YANGON UNIVERSITY OF ECONOMICS
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HUMAN RESOURCES MANAGEMENT AND SUSTAINABILITY OF MYANMA TOURISM BANK IN MYANMAR

MYAT THINN MAW
EMDevS-47 (18th Batch)

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HUMAN RESOURCES MANAGEMENT AND SUSTAINABILITY OF MYANMA TOURISM BANK IN MYANMAR

A thesis submitted in partial fulfillment of the requirements for the
Master of Development Studies (MDevS) Degree

Supervised by

Dr. Khin Thida Nyein
Pro-Rector
Department of Economics
Yangon University of Economics

Submitted by

Myat Thinn Maw
Roll No. 47
EMDevS 18th Batch
(2022-2024)

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This is to certify that this thesis entitled "**Human Resources Management and Sustainability of Myanma Tourism Bank in Myanmar**", submitted in partial fulfilment towards the requirements for the degree of Executive Master of Development Studies has been accepted by the Board of Examiners.

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October , 2024

ABSTRACT

This study examines the Human Resources Management and Sustainability of Myanma Tourism Bank in Myanmar. It aims to examine human resource management practices of MTB Bank in Myanmar and to analyze the effect of human resource management practices of MTB Bank in Myanmar in terms of sustainability of MTB Bank. A descriptive method is applied in this study. Both primary and secondary data were used in this study. The survey is conducted by using structured questionnaires with 5-point likert scale. Data are collected from 250 employees (50 percent) out of 500 MTB employees. It is found that there are systematic recruitment and selection process, training and development programmes for employees to improve operation efficiency, fair and transparent performance appraisal, good rewards and recognition system and fair compensation and benefits at bank. By maintaining and developing qualified workforce, MTB bank achieves sustainability in terms of return on equity, customer satisfaction, fewer complaints and launching of new products. Based on the findings of MTB bank, it can be concluded that Myanmar private banks can achieve sustainability by practicing HRM practices.

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HRM	Human Resource Management
MTB	Myanma Tourism Bank
SOP	Standard Operating Procedure

CHAPTER I
INTRODUCTION

1.1 Rationale of the Study

Businesses all across the world are aggressively incorporating sustainability into their basic business strategies as they realize how important it is. Businesses are finding that it is increasingly more important to embrace sustainable business strategies in order to bridge the knowledge gap. More sustainability-focused innovation is linked to a larger degree of global emphasis. Globally, it is noted that banks actively influence sustainability factors such as impact investment, financial inclusion, green initiatives, social community banking, and a focus on renewable energy via their products and services (Rizzi et al., 2018). Southeast Asian banks are facing a shortage of IT skills as they contemplate using new technology. However, FinTech increases the skills needed for the labor market, therefore reskilling and upskilling are essential for talent development to make sure that businesses can acquire the skills they need to stay competitive.

Sustainable economic growth requires a stable and effective financial sector. By global standards, Myanmar's financial industry is weak. To attain sustainable economic development, Myanmar is also enhancing the caliber of its human resources and modernizing its infrastructure. Myanmar banks are thought to need around 15,000 new employees annually in terms of human resources (Kyaw San Linn, 2019). Strengthening human capabilities in Myanmar's banking industry is the only way to permanently eliminate the consequent scarcity of trained workers. Setting performance targets, offering coaching and feedback, and carrying out performance reviews are just a few of the ways that good HR procedures in banks may assist in managing employee performance. This may contribute to increased corporate sustainability and productivity.

Firms are interested in the new notion of sustainability because it addresses important outcomes associated with the expansion and development of firms. Quality, a suitable environment, customer happiness, innovation and creativity, development, expansion, and the best use of resources are all included under the broad heading of sustainability. Human resources are regarded as the primary determinant of individual and organizational performance development, whereby the company may easily attain sustainability. The most important component of every company in the world is its workforce, and the effectiveness of the business is largely dependent on how successfully its people do their duties.

The market of today is seen to be very competitive, with rivals vying for clients' attention by offering alluring offerings. However, the management of any firm must maintain employee performance to continue in the competitive market since a company's reputation is based on how effectively its people execute their tasks and how well the company performs. The majority of firms may get a competitive edge by making sure that their personnel is always at its best. As a result, these workers exhibit excellent performance and productivity levels.

Notwithstanding the dominance of technology advancements, human resources are essential to the overall growth of any firm. One of the most promising service sectors that helps money move through the economy and is important to a country's success is banking. Because they have access to and retain customer information, these highly regulated financial institutions contribute to economic stability.

In the banking industry, human resources are responsible for managing economic risks on a wider scale and dealing with complicated financial resources, both of which provide a number of challenges. This focuses on human resources that are both competent and effective, and that are able to integrate technological capabilities with cognitive thinking skills. The interaction with customers and clients has the potential to boost both revenue and business. Identity theft, bank fraud, company accounting difficulties, and embezzlement over the internet are all potential problems that may be avoided with human participation. Taking a more scientific approach to dealing with these situations is necessary. Given that the funds prefer to seed with a substantial amount of money that can only be invested by financial institutions, central banks, and individuals with high net worth, it is reasonable to anticipate that secrecy will be maintained. Regardless of the degree of ignorance shown by the staff responsible for providing financial solutions, there is the possibility that the whole organization might be entirely thrown into disarray. It is necessary for Myanmar to have a range of resources, most notably competent human capital, in order for it to make the transition from a developing country to a developed one. The economy of Myanmar is now undergoing a shift from one that is concentrated on natural resources to one that is centered on human resources, sometimes known as knowledge.

In the process of transitioning to an economy that is more sustainable, there is a significant possibility that the financial sector will take the initiative. To include sustainability into their operations, organizations need to use human resource management (HRM). On the other hand, in order to improve sustainability, it is necessary to first improve the environmental and socioeconomic sustainability of the community in which the firm works. Increasing the sustainability and productivity of businesses will lead to a rise in economic growth, as well as a reduction in unemployment and poverty. Over the course of time, the banking sector as a whole has seen significant expansion, and the level of success that these institutions achieve is directly proportional to the efforts of its personnel.

HRM procedures are essential for maintaining employee satisfaction, which in turn affects performance. However, not everyone agrees that some HRM are essential. Various lists of practices have been provided by scholars throughout the years. The contradiction still exists, however, since there is disagreement about whether or whose behaviors, according to Boaxall (2007), constitute elements of HRM. For this reason, the present research aimed to determine how certain HRM affected MTB Bank's sustainability in Myanmar. If a bank wants to thrive in a changing market, its employees' contributions are essential to creating products and services for its clients. In this research, sustainability was contextualized in terms of MTB Bank's human resource management.

1.2 Objective of the Study

The objectives of the study are to examine human resource management practices of MTB Bank in Myanmar and to analyze the effect of human resource management practices of MTB Bank in Myanmar in terms of sustainability of MTB Bank.

1.3 Method of Study

This research uses both primary and secondary data in a descriptive manner. The survey is carried out via the use of well-structured questionnaires that ask about the respondents' demographic information as well as MTB Bank's HRM practices in Myanmar. 250 workers (50 percent) out of 500 MTB employees are given standardized questionnaires using a 5-point Likert scale in order to gather primary data. In Myanmar, MTB Bank has 17 branches. To cover all branches, google form is used to collect survey from employees at 17 branches. The primary data are collected from top, middle and operational levels (senior and junior operational employees) in head office and branches. Top management level employees are also included in this respondents. Secondary Data are obtained from MTB bank, previous research papers, textbooks, and online sources etc.

1.4 Scope and Limitations of the Study

Only MTB Bank's HRM and sustainability are the subject of this research. Only five HRM practices—recruitment and selection, remuneration and benefits, training and development, performance assessment, and rewards and recognitions—are the subject of this research out of all the others. Only workers of MTB Bank are questioned in order to get primary data; opinions of employees of other banks are not taken into consideration. The survey will run from August 1, 2024, until August 30, 2024.

1.5 Organization of the Study

There are five distinct chapters in this research. The study's motivation, aims, scope, methodology, and paper structure are all included in the introduction, which is presented in Chapter I. Chapter II includes a survey of relevant HRM literature, theoretical foundation, prior research, and a conceptual framework. Chapter III presents profile, products and services and HRM practices of MTB Bank. Chapter IV presents the analysis results. Finally, chapter V describes findings, suggestions, and recommendations.

CHAPTER II
LITERATURE REVIEW

2.1 Role of Human Resource Management in Sustainability of Banks

Environmentally, economically, and socially sustainable practices are being demanded as a consequence of growing environmental concerns and the need for sustainable practices. Every business, particularly those that function in a highly competitive and regulated environment, has a responsibility to balance its economic, social, and environmental performance. When it comes to accomplishing an organization's goals and objectives, having competent and well-qualified employees is crucial. An organization's success is entirely dependent on three fundamental factors: employee commitment, loyalty, and hard work (Mosadragh, 2003).

A company's CSR programs often include HRM practices that fall under the umbrella of sustainable HRM and are associated with workplace fairness, sustainability, and business ethics. It is widely acknowledged that HR can significantly contribute to improving business sustainability by implementing policies and practices that benefit the company's employees and society at large. All of these activities must be recorded and reported in order to be seen and taken seriously. Sustainability may be included into the HRM system to support workers' long-term physical, social, and financial well-being, or HRM strategies, policies, and practices may positively impact employees' attitudes and behaviors in achieving the company's sustainability objectives (Ehnert, 2009). On the other hand, if the behaviors have negative social, environmental, or economic repercussions, they are not sustainable (Pfeffer, 2010). The foundation of every economy's expansion is the banking sector. For the effective administration of financial resources worldwide, the banking sector is a crucial part of the financial sector (Ashfaq et al., 2010). It is regarded as a center and indicator of a nation's financial system.

Banks may guarantee the achievement of greater levels of competence and flexibility in comparison to rivals by implementing efficient HRM procedures. This may be accomplished by putting in place procedures that guarantee the recruitment, retention, and development of qualified workers as well as the guidance of their conduct in line with company objectives. As a result, banks will be better equipped to maintain their competitive edge in the market and achieve greater performance levels, particularly if the policies they have implemented are uncopyable. The reason for this is that HRM aids the bank in managing its people resources, which are distinguished by their high value, uniqueness, and inability to be replaced (Rawashdeh & Adwan, 2012).

