, Brand role clarity (β=0.128, t-value=2.562, p<0.05) and brand commitment (β=0.412, t-value=6.46, p<0.001) had positive relationship with job satisfaction. Therefore, H1c, H2d, H3a, and H3b hypotheses are accepted because of all these relationships with job satisfaction as significance.

The relationship between job satisfaction and employee engagement is positively significant in this study and is supported by (β=0.928, t-value=9.374, p<0.001). Hence, H_4 is supported. The final hypothesis H_5 (Employee Engagement and Employee-based Brand Equity), shows that employee engagement had significant influence on three components of employee-based brand equity, brand endorsement (β=1.006, t-value=9.619, p<0.001), brand consistent behavior (β=0.857, t-value=8.929, p<0.001), and brand allegiance (β=0.661, t-value=4.502, p<0.001). Therefore, the H_5 is fully supported.

Table 2
Summary of Hypotheses Testing Results

	Hypothesized path	**Standardized Coefficients(β)**	**P-Value**	**C.R. (t-value)**	**Results (Supported)**
H_{1a}	Achievement → Job Satisfaction	-0.088	0.217	-1.236	No
H_{1b}	Advancement → Job Satisfaction	0.08	0.440	0.773	No
H_{1c}	Work Itself → Job Satisfaction	0.169	0.034*	2.117	Supported
H_{1d}	Recognition → Job Satisfaction	-0.045	0.610	-0.51	No
H_{1e}	Responsibility → Job Satisfaction	-0.014	0.779	-0.281	No
H_{1f}	Opportunity for Growth → Job Satisfaction	0.024	0.777	0.283	No
H_{2a}	Company Policy & Administration → Job Satisfaction	0.03	0.610	0.51	No
H_{2b}	Supervision → Job Satisfaction	-0.072	0.137	-1.489	No
H_{2c}	Interpersonal Relation → Job Satisfaction	-0.082	0.065	-1.844	No
H_{2d}	Working Condition → Job Satisfaction	-0.082	0.065	-1.844	No

	Hypothesized path	Standardized Coefficients(β)	P-Value	C.R. (t-value)	Results (Supported)
H_{2e}	Salary → Job Satisfaction	0.062	***	3.987	Supported
H_{3a}	Brand Role Clarity → Job Satisfaction	0.128	0.010*	2.561	Supported
H_{3b}	Brand Commitment → Job Satisfaction	0.412	***	6.46	Supported
H_4	Job Satisfaction → Employee Engagement	0.928	***	9.374	Supported
H_{5a}	Employee Engagement → Brand Endorsement	1.006	***	9.619	Supported
H_{5b}	Engagement → Brand Consistent Behavior Employee	0.857	***	8.929	Supported
H_{5c}	Engagement→ Brand Allegiance	0.661	***	4.502	Supported

Note: If a p-value is less than 0.05, it is highlighted with one star (*). If a p-value is less than 0.01, it is with two stars (**). If a p-value is less than 0.001, it is with three stars (***).
Source: Authors' Calculation

4. DISCUSSION

After analyzing the survey results, several interesting key findings emerged. H_1 (Motivation Factors and Job Satisfaction), only work itself, was the most significant motivation factor leading to job satisfaction. This means that the characteristics of job and job value provided to them by specific condition highly correlate with Myanmar millennial employees' job satisfaction. According to Slimane, (2017), work itself is one of the most essential motivation factors for job satisfaction in the health-care sector in Saudi Arabia. It is correlated with this research result. Concerning H_2 (Hygiene Factors and Job Satisfaction), the current study shows that only one key hygiene factor, working condition had a highly significant influence on job satisfaction. It demonstrates that the working environment provided to them by particular condition impacts highly on Myanmar millennial employees' job satisfaction. This result is also consistent with previous research result (Slimane, 2017). However, the result shows that five motivation factors: achievement, advancement, recognition, responsibility, and opportunity for growth are less important to job satisfaction and four Hygiene factors: company policy and administration, supervision, interpersonal relation, and salary have no direct influence on millennial employees' job satisfaction. This might be through the intensity of employees' requirements and duration of employment. The result of Herzberg's two-factor theory can vary as well if the survey is conducted in difficult industries (Nave & Henry, 1968). In the study of Robbins (2001), it was also revealed that the individual will put the best effort towards achieving organizational goals when their needs are satisfied or motivated by certain factors. Moreover, Herzberg's two-factor theory was used by many previous researchers who disclosed very different results. Based on the assumptions,

Myanmar millennial employees will have different individual needs which motivate their actions differently.

For H_3, two key attitudinal construct of employer brand asset: brand role clarity, and brand commitment have positive relationship with Myanmar millennial employees' job satisfaction. Based on the findings of this study, the results were consistent with the previous researchers' results. There is positive significant relationship between brand commitment and job satisfaction in the banking industry in Iran (Nezhad, 2015). Hence, it has been in line with the current study. Many researchers found out that there were positive related outcomes between organizational commitment and job satisfaction on the subject of sales workforce behaviors in Australia and Canada (Judy, Siguaw, Gene, and Widing II, 1994; Eli Jones, Paul Busch, Peter and Dacin, 2003). Furthermore, a previous researcher found out that brand role clarity had positive effect on job satisfaction in the context of insurance companies (Ruyter, 2001), and the result is significant with the current study. In other studies, it was also revealed that when the employees lack brand role clarity, they tend to suffer negative feelings such as job tension and dissatisfaction (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Kelly & Richard, 1980).