The banking industry is one of the oldest in the nation and is crucial to its economic growth. One of the most significant economic sectors in the world is banking. It is among the key industries propelling the economy. The goal of sustainable human resource management is to build sustainable corporate organizations and HRM systems within them. HRM methods may be seen as sustainable if they support long-term economic growth, environmental preservation, and social well-being, claim Stahl et al. (2020).

Businesses are using social responsibility as a key component of their operations. To make these objectives attainable, many depend on employee involvement. One of the key areas where HR will support the overarching objective of promoting sustainable company practices is here. HR will play a number of roles in achieving the sustainability objective. Although it will vary depending on the organization, HR will be involved in a number of activities, including establishing a code of conduct, facilitating discussions with the board and employees, initiating equity initiatives, and interacting with staff members through leadership development, competency models, and training. HR plays a critical role in supporting the cultural and technology shifts required to support their organization's sustainability objectives.

Like other businesses, banks seek to increase their sustainability and profitability, but in order to attract top talent and lure employees away from competitors, they need to pay more (Matuszak et al., 2019). The performance of the banks is mostly dependent on their skilled, capable, and energetic workforce. A dynamic, capable, and talented workforce capable of accomplishing an organization's ultimate objective is guaranteed by the effective and efficient application and practice of human resource management.

Increasing sustainability is difficult without simultaneously enhancing the environmental and socioeconomic sustainability of the community in which the firm works. This is a prerequisite for increasing sustainability. The majority of companies prefer to manage their human resources with exceptional competencies and qualifications, as well as to prepare individuals to achieve the company's goals while also improving and enhancing sustainability. This is due to the fact that employees are the primary force behind all of the tasks and responsibilities that are associated with the organization (Drolet, 2020).

In order to aid banks in becoming more successful, managing corporate governance and ethical considerations that extend beyond financial performance, and assisting in the realignment of the organization's future direction and vision of new means of working, human resource management is a crucial component. The success of the business is contingent on human resource management (Hernita et al., 2021).

Since banking is a service sector, human resource management is crucial for banks. Two major issues that banks face are risk management and personnel management. Without competent and effective personnel, effective risk management could not be feasible. The banking industry has always been a "people business" and always will be. Customer satisfaction will be crucial to the banks' continued existence in the future. It will be challenging for those that fail to live up to client expectations to survive. To draw in and keep certain clientele, banks need to clearly state and highlight their basic beliefs.

The number and quality of HR resources are declining. In the banking industry, there is a favorable correlation between sustainability and human resource management (HR), HR acquisition and preparation, HR evaluation and development, and HR pay. For a nation, the banking industry's viability is essential. Human beings are the most valuable and essential component that every company needs in order to function smoothly, successfully, and efficiently. Human resource management makes a significant contribution to the improvement of economic sustainability and develops new perspectives on economic issues such as return on equity (ROE), taking advantage of opportunities, reducing risk, innovating, and introducing new products to the market while ensuring that goals are achieved (Mohiuddin et al., 2022).

With an emphasis on reducing the direct environmental impacts of the banking industry through green building, a paperless environment, lowering carbon footprints, and conserving energy, GHRM dimensions—namely, green job analysis, green recruitment and selection, green training and development, including FinTech, green performance management, green compensation management, and ISO certification—are regarded as the fundamental GHRM practices (Sohail et al., 2020). GHRM stands for green human resource management.

2.2 Human Resource Management Practices

The lack of qualified personnel is the true obstacle to operating a bank profitably and effectively. It is unacceptable to think that HR resources are becoming harder to get, both in terms of number and quality. Banks must focus on the full Human Resource Management process since it is fundamental that any resource that is scarce must be handled effectively for the sake of society. If banks are to survive, they must implement revolutionary reforms across the board in HRM procedures.

Banks have begun to seek for dedicated workers in an effort to retain bright and qualified workers, and researchers have shown via a variety of studies that HRM practices raise employee commitment levels. More and more banks are realizing the potential of their current workforce. They now understand that a company's workforce may be a special source of talent that can propel the business forward. HRM methods impact workers' efforts by encouraging them and affecting their abilities. It is essential to accomplishing the organization's objectives and maintaining the competitive advantage.

Organizational actions aimed at managing the human resource pool and making sure that the resources are used to achieve organizational objectives are referred to as HRM practices (Schuler & Jackson, 1987). All of the managerial tasks involved in organizing the hiring, selection, development, use, compensation, and optimization of an organization's human resources are connected to human resource management (Franklin and Byrd, 1995). Recruitment and selection, pay and benefits, training and development, performance evaluation, and awards and recognitions are all included in this study's HRM procedures.

2.2.1 Recruitment and Selection

A collection of actions aimed at luring competent people to join the company in order to meet the needs and objectives of both sides is known as recruitment and staffing (Byars & Rue, 2006). According to De Cieri et al. (2008), it is the process of finding and luring potential workers before assigning them to a position inside the company. Recruitment is a human resource management planning decision about how many personnel are required, when they are needed, and what a business needs. It is the first stage of hiring employees and is seen as a beneficial function that seeks to draw in a sizable pool of competent applicants for open positions (Armstrong, 2009).

The main goal of recruitment is to ensure that the company has competent candidates on hand to fill open positions. Since selection must continue with a pool of inadequately qualified applicants when recruiting fails, ineffective recruitment eliminates any possibility of successful candidate selection. Every industry should use these recruiting and selection procedures in order to achieve their organizational objectives. By selecting the best pool of individuals, a business may optimize its competitive advantages via an efficient recruiting and selection process. Companies increasingly realize that one effective way to draw in new hires is to project an image of being an ecologically conscientious employer (Kumari, 2013).

(i) Internal Recruitment

This is intended for individuals who are already employed by the company; the HR department posts a notice board and web site with a circular inviting qualified workers to attend the interview in order to advance their position and pursue career advancement. According to Sintheya (2011), workers in this situation consult their resumes directly and sometimes via their internal communication channel.

In their study, Stonner, Freeman, and Gilbert (2000) identified three advantages that may be gained from an organizational strategy that promotes the practice of internal hiring. One of the benefits of recruiting from inside is that the individuals employed already have a familiarity with the organization and its members, which increases the likelihood that they will be successful. To continue, a policy that allows for promotions from inside the organization inspires employees to work harder and build a sense of devotion to the organization. Lastly, but certainly not least, as opposed to recruiting from the outside, employing from inside the organization is often more cost-effective. It was also accepted that there are certain disadvantages associated with internal recruitment. It limits the pool of available skills that may be gained access to. In addition to this, it decreases the probability that fresh views will enter the organization, which may result in complacency among employees who assume that seniority always assures progress.

(ii) External Recruitment

There will always be a vacancy that has to be filled by an outside applicant, even if the organization has candidates who have been promoted or moved elsewhere (Yaseen, 2015). This procedure is applicable to both new graduates and employees of other organizations, companies, or institutions; a detailed selection and recruiting process is provided (Bushra, 2020). A lot of openings are filled by foreigners. The following procedure demonstrates the creation of candidate groups from several sources. Using a single source to compile all of the applicants from a different category and experience is not feasible. These resources have shown themselves to be quite beneficial and successful in determining the appropriate amount of individuals who can.

2.2.2 Compensation and Benefits

According to Fey and Björkman (2001), compensation is what businesses provide their workers. All payments or benefits that workers get as a result of their work are referred to as compensation. An employee's degree of work satisfaction is significantly influenced by their compensation. Pay plays a big role in attracting and keeping employees. Innovative incentive systems that delight workers are essential for firms to recruit, retain, and turn a profit. In the majority of sectors, talent migration has been caused by unfavorable working conditions and unappealing compensation packages (Mandip, 2012). Public and commercial organizations have implemented reward systems that are associated with work satisfaction in various ways. According to Wibowo (2016), compensation refers to the range of benefits that an organization provides to its members in return for their usage of its labor.

It is possible to find a complex structure in compensation that establishes a connection between pay and worker performance. When employees are recognized on their performance rather than their seniority or the number of hours they put in, this is known as performance-based rewards. It is possible to offer compensation either directly or indirectly, depending on the manner in which it is supplied. Direct payment in the form of a salary or pay for performance in the form of incentives are both examples of pay for performance. While this is going on, some examples of indirect compensation include perks, security, and health insurance (Wibowo, 2016).

According to Aljawarneh and Atan (2018), one of the most crucial factors that encourages people to advance, develop, and enhance their productivity as well as work toward enhancing the performance of the whole business and accomplishing its objectives is the pay offered by the company. According to Sudaryo et al. (2018), the effects of pay on the company included favorable effect on productivity and output; Motivate staff to put in more effort; Support the job assessment procedure; Applicable Establish a work-life balance raise staff morale; Help the company meet and interact with its personnel Aid in problem-solving Motivate workers to put forth more effort.

Green compensation management (GCM) is another significant pro-environmental HR approach. It is sometimes known as the practice of using incentives to entice and motivate employees to achieve environmentally friendly objectives. According to Jackson and Seo (2010), incentives are crucial for promoting individual performance and achieving organizational objectives. However, Tang et al. (2018) proposed that in addition to financial incentives, employees should get non-monetary perks such green travel benefits, green tax incentives, and green appreciation.

2.2.3 Trainings and Development

Employee training plays a unique role in the accomplishment of an organizational goal (Stone, 2002). This is because it brings together the interests of the workers and the enterprise. Because it improves both individual and organizational performance and efficiency, training and development is now the most important factor in the business world due to its ability to raise both.

According to Daft (2003), training is a procedure that is created by the business to assist staff members in comprehending the needs of their employment. It is believed that training is a systematic approach to learning and progress that is beneficial to people, groups, and organizations, as stated by Goldstein and Ford (2002). In light of this, it is the series of activities that an organization goes through in order to gain knowledge or skills for the purpose of future expansion. thereby leading to an improvement in the efficiency and well-being of the organization, as well as the human capital and society as a whole.

Staff personnel are given opportunities to participate in development programs by their employers in an attempt to enhance their abilities. According to Lynne (2007), in the contemporary business environment, the development of employees is becoming an increasingly crucial and strategic need for companies. According to Gawali (2009), training and development is a methodical process that is designed to assist individuals in enhancing their skills and knowledge in order to become more capable of doing their jobs and contributing to the achievement of the objectives of the organization for which they work.

Manju and Suresh (2011) claim that by enhancing workers' technical abilities, training acts as an intervention to raise the quality of an organization's products and services while stiffening the competition. Therefore, in order to retain workers and ensure the success of the firm, companies must engage in ongoing employee development. In 2013, Khawaja and Nadeem.

In the current market context, training and development has emerged as a dynamic and competitive specialty. Employee training is a crucial procedure since it will increase organizational performance and productivity, foster leadership qualities, rationalize administrative data and choices, and create people who can communicate more effectively. In 2020, Banyhamdan et al.

2.2.4 Performance Appraisal

Performance evaluation, according to Payne et al. (2009), is the process of converting corporate objectives into personal work goals. The goal of employee performance evaluation is to raise the performance level of workers by using their goals and investing in their talents (Fey & Björkman, 2001). According to Dessler (2008), a performance appraisal is a process that includes establishing standards for employees, evaluating their actual job performance against those standards, providing feedback on their performance, outlining ways to improve it going forward, and establishing new objectives and expectations for a later time frame.

Employees are encouraged to learn and improve their skills in order to fulfill work requirements, and performance reviews give them feedback on how much they have benefited from training and development programs and how much more they need (Vasset et al., 2011). The purpose of performance reviews is to promote better performance. Performance reviews are a way to talk to workers about how they operate, what they need to do to modify their attitudes and behaviors, and how they may improve their knowledge and abilities.

An effective job assessment meticulously examines how effectively employees perform in relation to the elements being evaluated, such as attendance, honesty, accountability, work capacity, loyalty, obedience, leadership, and collaboration, as well as any initiatives or ideas that the employee may have. Good job assessments will affect workers' excitement for their work, and clear, efficient, and effective performance reviews will increase their motivation to keep up their hard work (Khan & Qureshi, 2021).

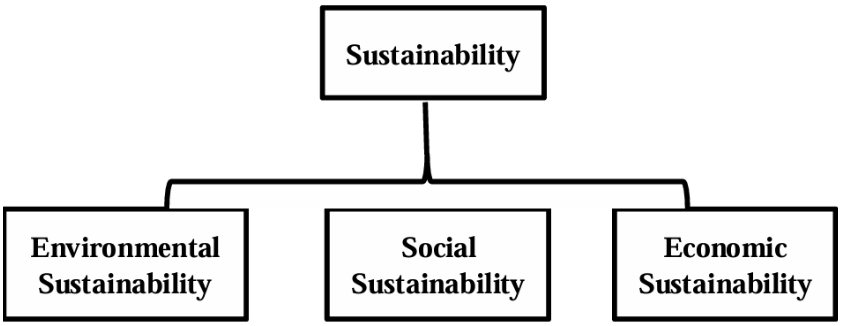
2.3 Concept of Sustainability

The principles of sustainable development are the foundation of the idea of sustainability. According to McIntosh and Arora (2001), organizational sustainability is the ability to continue into the long term, which is also known as survival.

Organizational sustainability, according to Dyllick and Hockerts (2002), is the ability of businesses to use their financial, social, and environmental resources to support sustainable growth within the political sphere. Another way to define organizational sustainability is the pursuit of balance between what is economically feasible, socially desired, and environmentally sustainable (Silva & Quilhas, 2006).

Since every bank has its own internal sustainability maintenance strategies, the definition and measurement of sustainability are not new to the baking industry. The CAMELS rating technique, which considers capital adequacy, asset quality, management quality, earnings, liquidity, and sensitivity to market risk, is a well-known example. The best onsite performance monitoring method that gives managers the information they need is CAMELS (Kumar et al., 2008). Figure (2.1) displays the Banks' sustainability dimension.

Figure (2.1) Sustainability Dimensions for Banks



Source: Jan and Marimuthu (2015)

(i) Environment Sustainability Dimension for Banking Industry

Avoiding and reducing the impacts of banking operations that have an adverse effect on the environment is the focus of environmental sustainability in banks. By avoiding funding groups whose operations negatively affect the environment, banks may achieve environmental sustainability. Conversely, banks have the ability to provide funding to groups who engage in renewable energy initiatives and goods. The global reporting initiative, or GRI, has defined a number of key performance indicators that are used to quantify environmental and social sustainability. However, this research is not intended to address social and environmental sustainability.

(ii) Social Sustainability Dimension for Banking Industry

Minimizing the unforeseen effects of banking operations on society is the focus of the banking industry's social sustainability. For example, the banking sector must establish moral guidelines for equity when lending to small, medium, and big enterprises in order to attain social sustainability. In addition to the banks' ethical lending practices, the banking industry's social sustainability also addresses the active participation of banking employees in charitable endeavors, community fund-raising, and other philanthropic endeavors (Jan & Marimuthu, 2015).

(iii) Economic Sustainability Dimension for Banking Industry

According to Jan and Marimuthu (2015), economic sustainability refers to methods that promote long-term economic development without adversely affecting the community's social, environmental, or cultural elements. Selecting a course of action that promotes long-term development and total economic growth based on the greatest available economic information is known as economic sustainability. The capacity of banks to sustain their high profits and successfully go on with their operations throughout the longer economic cycle is what is meant by sustainability. Sustainability generally addresses industry-specific, macro, and micro aspects. The following questions need to be answered in order to achieve high sustainability.

1: where is the business standing today?

2: where is the business going in future?

3: how is the business going to get there?

4: how to inline key performance indicators?

Because of the unique qualities that they possess, businesses have the capacity to respond to and achieve sustainability via the implementation of a wide range of strategies and methods. In the case of non-governmental organizations (NGOs), for instance, the survival of the organization is dependent upon the availability of funds. On the other hand, for manufacturing firms, key performance indicators (KPIs) like profitability, liquidity, bankruptcy, productivity, and so on are essential to guaranteeing strong sustainability

(Leon, 2001). Determining the key performance indicators (KPIs) for a particular business is vital to the process of developing an efficient sustainability diagnostic model (Leon, 2001). This is due to the fact that every company has its own unique method of measuring sustainability. It has been suggested by Rennings et al. (1997) that sustainability may be assessed by dividing it into two distinct categories: weak sustainability and strong sustainability. The use of information technology in banking operations, also known as branchless banking, mobile banking, or M-banking, is a relatively new concept in the banking industry, which began to flourish around the beginning of the twenty-first century (Rahman et al., 2020). Branchless banking is also known as mobile banking. By reducing the hazards to the environment and ensuring the security of financial transactions, branchless banking is an environmentally conscious initiative undertaken by the banking industry that offers considerable advantages to society. It is beneficial to both the economy and the environment since it helps to save resources like as money, electricity, fuel, stationery, labor, transportation, space, and other similar resources that are required by conventional banks or physical infrastructure. The use of branchless banking is a significant contributor to the advancement of environmental, social, and economic sustainability.

2.4 Related Theories

The social learning theory, the recourse-based perspective theory, and stakeholder theory are adopted in this study. Since banks are trying to achieve its sustainability by using the resources effectively and efficiently.

2.4.1 Resource-Based View (RBV)

According to the resource-based approach, a company's better resources provide it a competitive edge. Therefore, it is recommended that a company build its strategy on its available resources, particularly its human capital (Wernerfelt, 1984). In order to improve the firm's competitive edge, a Resource-Based View (RBV) viewpoint looks internally at its resources and capabilities (Barney, 1991). The RBV method aids researchers in comprehending how businesses create and maintain a competitive edge by using their current resources and developing new ones. A company is a collection of tools and practices that impact expansion (Barney, 1991). Assuming that people work together to generate value for the company and that competition is constrained by socially acceptable standards of conduct, the theory leans toward a positive view of human behavior. According to the notion, managers and staff members are a source of advantage inside the company as they can integrate, produce, and apply information to accomplish organizational objectives (Kogut & Zander, 1992).

RBV holds that a firm's resources are the main factors that determine how well it performs, and these factors may help the organization maintain a competitive edge over time (Akio, 2005). The RBV theory offers theoretical justification for analyzing research variables and related methodologies. The RBV theory, as stated by Raduan et al. (2009), is a strategic management strategy that emphasizes a company's internal resources and skills as the foundation of its competitive advantage. According to the RBV hypothesis, an organization's many assets, expertise, organizational culture, and intellectual property may all greatly contribute to long-term success and competitive advantage. To understand how an organization's environmental sustainability activities and practices may be useful assets that attract and retain qualified personnel, the RBV theory can be used (Kash et al. 2014).

2.4.2 AMO Theory (Ability, Motivation, Opportunity)

Applebaum et al. (2000) introduced the ability-motivation-opportunity (AMO) hypothesis, which focuses on assisting in the selection of HRM strategies that promote sustainable performance. According to the AMO hypothesis, personnel traits and the organization's effectiveness are shaped by three separate work system components. The notion states that a system that addresses workers' aptitude, motivation, and opportunity (AMO) serves organizational interests the best. According to this idea, three elements influence employee performance: opportunity (having the possibility to work well), motivation (want to achieve), and ability (skills and knowledge). Businesses provide comprehensive training programs (ability), performance-based incentives (motivation), and plenty of prospects for professional advancement (opportunity) in accordance with AMO philosophy.

2.4.3 Human Capital Theory

In accordance with the human capital concept, which was first presented by Becker in 1962 and Rosen in 1976, every worker has a distinct set of skills or capabilities that they have the potential to cultivate or expand upon via the experience and education they get. Therefore, according to the human capital theory, the most valuable asset that a corporation has is its workforce. It is recommended that the objective of the methods for recruiting and selection be to locate and employ individuals who possess significant talents and expertise.