The finding that job satisfaction has positive effect on millennial employee engagement in this study is consistent with a past study, indicating that supervisors and line-level employees' job satisfaction had positive impact on employees in the hotel industry in USA (Lu, Lu, Gursoy, and Neale, 2016). Besides, many studies reported evidence that job satisfaction strongly influences employee engagement (Gubman, 2003; Thomas, 2004). According to Deepa & Kuppusamy (2014), when the employees are satisfied with their job, then they tend to engage themselves towards the work activities that boost their greater efficiency and productivity at their work.

With regard to H_5 (employee engagement and employee-based brand equity), the current study shows that employee engagement has significant influence on three components of employee-based brand equity (brand endorsement, brand consistent behavior, and brand allegiance). Among these, there is the highest positive relationship between employee engagement and brand endorsement. In the study of King et. al., (2011), it was suggested for future study that employee-based brand equity can be used when examining the employee behavioral effects of internal brand management (IBM). Therefore, it was used as a new output concept to examine the relationships with other important predictable constructs: brand role clarity, brand commitment, hygiene factors, motivation factors, job satisfaction as well as employee engagement in this study. As the result, this study was dedicated to investigating factors that influence the employee-based brand equity through a combined measure of what employees say (brand endorsement), do (brand consistent behavior), and are intended for the future (brand allegiance) concerning the organization's brand.

5. THEORETICAL CONTRIBUTION

The purpose of this study was to examine the factors influencing Myanmar millennial employees in an international livestock company in Myanmar. It specifically investigates the relationship between Herzberg's Two-Factor theory, and employer brand asset on job satisfaction, employee engagement, and employee-based brand equity. Based on the previous studies, Herzberg's Two-Factor theory was greatly used in the perspective of measuring job satisfaction and employee engagement in different industries. However, it was limited to

measuring job satisfaction and employee engagement by internal brand management perspective. Based on the theoretical perspective, this study incorporated six dimensions of motivation factors, five dimensions of hygiene factors, two dimensions of employer brand asset, job satisfaction, employee engagement and employee-based brand equity outcome in one conceptual framework. The study has analyzed how these factors made Myanmar millennial employees engage with the company and deliver the positive word of mouth on a positive brand aspect of the organization. Results highlighted the importance of work itself, working conditions, employer brand asset to millennial employees' job satisfaction and engagement. In addition, the study identified the relationship between engagement and employee-based brand equity outcomes of millennial employees in the livestock industry in Myanmar. Therefore, this study made several significant contributions to the existing literature and international livestock companies in Myanmar from a theoretical perspective.

6. MANAGERIAL IMPLICATION

Research results reinforced that work itself, working conditions, brand commitment, brand role clarity had significant and positive impact on Myanmar millennial employees' job satisfaction, employee engagement and employee-based brand equity. The research result shows that millennial employees view work itself as more important than other dimensions of motivation factor on job satisfaction, and employee engagement implies that HR managers should offer purposeful jobs that are well-suited for the employees' talents and interests in order to drive them to deliver their best at work with overall benefits to the organization as a whole. To be more effective, HR managers should pay more attention to reviewing the job description, job evaluation, and job design. Based on the findings, millennial employees also viewed the working condition as more important one than other dimensions of the hygiene factors for job satisfaction and employee engagement. Therefore, the organization should create a good working environment like their second home with a variety of settings for a different kind of work. For example, by offering wide-ranging places such as comfortable living rooms, outdoor space, stand-up tables rather than normal office facilities by aligning with company culture (Birsel, 2017). The implication regarding brand commitment and brand role clarity being rated as the most important factors on job satisfaction and employee engagement is that the organization needs to ensure that the organization's brand is expressive and applicable for the employees to see the value and demonstrate positive work-related behavior. For these reasons, the organization should invest more in brand building from both the internal and external perspective. Based on the organization's culture, management should provide positive and consistent brand-related actions to employees by simply providing brand information to employees to create positive employee behavior and attitude. The provision of effective internal brand management practices, training, and development of brand knowledge and emotional intelligence are essential. Moreover, conducting regular evaluation of employee's insights with brand knowledge and internal brand management practices are necessary to be able to adjust and integrate effective IBM activities.

7. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

The scope of this study was limited by certain considerations. First, the research sample was limited to a single industry. In addition, this study was conducted in Myanmar

and data were collected only from the millennial employees working in the biggest international livestock company. Moreover, this could still limit generalizability. Secondly, the theoretical limitation of this study was that of Herzberg's Two-Factor, brand commitment and brand role clarity were not the only predictors of job satisfaction and employee engagement that influence employee-based brand equity because there might be other factors which influence on employee-based brand equity such as job stress and leadership. The last limitation was that only the convenience sampling method was applied to collect data in this study. Based on the limitation, there are suggestions concerning opportunities for future research. Future studies might consider enlarging the scope of research, collecting the data from a wider range of generation working in different industries, and compare the results to be more generalizable and explore the different preferences of various generations. In addition, future researchers should extend the predictors of job satisfaction and employee engagement that influence employee-based brand equity by reviewing previous studies. Therefore, future studies can be carried out in this direction.

8. CONCLUSION

This study intends to examine the factors influencing Myanmar millennial employees in an international livestock company, specifically to investigate the relationship amongst Herzberg's Two-Factor and employer brand asset on job satisfaction, employee engagement, and employee-based brand equity. Based on the research objective, 17 hypotheses had been tested by the CFA and SEM methods. As a result of this study, eight hypotheses were accepted for the whole study, specifically, work itself (motivation factor), working condition (hygiene factor), brand commitment, brand role clarity having a positive influence on job satisfaction, employee engagement and employee-based brand equity outcomes of millennial employees in livestock industry in Myanmar. Therefore, this study confirmed the research framework in some way. Findings could be applied to the development of Herzberg's two-factor related activities and promoting employer brand asset to make Myanmar millennial employees engage with the company and deliver the positive word of mouth on a positive brand aspect of the organization.

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