2.4.4 Social Exchange Theory

throughout the 1950s, sociologist George Homans developed the social exchange theory, and throughout the 1960s, sociologist Peter Blau contributed to the development of this theory. The notion of social exchange places an emphasis on the reciprocal relationship that exists between workers and firms. It argues that individuals are more likely to react with higher levels of devotion and performance if they perceive that the selection, evaluation, and reward procedures are fair and treat them well. This is because people are more likely to feel that they are being treated properly. According to the social exchange theory (SET), the degree of commitment that employees have to their jobs is directly proportional to the degree to which they perceive their employer is supportive and community-oriented. It is possible for businesses to improve employee retention and productivity by using social exchange theory in order to create a more positive and enjoyable working environment.

2.5 Review on Previous Studies

Fatema (2014) investigated the paradigm shift in HRM practices in Bangladesh's banking industry. This study's main goal was to identify and examine the paradigm change in HRM practices in Bangladesh's banking sector. Four reputable and well-known banks—two from the public sector and two from the private sector—were chosen for this purpose. Sonali Bank and Janata Bank are the respective public banks, while National Bank and Mutual Trust Bank Ltd. are the private banks. In-depth interviews and a questionnaire survey were used to gather the main data. The study indicates that the banking industry in Bangladesh is now more conscious of the need of maintaining a qualified personnel, which is essential to the success of a business. As a result of the competitive market environment, the dynamic role of the HR manager in the management of human resources is being needed. During her research, she found that employees need continuous evaluation and incentives. The findings of her study indicate that Bangladesh's banking industry has seen a substantial transformation over the course of the last several decades.

Kyaw San Linn (2019) looked at United Amara Bank Limited workers' job satisfaction and organizational performance. He examined how HRM methods affected work satisfaction and how job satisfaction affected UAB Bank's organizational performance. Middle and operational levels (senior and junior operational personnel) at UAB's main office in Yangon provided the primary data. Employees at the highest levels of management were not included. According to the findings, employee work satisfaction was significantly impacted by planning and recruiting, pay, and training initiatives. Additionally, it was discovered that UAB Bank is a location where workers are happy with their professional achievement and autonomy to take initiative, and they suggest UAB Bank as a place to work. Furthermore, the findings demonstrated that UAB Bank's organizational performance is significantly impacted by employee job satisfaction. He came to the conclusion that the bank might attain economic sustainability by implementing HRM procedures properly.

The effect of human resource management techniques on long-term performance in the banking industry was investigated by Ali and Aton (2020). The objective of their study was to examine the present status of sustainable performance levels in both Islamic and conventional banks. All workers of Lebanon's conventional and Islamic banks made up the study's population. A total of 150 bank workers provided primary data. The researchers used a questionnaire to gather data as part of their analytical descriptive technique. The research found that the banking industry's sustainable performance was impacted by its HRM management strategies.

Taha (2022) conducted research to determine how human resource management may potentially enhance the long-term viability of Jordanian banks. Specifically, he investigated the impact that human resource management (HRM) had on the viability of Jordanian banks. For the goal of achieving this objective, information was collected from twenty-three Jordanian banks that were listed at the ASE throughout the three years of 2014 and 2019. The management of the human resources environment, human resources acquisition and preparation, human resources evaluation and development, and human resources compensation were treated as independent factors in a regression model that included sustainability as the dependent variable. The model also included four independent variables that describe human resource management. The study took into consideration a number of factors, including the age of the banks, their size, their debt, and their return on equity. The results of the study suggest that there is a positive association between sustainability and all of the independent components. Based on the results, human resource management seems to be an essential tool for enhancing the banking industry's capacity for sustainability.

CHAPTER III
OVERVIEW ON BANKING INDUSTRY IN MYANMAR

3.1 Banking Industry in Myanmar

When Myanmar was a British colony in the 19th century, the Indian Presidency Bank of Bengal established a branch in Yangon in 1861, marking the beginning of Myanmar's financial history (Tin, 2013). The Reserve Bank of India's Yangon branch office served as Myanmar's first central bank from 1939 until 1947. The banking industry, which included both local and international banks, grew rapidly under the democratic government after Myanmar gained its independence in 1948 and now makes up at least one-third of the country's GDP (Tin, 2013). However, all banks—ten domestic and fourteen foreign—were nationalized in 1963 after the Revolutionary Council's assumption of state authority. All banking was then combined into a single organization by the military administration, which would subsequently be divided into four distinct state-owned banks. Privately held banks were allowed to reenter the market in the early 1990s, but the sector's growth was significantly hampered by the Asian financial crisis of 1997, the domestic banking crisis in Myanmar in 2003, and international sanctions. As part of a larger plan to boost economic development, officials have implemented a number of measures aimed at developing the financial sector since 2011.

From a few hundred in 2013 to about 1,700 by early 2016, the nation's retail ATM count has increased significantly.29 Point-of-sale (POS) terminals have tripled in number during the same period, from over 700 in 2014 to over 2,800 in 2016.30 Much of the credit for these advancements may be attributed to the Myanmar Payment Union (MPU). Co-branded credit cards are being issued by Mastercard and Visa in collaboration with MPU members. In Myanmar, the government has placed a high priority on economic changes, however the country's financial reforms are still in its juvenile stages. In spite of this, Myanmar's financial industry is still one of the least developed in the whole globe. The currency continues to be an important part of Myanmar's economy. A history of high inflation, bank runs, and insider lending has contributed to the public's suspicion in the banking and financial services sector. This mistrust has been worsened by many factors. The present global financial technology (fintech) boom, which also happened in Myanmar, promises to reduce this gap, despite the fact that the financial sector in Myanmar has seen tremendous expansion in recent years.

Table (3.1) Domestic Banks in Myanmar

Sr. No.	State-Owned Banks	Municipality-Owned Banks	Semi-Private Banks	Private Banks
1.	Myanmar Agricultural Development Bank	Naypyitaw Sibin Bank	Global Treasure Bank	Co-operative Bank (CB)
2.	Myanmar Economic Bank	Yadanabon Bank	Innwa Bank	First Private Bank
3.	Myanmar Foreign Trade Bank	Yangon City Bank	Myanmar Citizens Bank	Myanmar Oriental Bank
4.	Myanmar Investment and Commercial Bank Myanmar	-	Microfinance Bank	Yoma Bank
5.	-	-	Myawaddy Bank	Tun Foundation Bank
6.	-	-	Rural Development Bank	Kanbawza Bank
7.	-	-	Small & Medium Industrial Development Bank	Asia Green Development Bank
8.	-	-		Myanma Apex Bank
9.	-	-		United Amara Bank
10.	-	-	-	Construction and Housing Development Bank
11.	-	-	-	Ayeyarwaddy Bank
12.	-	-	-	Shwe Rural and Urban Bank
13.	-	-	-	Ayeyarwaddy Farmers Development Bank

Source: CBM, 2024

The Central Bank of Myanmar (CBM), which was founded in 1990 in accordance with the Central Bank of Myanmar Law, four further state-owned banks, and nineteen domestic commercial banks make up the banking industry. There are now 27 local banks in the industry, including four state-owned banks. The banking industry in Myanmar seems to be undergoing significant restructuring as a result of liberalization. A third round of foreign bank licensing will be made available to foreign banks with representative offices in Myanmar, the CBM announced on November 7, 2019. The previous two rounds, which were held in 2014 and 2016, allowed a total of 13 financial institutions to open a branch and engage in onshore wholesale banking operations.

Foreign banks may apply for a subsidiary or branch license. Beginning on January 1, 2020, subsidiaries will also be permitted to open up to ten (10) locations for business, such as branches or off-site ATMs, and to provide onshore retail banking services. Since the telecom sector was liberalized in 2014, banks have attempted to capitalize on the proliferation of smartphones, and mobile banking has been gaining significant traction in the financial technology (fintech) space. Foreign banks have previously been restricted in their ability to operate in Myanmar. According to the CBM, there are now 46 foreign bank representative offices, seven foreign non-banking organizations with representative offices functioning in the nation, and 13 foreign bank branches that were granted a restricted operating license beginning in 2014. Myanmar's domestic banks are shown in Table (3.1).

There are three municipality-owned banks and four state-owned banks, as shown in Table (3.1). One may consider both kinds of banks to be government banks. The remaining banks fall into one of two categories: private or semi-private. There are now 24 private banks operating in the banking industry. In accordance with the Financial Institutions Law of 1990, Myanmar Citizens Bank and First Private Bank received their first banking license on May 25, 1992. On August 3, 1992, Co-operative Bank received its second banking license. On the same day, July 2, 2010, AYA Bank, UAB Bank, AGD Bank, and MAB Bank were all granted banking licenses as members of the 2010 generation.

There are private banks that function as specialist banks. The Myanmar Industrial Development Council founded the first bank, SMIDB Bank, in 1996. CB Bank, the second bank, was created in 2004 with the combination of CB Bank, Farmers Bank, and Cooperative Promoters Bank. Beginning in 2015, CB Bank provides exporters with trade finance services. The third bank is GTB Bank, which was established in 1996 to finance businesses in the livestock and fisheries industries. The Construction and Housing Development Bank, which was founded in 2013 to finance building projects, is the fourth bank.

Private banks have opened branches all across the nation; now, there are 1,425 private bank branches nationwide. With over 450 branches nationwide and two representative offices overseas, KBZ Bank is the biggest private bank in Myanmar in terms of branch count. With 182 locations around the country, CB Bank is the second-largest bank in terms of branch count. Corporate banking, international banking, trade financing, remittance services, hire purchase, financial solutions, currency exchange, billing for phone and energy bills, mobile banking, online banking, and other services were among the new banking products that the private banks developed. However, several infrastructural limitations, such a lack of connectivity, electricity, and human resources, skew the growth of Myanmar's banking industry.

Sustainable economic growth requires a stable and effective financial sector. By global standards, Myanmar's financial industry is weak. In terms of human resources, it is anticipated that Myanmar's banks need 15,000 new hires annually. Strengthening human capabilities in Myanmar's banking industry is the only way to sustainably eliminate the consequent scarcity of trained personnel (GIZ, 2024).

3.2 Profile of MTB Bank

Myanma Tourism Bank, also known as Myanma Tourism Bank (MTB) bank, was granted a commercial banking license in accordance with the Financial Institution Law (FI Law) by the Central Bank of Myanmar in the year 2018. MTB Bank is considered to be leading among Myanmar's commercial banks. In addition to the headquarters, which can be found on Sule Pagoda Road in Yangon, there are also branches located all around the nation. As of the 31st of December in 2018, the bank has more than one hundred workers. Additionally, it offers financial services to all other businesses and sectors around the country, and it employs 500 individuals across the country. The domestic banking network of MTB originally consisted of two sites in 2018 and 2019, but it has since expanded to include seventeen branches around the country.

Myanma Tourism Bank has been granted a license by the Central Bank of Myanmar (CBM) to operate as a commercial bank. This license allows the bank to accept a variety of deposits, pay and collect cash for checks that are drawn or paid in person, provide credit facilities such as term loans, overdrafts, letters of credit, bank guarantees, trade financing, and other banking operations that are specified and authorized by the CBM in accordance with section 52 of the Financial Institutions Law 2018.

The bank provides a wide range of services, including but not limited to foreign exchange, foreign currency accounts, money transfers, SWIFT, trade finance, letters of credit, bills for collection, trust receipts, and trade finance in major foreign currencies such as the United States Dollar, the Euro, Singapore Dollars, Malaysian Ringgits, and Thai Baht. A service that facilitates the transfer of money from 200 different nations has been operating via the Western Union Company of the United States. Customers from Africa, the United States of America, Asia and the Middle East, Europe, and Oceania engaged in 4,206 transactions totaling 1.68 million US dollars during the 2019–2020 fiscal year. These transactions were carried out via the branches of international tourist financial institutions and were directed toward different regions of Myanmar. Coins and other charge instruments, such as legalized bills and checks, may be used for the purpose of initiating monetary transactions. Beginning in June of 2020, MTB offices will be offered the opportunity to receive outbound remittances using the cash transfer services provided by Western Union.

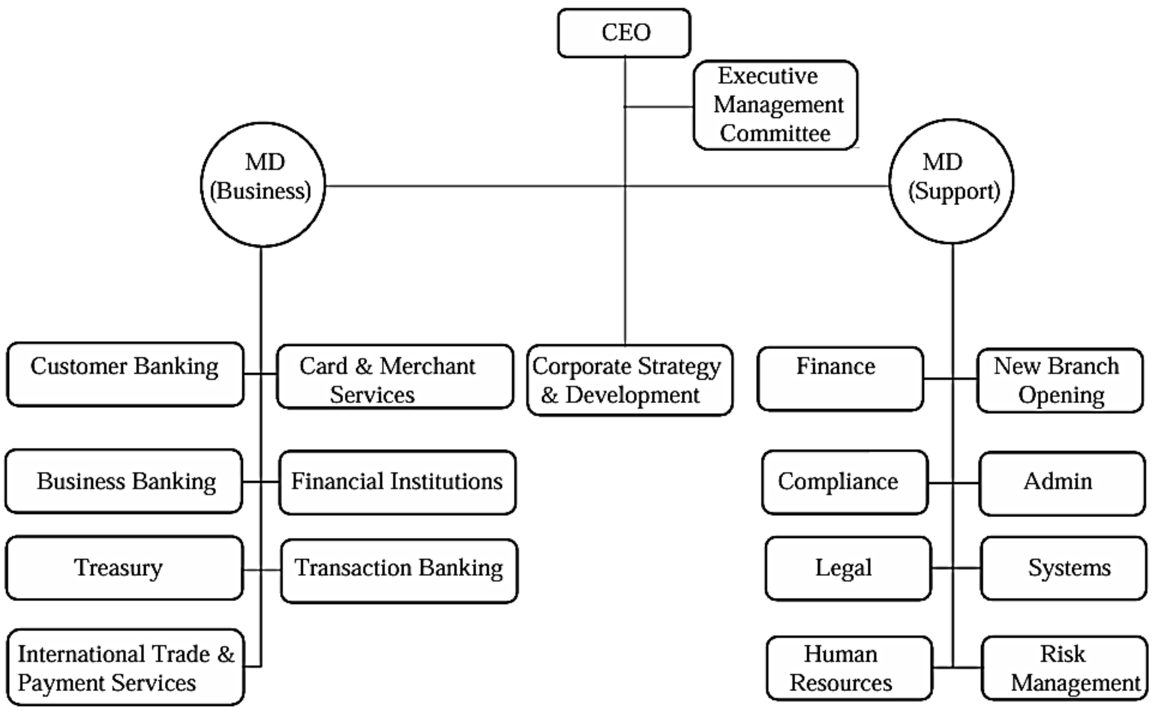
In order to enhance operations and provide trustworthy services, Myanma Tourism Bank (MTB) makes use of Oracle FLEXCUBE Core Banking Software for banking applications and Oracle Digital Banking Platform as an online channel to allow internet and mobile banking. Both of these methods are used in order to improve procedures. In addition to this, it is compatible with digital payments, financial technology (Fintech), and other technical disciplines that have the potential to make use of bank services. The Corporate Social Responsibility (CSR) efforts of Myanma Tourist Bank (MTB) are centered on social welfare, events, and the growth of tourism.

In order to achieve its objective of ranking among the most prestigious financial institutions in the country, Myanma Tourism Bank (MTB) is committed to delivering exceptional financial solutions that are tailored to meet the requirements of its clientele. To provide banking services that are both simple and effective by investing in cutting-edge banking technology and innovative banking solutions; to ensure stability and growth by adhering to the rules and regulations that have been established by banking regulatory bodies; to positively influence shareholders and society; and to provide employees with professional career opportunities that are both innovative and fulfilling.

The Myanma Tourism Bank has a certified capital of 35 billion Kyats, which is divided into 70,000 shares for every 500,000 Kyats. The balance of the bank is 35 billion Kyats. During the month of July 2019, the whole stock of the bank was already made accessible to the general public. It is estimated that the relevant financial institution in Myanmar would raise legal capital to 70 billion Kyats in the year 2020. Of this total, 52.17 billion Kyats will be transferred to the general people in the period of 2019–2021. The permissible proportionate capital of the bank is seventy billion kyats, which is evenly distributed among one hundred thousand stocks, each of which is worth 500,000 kyats. A shareholder who has saved at least 600 shares at a price of kyats three hundred million or more is entitled to be nominated as a member of the bank's BODS. Additionally, a person or organization should acquire five percent of the legal capital in order to be eligible for nomination. As of the thirty first of March in 2017, a total of 104,354 stocks with a total value of 52.177 billion kyats were completely issued to the general public and entirely paid up.

The Myanmar Tourism Board (MTB) is a responsible corporate entity that is firmly devoted to making a contribution to the socio-economic development of Myanmar. The financial institution is committed to actively supporting projects that aim to promote community development, environmental sustainability, and financial inclusion. The Myanma Tourism Bank (MTB) bank is comprised of several departments, each of which has its own system. In order to accomplish the vision and purpose of Myanma Tourism Bank (MTB) bank, each of the divisions is responsible for a unique set of tasks and has a distinct set of objectives. Presented below is the organizational structure of Myanma Tourism Bank (MTB), which may be seen in Figure (3.1).

Figure (3.1) Organizational Structure of MTB Bank



Source: MTB, 2024

According to Figure (3.1), Myanma Tourism Bank's organizational structure is shown. Currently, MTB has 16 departments: finance and accounts, audit, human resources, banking operations, business unit, information technology, card operations, loan, administration, corporate affairs, branding & marketing, enterprise risk management, legal, treasury, international banking, and e-channel. Each department has its own departmental goals and functions. MTB bank has achieved its strategic goals and has been extending its branch over years. Table (3.2) presents the branches of MTB Bank over years.

Table (3.2) Branches of MTB Bank over Years

Sr. No.	MTB Bank	Location	Opening Date
1.	Head office	Sule	15-Nov-18
2.	Operation Unit-Sule(HO)	Sule	6-May-19
3.	Operation Unit-MDY	Mandalay 27th	3-Sep-19
4.	Operation Unit-NPT	Naypyitaw	12-Sep-19
5.	Operation Unit-MWD	Myawaddy	26-Feb-20
6.	Operation Unit-BYN	Bayintaung	4-Mar-20
7.	Operation Unit-SBT	Shwe Bone Thar	22-Jul-20
8.	Operation Unit-MYA	Monywa	5-Apr-21
9.	Operation Unit-TGI	Taunggyi	5-Apr-21
10.	Operation Unit-SGT	Shwe Gone Dine	20-May-21
11.	Operation Unit-Muse	Muse	13-Jan-22
12.	Operation Unit-MN	Mandalay - Manawhari	3-Aug-22
13.	Operation Unit-ZC	Mandalay - Zay Cho	3-Aug-22
14.	Operation Unit-KSK	Mandalay - Kyawesalkan	4-Nov-22
15.	Operation Unit-YZN	Yuzanna	11-May-23
16.	Operation Unit-STT	Shwe Taung Tan	11-May-23
17.	Operation Unit-NUA	New University Avenue	11-May-23
18.	Operation Unit-Pyay Road	Yangon Pyay Road	11-May-23

Source: MTB Bank, 2024

In 2018, the Central Bank of Myanmar awarded Myanma Tourism Bank, usually referred to as MTB Bank, a commercial banking license under the Financial Institution Law (FI Law). The headquarters of MTB Bank are situated in Kyouktada Township, Yangon, on Sule Pagoda Road. Table (3.2) demonstrates that MTB Bank has several branches around the country. The bank branches will be opened based on the amount of available investment capital. MTB intends to open a further seven branches over the short term.

3.3 HRM Practices of MTB Bank

The HRM procedures of MTB Bank are described in this section. Recruitment and selection, training and development, performance evaluation, incentives, and employee involvement are all priorities for MTB Bank. According to resource based view theory, MTB bank sets vision and mission by aligning its human resources. According to AMO Theory, the bank thoroughly recruits and selects relevant by evaluating their skills and knowledge. As part of motivation, the bank used to give bonus, rewards and recognitions. On the other hand, the bank gives trainings and development programs by aligning human capital theory. By adopting social exchange theory, the bank gives fair compensation and performance appraisal system to get best efforts of employees that will lead to economic sustainability of the bank.

3.3.1 Recruitment and Selection

The human resource manager is responsible for developing a plan for recruiting and managing personnel, which must then be presented to the board of directors (BOD) before any of the staff is hired or retained. Taking into consideration the fact that it is an extension of the business and a growth of the kind of services or company with other organizations is quite important. A comprehensive recruitment strategy may be of assistance to hiring departments in their attempts to locate and employ a faculty that is composed of individuals who are highly qualified, talented, and diverse. Each and every recruiting resource that the department in charge of hiring intends to use, such as periodicals, websites, personal contacts, and so on, have to be included into the recruitment strategy. In the case that there is a vacancy in the department as a result of a staff resignation or another cause, the head of the department is required to submit a staff request form to the human resource management group. This form must include the job description, job requirements, and the deadline for recruiting. In the event that there is a genuine need to fill the post, the management of human resources will take the proper action.

It is the responsibility of the department of human resources, which is under the supervision and control of the Chief Executive Officer (CEO), to carry out the recruitment strategy in concert with the employee who is in charge of the appropriate department. Before the preparation is submitted to the Board of Directors (BOD) at the annual meeting, about four months will have passed.

Different sorts of roles need different techniques to recruiting in order to be filled. MTB Bank employs people from both inside the company and from outside the company.

Due to the limited availability of upper-level roles, MTB Bank is required to get sources from recruiting agencies. In order to provide those who are interested with the chance to apply for the position, human resources will put a job posting on the notice board along with a notification of a vacancy for internal recruitment. Employee recommendations are used by MTB Bank on occasion in order to guarantee that staff members possess the necessary qualifications for available jobs. In the event that the vacant department is willing to continue with the recruiting process, the personnel will be given either verbal or written notice of the upcoming hiring procedure.

Within the realm of external recruiting, MTB Bank is responsible for posting job vacancies on its MTB Career Facebook page, making job calls, and hiring personnel for banks. Interviews, first computer test checks, and remuneration are all based on the bank's standard rate for junior and senior assistants, assistant supervisors, and supervisors. When it comes to being interviewed and compensated, the first people to be considered are assistant managers, deputy managers, managers, senior managers, and assistant general managers. In most cases, the process of recruiting and selecting candidates takes one month. In less than a week, MTB Bank will employ and choose the personnel necessary to handle the urgent case. One week after the application forms have been selected, MTB Bank will send out notifications to the applicants informing them of their first interview. Within two weeks, it will send a notification to the candidates who were selected for a further interview. MTB Bank reserves a month's worth of time for employees who have not yet left their previous banks. Letters that are provocative are sent to workers who have passed an interview at the beginning of the hiring process in order to establish meaningful interactions with such individuals. The procedures for recruiting and selecting employees at the bank are well outlined. In addition, the bank has a clear internal recruiting process, which ensures that every member of the staff is aware of the hiring method that the organization follows.

3.3.2 Compensation and Benefits

MTB bank provides to all employees Uniforms, and Ferry. In addition, the bank provides a mobile phone allowance for supervisors and management positions. As shown in Table (3.3), MTB bank makes the payscale by grades. All the salaries are given by Kyats.

Table (3.3) Payscale of MTB Bank by Grade

Sr. No.	Grade	Rank	Salary (MMK)	
			Mini	Max
1.	Grade - 7	Junior Executive	200,000	500,000
2.	Grade - 6	Executive	300,000	700,000
3.	Grade - 5	Senior Executive	400,000	1,000,000
4.	Grade - 4	Assistant Manager	500,000	1,200,000
5.	Grade - 3	Manager	600,000	1,500,000
7.	Grade - 2	Head of Department	800,000	1,700,000
8.	Grade - 1	Senior Management	1,500,000	3,000,000

Source: MTB Bank, 2024

As shown in Table (3.3), there are seven grades specified in MTB bank. Grade-7 is the lowest level and Grade 1 is top level. The lowest level or grade 7 employees get salary starting from 200,000 MMKs to 500,000 MMKs. The higher position or grade 1 employees receive from 1,500,000 MMKs to 3,000,000 MMKs. Apart from salary, MTB Bank provides ferry service to employees. For higher positions, the bank provides car with driver. Moreover, based on the performance level, the bank provides one month or two months bonus to outstanding employers at the year-end party.

3.3.3 Training and Development

MTB Bank provides three primary training programs. These include development, vocational education, and orientation training. All employees get regular training via induction and job instruction, while career development training is tailored to address specific requirements such as employee promotions and the launch of new goods and services.

All new recruits, including assistant supervisors, senior assistants (SE), and junior assistants (JA), get instruction in the principles of induction training. This course covers a diverse array of topics over a duration of three months. The key subjects of this training include cash recording, computerized banking operations, branch protocols, employee ethics, and laws pertaining to banks and personnel.

All workers get instructional training at designated intervals after the completion of the induction course. If an employee had not previously participated in a program for that function, the second category of courses was regularly arranged for them upon their integration into the branch or another office division. Private bank managers should not operate in a functional area for more three years unless they have finished a program in that specific function.

The head of the training department at banks conducts a development training session. This course utilizes lectures, games, role-playing, and other classroom tactics. This course provides specific training for promoted professionals. The third type of courses comprises specialized programs designed to meet the specific demands of the group or level. The cornerstone of private banking training and development is the enhancement of competencies and skills. It is an essential element of their company strategy. English training is a subject in the development course. The objective is to enhance the employees' English ability by equipping them with language skills. Each private bank finances external training by participating in a master's or diploma program in banking provided by the Myanmar Banking Association.

personnel get internal training from the relevant department, including customer service classes, department-specific courses, instruction comprehension, and training on newly announced products. External Training offers courses in exam preparation, banking, and credit risk analysis.

MTB Bank offers compliance and onboarding training courses for new hires. Some internal trainings are available just once. All personnel get ongoing training in customer service and product knowledge. These trainings are conducted quarterly. All employees get product training from senior personnel, while customer service training is delivered by both internal and external instructors. To ensure personnel are equipped to perform their duties effectively, these programs include a range of topics, including compliance, customer service, product knowledge, sales methods, and industry regulations.

MTB Bank offers ongoing training in areas such as risk management, cyber security, financial products, and customer service via workshops, seminars, and online courses. Mentoring programs match new employees with experienced workers to provide guidance and assistance. Managers may identify areas requiring more training or skill enhancement by evaluating employee performance. The types of training provided by MTB Bank are shown in Table 3.4.

Table (3.4) Types of Trainings at MTB Bank

Sr. No.	Course	Duration	Time
1.	Credit Risk and Management	3 months	Sat (9 am to 5 pm)
2.	General / Life Insurance	1 month	Sat (9 am to 5 pm)
3.	Personal Grooming	1 month	Sat (9 am to 12 pm)
4.	Trade Finance	1 month	Sat (9 am to 12 pm)
5.	MTB Wallet	1 day	Sat (9 am to 12 pm)
6.	New Product Trainings	1 day	Sat (9 am to 12 pm)

Source: MTB Bank, 2024

Table (3.4) illustrates that MTB Bank offers relevant training to workers according to their job qualifications and responsibilities. The bank conducts training sessions on Saturdays to enable workers to concentrate on their training.

3.3.4 Performance Appraisal

The objectives of performance assessment are to formally assess an individual's work accomplishments and provide feedback. MTB Bank conducts performance evaluations biannually. Factors such as leave, collaboration, customer service, time management, communication, accountability, respect, and social skills are considered in performance evaluations. Employee performance at MTB Bank is assessed based on 360° Review ratings and the grading criteria established by department leaders. The subsequent phase involves the employee's self-assessment.

The HR department is responsible for collecting the necessary documentation and executing the evaluation process. Line managers must be proficient in conducting these assessments in suitable and sanctioned manners. Furthermore, it is correct to assert that HR oversees the pre- and post-appraisal processes. The HR department will aggregate the comprehensive assessment results, document pertinent observations, and provide senior management with an in-depth study. The performance evaluation score of MTB Bank is shown in Table 3.5.

Table (3.5) Performance Appraisal Score of MTB Bank

Sr. No.	Type	Scoring (100)
1.	Core Competency	30
2.	Personal Objectives	20
3.	Sales Target	20
4.	Attendance	5
5.	Customer Service	5
6.	SOP	10
7.	Departmental Profit and Loss	10

Source: MTB Bank, 2024

As shown in Table (3.5), MTB Bank thoroughly checks the performance of employees in terms of core competency, personal objectives, sales target, attendance, customer service, SOP, and departmental profit and loss. MTB bank mainly focuses core competency, personal objectives, and ID targets by giving 30, 20, and 20 scores respectively. All the employees are given this score range so that they can understand how the performance is evaluated.

3.3.5 Rewards and Promotions

MTB Bank provides a variety of financial and non-financial employee benefits to its staff. MTB Bank gives recognition to workers that do well. These assessments provide supervisors a chance to recognize outstanding performance and give rewards to employees who continuously go above and beyond. At the annual meeting and staff banquet, awards are given to exceptional employees.

Salary and bonuses are examples of financial benefits. Employees who have worked at MTB Bank for five years or who do not take any leaves of absence within a year are eligible for a three-month wage bonus. After the yearly budget is closed, the bank also gives its staff a one-month bonus. Additionally, it offers staff loans, travel expenses, and phone bills.

Promotion, a gift card, and a trip ticket are examples of non-monetary incentives. Additionally, MTB Bank hosts events and parties during the magnificent Thingyan and Thadingyut festivals. On certain significant occasions, the bank gives junior staff a one-time incentive of $100,000. Additionally, at a meeting or during a casual conversation, the

CEO and management show their appreciation. The Target full-time employee receives a jump promotion or promotions based on their performance review.

3.4 Sustainability of MTB Bank

A theoretical framework for examining the connection between sustainability and financial success is offered by stakeholder theory. It makes the case that any company's goal, including banks', is to meet the requirements of its stakeholders. This idea provides an explanation for why businesses should strive for sustainable development, stating that doing so will benefit their bottom line as it will enable them to accomplish their goals. The bank was initially capitalized at MMK22bn ($14.3m), with support from the Myanmar Tourism Federation and investment from its 26 owners, all of whom work in the travel and tourism sector. The MTB will provide the majority of the services offered by commercial banks and is focused on offering low-cost, long-term loans to the industry, especially to the small- to medium-sized segment.

By identifying a chance in Myanmar’s tourism industry, MTB led the way in creating specialized financial services, establishing MTB as a crucial supporter of tourism businesses. This vision inspired MTB to continuously strive for innovation, launching projects designed to meet the changing demands of Myanmar’s vibrant tourism sector. MTB is committed to driving Myanmar’s tourism industry forward through innovation. By offering unique financial products and leading digital transformation, MTB is dedicated to meeting the changing demands of tourism businesses. Through partnerships, financial education initiatives, and sustainable financing, MTB helps businesses thrive and promotes responsible tourism, contributing to long-term growth and progress.

By seamlessly merging international best practices with local nuances, the bank adopted advanced technology and digital transformation initiatives to elevate MTB’s services. Strategic partnerships and alliances emerged as vital components, enabling MTB to craft holistic solutions and carve out a distinctive identity in a fiercely competitive market. MTB primarily focuses on the tourism industry, but its services go beyond that. It provides a wide range of banking services including deposit accounts, loans, remittances, and trade finance. MTB aims to be a reliable financial partner for both tourism businesses and the wider community. By promoting economic growth and financial inclusion, MTB strives to make a significant impact on Myanmar’s socioeconomic landscape.

In the future, MTB aims to expand its reach to other regions and offer a wider range of services. In the short term, they plan to improve their digital banking services, strengthen partnerships with tourism stakeholders, and increase their presence within the country. Their long-term strategies involve expanding into new regions, offering diverse services, and adopting innovative fintech solutions to establish MTB as a leading financial institution.

MTB has successfully overcome various challenges in the industry by being adaptable, having strategic foresight, and prioritizing customer needs. With agility and proactivity, MTB has become a resilient and forward-thinking organization, and overcome any obstacles on its journey to success. Through constant adaptation to market changes and customer preferences, MTB cements its position as a pioneer in the financial services industry.

MTB's focus on technology integration is the key to improving performance. By emphasizing continuous learning and forming strategic partnerships, MTB has built a strong technological foundation. Through digital platforms, customer education programs, and flexible approaches, MTB guarantees smooth service and operational excellence. As for better process and reliable services, MTB bank is using Oracle FLEXCUBE Core Banking Software for banking application and Oracle Digital Banking Platform to provide secure and convenient banking services across multiple channels, including web and mobile applications. This ultimately boosts customer satisfaction and improves organizational efficiency.

CHAPTER IV
SURVEY ANALYSIS

4.1 Profile of Survey Area

Primary data are collected from employees of MTB bank. MTB bank has 17 branches in Myanmar. Survey are collected from 14 employees from 16 MTB branches, and 26 employees from MTB head office. To cover all branches, Google form is used to collect survey from employees at 17 branches. Simple random sampling method is applied to collect data. Survey period is from 1st August 2024 to 30th August 2024.

4.2 Survey Design

The questionnaires were reviewed to ensure that they were easy to read, brief, and clear. In addition, it was utilized with suitable question formats, like Likert scale and multiple-choice questions, to cover all pertinent topics. A 5-point Likert scale, with 1 denoting severely disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree, is used in a systematic questionnaire to gather primary data.

The questionnaire used in this study included three major sections namely Part A, Part B, and Part C. In Part A, Socio-Demographic Characteristic of respondents are asked. The first section includes the questions for the background information of the respondents working at MTB bank. Specifically, it covers on the respondents' gender, age, work experience, education level, job position, and monthly salary. In Part B, HRM practices of MTB bank are asked. The second part, HRM practices (recruitment and selection, compensation and benefits, training and development, performance appraisal, and rewards and recognitions) are identified with 5-point Likert scales. In part C, sustainability of MTB bank is identified by exploring the return on equity, risk reduction, customer satisfaction level, business opportunities, launching new products, achievements of strategic goals and optimal utilization of resources with 5-point Likert scales.

After revising the questions, the online survey was conducted to 250 employees out of 500 total employees who are currently working at MTB head office and branches by simple random sampling method. Descriptive analysis was done in this study. For the respondents' background data, frequency and percentage are computed. For each item on the 5-point Likert scale, mean values, standard deviation, and overall mean are determined.

4.3 Survey Data Analysis

To analyze the collected data from 250 respondents, SPSS application is used in this study. Firstly, reliability analysis is done. Then, descriptive analysis is done to identify the perceptions of employees towards HRM practices and sustainability of MTB bank.

4.3.1 Reliability Analysis

A statistical technique called reliability analysis is used to evaluate a system's or measuring tool's dependability, stability, and consistency. Hair et al. (2010) have identified five dependability value levels. Table (4.1) displays the Cronbach's alpha value level.

Table (4.1) Value Level of Reliability Cronbach's Alpha

Sr. No.	Cronbach's Alpha Value Level	Level of Reliability
1	0.0 - 0.20	Less Reliable
2	0.20 – 0.40	Rather Reliable
3	0.40 – 0.60	Quite Reliable
4	0.60 – 0.80	Reliable
5	0.80 – 1.00	Very Reliable

Source: Hair et al., 2010

According to Table (4.1), Hair et al. (2010) categorized five level of reliability based on Cronbach’s Alpha value range. Value Level of Reliability Cronbach's Alpha of Hair et al. (2010) is referred in this study. Cronbach’s Alpha values for variables used in this study are presented in Table (4.2).

Table (4.2) Reliability Test

Sr. No.	Variables	No. of Items	Cronbach’s Alpha
1	Recruitment and Selection	7	.893
2	Compensation and Benefits	6	.823
3	Training and Development	7	.851
4	Performance Appraisal	7	.883
5	Rewards and Recognitions	7	.921
6	Sustainability	7	.917

Source: Survey Data, 2024

Cronbach's Alpha values are computed for each variable based on the reliability test. Every variable receives a score between 0.80 and 1.00, including perceived utility, perceived simplicity of use, facilitating condition, computer self-efficacy, service quality, information quality, system quality, and sales performance. Hair et al. (2010)'s Cronbach's Alpha value range indicates that the results of this investigation are highly dependable.

4.3.2 Demographic Characteristics of the Respondents

Because it offers useful information on the traits of a particular community or group, the demographic profile is significant in research. The demographic information for 250 responders is included in this section. Gender, age, employment position, education, work experience, and monthly compensation are examples of demographic traits. The demographic information of the respondents who completed the questionnaire is shown in Table (4.3) using descriptive statistics like frequency and percentage.

According to Table (4.3), 150 respondents (56.0%) are females while the remaining 110 respondents (44.0%) are males. Among 260 respondents, 97 respondents (38.8%) are between 26 and 35 years, followed by 82 respondents (32.8%) are between 36 and 45 years, 45 respondents (18.0%) are less than 25 years, and 26 respondents (10.4%) are above 45 years. As to the education level of the respondents, 182 respondents (72.8%) are graduates. There are 29 undergraduates (11.6%), 19 postgraduate respondents (7.6%), 12 doctorates and other group includes respondent who are high school and master levels.

Regarding working experience, 82 respondents (32.8% of the respondents) have work experience from 1 to 3 years followed by 80 respondents (32.0% of the respondents) have work experience from 4 to 6 years, 59 respondents (23.6% of the respondents) have less than 1 year work experience, and the minority of the respondents have over 6 years work experience.

Table (4.3) Demographic Characteristics of the Respondents

Sr. No.	Description	Particular	Frequency	Percentage (%)
1	Gender	Male	110	44.0
		Female	140	56.0
2	Age (Years)	<=25	45	18.0
		26-35	97	38.8
		36-45	82	32.8
		above 45	26	10.4
3	Education Background	Undergraduate	29	11.6
		Graduate	182	72.8
		Post Graduate	19	7.6
		Doctorate	12	4.8
		Other	8	3.2
4	Working Experience	Less than 1year	59	23.6
		1-3 years	82	32.8
		4-6 years	80	32.0
		Over 6 years	29	11.6
5	Job Position	Junior Staff	26	10.4
		Senior Staff	33	13.2
		Assistant Supervisor	43	17.2
		Supervisor	66	26.4
		Assistant Manager	52	20.8
		Manager	19	7.6
		MD	9	3.6
		Other	2	0.8
Total			**250**	**100**

Source: Survey Data, 2024

Regarding job position, 66 respondents (26.4% of the respondents) are working as supervisors, 52 people (20.8% of the respondents) are assistant manager, 43 respondents (17.2% of the respondents) are assistant supervisor. 33 respondents (13.2% of respondents) are senior staff, 26 respondents (10.4% of respondents) are junior staff and 9 respondents are MDs including MD level 3.Minority of the respondents are general managers.

To summarize, majority of the bank staffs are females who are between 26 and 35 years old. Most of the respondents are graduate people and they have been working at bank from 1 to 3 years. Majority of the respondents are working as supervisors at bank.

4.3.3 Employee Perception towards HRM Practices of MTB Bank

In this section, HRM practices of MTB bank are determined by perceptions of the respondents to find out the HRM practices in Myanmar Banking industry. HRM practices in this study include recruitment and selection, compensation and benefits, training and development, performance appraisal, and rewards and recognitions.

(a) Recruitment and Selection

Because they have a direct influence on company performance, culture, and long-term success, recruitment and selection are critical HR processes. By placing the appropriate people in the right positions, effective recruiting promotes creativity, productivity, and employee happiness. The descriptive study of MTB Bank's recruitment and selection process is shown in Table (4.4).

Table (4.4) Perceptions about Recruitment and Selection

Sr. No.	Description	Mean Score	Std. Dev
1.	MTB has fair recruitment and selection process.	4.20	0.47
2.	The recruiters carried out reference checks.	4.27	0.49
3.	My recruitment to this bank is strictly based on merit.	4.27	0.53
4.	There is no discrimination or bias in the selection process.	4.33	0.55
5.	The process of selection is done according to the procedures.	4.38	0.56
6.	MTB selects a diverse workforce.	4.30	0.57
7.	MTB bank fills vacant positions from both internal and external sources.	4.26	0.51
Overall Mean		**4.29**	

Source: Survey Data, 2024

As shown in Table (4.4), finding indicates that MTB bank has specified procedures for recruitment and selection for each position. Respondents do not experience any bias in the selection process of the bank. By guaranteeing equal employment opportunities free from discrimination or harassment on the basis of race, color, religion, sex, sexual orientation, gender identity or expression, age, disability, marital status, citizenship, genetic information, or any other legally protected characteristic, the bank also promotes a diverse workforce to attract talent. This implies that all applicants are assessed impartially and without prejudice according to their credentials, abilities, experiences, and company demands. During selection process, officials check CV, certificates and reference papers thoroughly to select right candidates from both internal and external sources. Therefore, it can been seen that the bank is committed to using the resources and expertise to promote diversity, equity, and inclusion in society. According to the overall mean 4.29, it can be concluded that there are fair recruitment and selection process at bank.

(b) Compensation and Benefits

Compensation and benefits are an important part of the employee experience. Direct and indirect payments made to an organization's workers are included in employee benefits and compensation. Table (4.5) presents the descriptive analysis of compensation and benefits by MTB bank.

Table (4.5) Perceptions about Compensation and Benefits

Sr. No.	Description	Mean Score	Std. Dev
1.	MTB gives compensations and allowances according to the labour law.	4.33	0.53
2.	Wages cover basic living expenses and inflation.	4.30	0.60
3.	MTB always gives salaries, wages or incentives end of month.	4.20	0.52
4.	MTB provides monetary and non-monetary benefits.	4.26	0.66
5.	MTB arranges transportation or dorm.	4.12	0.63
6.	MTB offers health benefits, vacations and bonuses.	4.26	0.71
Overall Mean		**4.24**	

Source: Survey Data, 2024

As shown in Table (4.5), finding indicates that MTB bank gives compensations and allowances according to the labour law. This means that the bank sets up HR policy to ensure that the bank operates with integrity and adhere to applicable labor laws, regulations, and internal policies. Respondents state that their wages cover basic living expenses and inflation. With 'Cost of Living Support' provided by the bank on top of salary, employees can offset the rising price of essential living costs in the current climate. It is found that the bank gives monetary and non-monetary benefits to employees.

The bank maintains a generous benefits scheme that acknowledges and supports various aspects of employees' lives during their tenure with bank. Respondents are eligible for specific provisions such as 5 days of Marriage Leave, 150 days of Maternity Leave, and 30 days of Paternity Leave, Exam Leave, and Compassionate Leave, Hospitalization grants, Welfare Claims, Staff Loan, Emergency Cash Loan, Home Loan, and Hire Purchase. Moreover, the bank provides ferry for all employees, and arranges dorm for employees who are on transfer. In addition, respondents agree that they get bonus and allowances as the bank gives bonus and vacation pay for the employees who have at least 1 year work experience.

For employees who are under 1 year work experience, company calculates the bonus proportionally. It is found that respondents get health benefits as well as the bank provides free vaccination for all employees whenever it is necessary. Every year, the bank reviews salary based on the performance of the salary and industry survey. Respondents state that they get the salary at the end of the month. Generally, the bank transfers the money to the bank accounts of the employees at the end of the month. If the payday is on holiday, employees will get the salary one day early. According to the overall mean 4.24, it can be concluded that there are fair compensation and benefits at bank.

(c) Training and Development

Banks provide training and development programmes to enhance knowledge and skills of employees to satisfy the customers. Table (4.6) presents the descriptive analysis of training and development programmes by MTB bank.

Table (4.6) Perceptions about Training and Development

Sr. No.	Description	Mean Score	Std. Dev
1.	MTB gives enough orientation for new employees.	4.28	0.55
2.	MTB bank provides banking trainings relevant to tasks of employees.	4.23	0.52
3.	MTB bank emphasizes ongoing development for employees.	4.33	0.56
4.	Employee training programs are well planned and designed for employee development.	4.31	0.53
5.	Courses and seminars are conducted in the organization.	4.34	0.58
6.	MTB gives trainings matched the role and job description of the employee.	4.44	0.57
7.	MTB bank provides trainings relating to new products of the bank.	4.36	0.54
Overall Mean		**4.33**	

Source: Survey Data, 2024

As shown in Table (4.6), finding indicates that respondents get trainings matched the role and job description of the employee. This means that bank provides systematic trainings based on the job requirements of the employees. Banks provide extensive onboarding training programs and continuous training for current staff members. Additionally, it has been discovered that the bank offers training on its new products so that staff members are knowledgeable about them while interacting with clients. Regular training and seminars are offered by MTB Bank to improve staff expertise. The bank always provides new hires with orientation so they may completely comprehend their task and fulfill expectations. The overall mean of 4.33 indicates that the bank implements personnel training and development initiatives to boost operational effectiveness.

(d) Performance Appraisal

The methodical assessment and review of workers' work and contributions to the accomplishment of the organization's objectives is known as performance appraisal. Based on the performance level of employees, bank provides additional trainings, or rewards etc. Table (4.7) presents the descriptive analysis of performance appraisal by MTB Bank.

Table (4.7) Perceptions about Performance Appraisal

Sr. No.	Description	Mean Score	Std. Dev
1.	Performance appraisal reflects my actual abilities.	4.38	0.58
2.	The performance appraisal of MTB is fair.	4.37	0.59
3.	The result of the performance appraisal is openly explained and discussed to the employee concerned.	4.34	0.53
4.	MTB applies result-based system for performance appraisal.	4.38	0.55
5.	Supervisors do not have bias when evaluating subordinates.	4.36	0.56
6.	The performance appraisal system of MTB bank is transparent.	4.39	0.59
7.	MTB bank makes 360° review for performance appraisal.	4.33	0.53
	Overall Mean	**4.37**	

Source: Survey Data, 2024

As shown in Table (4.7), finding indicates that performance appraisal system of MTB bank is transparent since employees can discuss with officials for their performance appraisal result within 5 days of result issued. If employees have questions about their performance appraisal result, officials explain the procedures of performance appraisal. Bank used to apply result-based system for performance appraisal. It usually looks the work done of employees and contributions to the organizational goals. The bank applies 360° review to get the accurate performance of employees. Bank strictly restrict the supervisors not to bias in performance appraisal. Therefore, employees perceive that performance appraisal reflects their actual abilities. According to the overall mean 4.37, it is concluded that bank conducts performance appraisal fairly and transparently for both the employees and organization.

(e) Rewards and Recognitions

Rewards and recognition indicate that an employee's work has been duly acknowledged, valued, and promptly incentivized. Table (4.8) presents the descriptive analysis of rewards and recognitions by MTB bank.

Table (4.8) Perceptions about Rewards and Recognitions

Sr. No.	Description	Mean Score	Std. Dev
1.	The criteria for the recognition programs has been clearly explained to all employees.	4.31	0.56
2.	I get credit for what I accomplish.	4.33	0.62
3.	MTB bank gives annual bonus.	4.20	0.78
4.	I receive recognition for accomplishments.	4.27	0.66
5.	MTB bank gives jump promotions for outstanding employees.	4.34	0.62
6.	Management provides written and verbal praise for outstanding employees.	4.33	0.64
7.	MTB bank gives employee of the year awards at annual meeting and staff party.	4.34	0.65
Overall Mean		**4.30**	

Source: Survey Data, 2024

As shown in Table (4.8), finding indicates that bank has today recognized employees for showcasing exceptional performance. MTB Bank celebrates "Employee Appreciation Day" to acknowledge the relentless efforts and contributions of employees. Senior management and head of departments make a public recognition by using stickers, giving flowers. In addition, bank provides social recognition such as holding diner parties and arranging trips for manager and non-manager levels. At year-end party, management appreciate outstanding employees by showing photo of employees and their achievements. For the top performers, the bank sometimes gives jump promotion. It is found that the bank communicates the recognition program to all employees, explaining how it works, what behaviours are valued, and how recognition will be given. Therefore, all employees have a clear understanding for criteria of rewards and recognition. MTB bank uses recognition and rewards to boost morale and increase employee engagement across all departments. Therefore, employees get credits for their efforts. According to the overall mean 4.30, it is concluded that bank has good rewards and recognition system based on the performance of employees.

4.3.4 Employee Perception towards Sustainability of MTB Bank

The core of sustainability in business is operating ethically and maximizing profits without negatively impacting the environment or the society in which we live. Table (4.9) presents the descriptive analysis of sustainability by MTB bank.

Table (4.9) Perceptions about Sustainability

Sr. No.	Description	Mean Score	Std. Dev
1.	MTB achieves good return on equity.	4.41	0.54
2.	MTB is able to reduce risks.	4.38	0.58
3.	Customer satisfaction is increased.	4.40	0.59
4.	The bank explores opportunities.	4.44	0.58
5.	MTB introduces new products to the market.	4.42	0.53
6.	MTB achieves the strategic goals as intended.	4.36	0.57
7.	MTB enables optimal utilization of resources.	4.34	0.55
Overall Mean		**4.39**	

Source: Survey Data, 2024

According to Table (4.9), MTB Bank prioritizes long-term planning, cost optimization, empowering Myanmar's Small and Medium Enterprises (SMEs), and retail banking in order to promote the country's long-term social, cultural, and financial well-being. It is found that the bank explores opportunities by introducing new products such as MTB pay, and travel loan etc. Myanmar Tourism Bank (MTB) has launched a new product. It has begun offering non-collateral loans with interest rates as low as 14 percent for businesses in the tourism industry, as well as for small-to-medium sized enterprises (SMEs). Myanma Tourism Bank (MTB) and GGI Nippon Life (GGINL) have announced a strategic bancassurance partnership to empower families in Myanmar. Starting from 1st May 2024, GGINL's innovative offerings will be available through all 17 MTB branches, enabling customers to make informed decisions about their financial well-being, protect their loved ones, and plan for their children's education. This marks a significant milestone in expanding access to insurance services and promoting the digitization of the financial sector in Myanmar. By introducing new products, the bank achieves strategic goals, good return on equity, and more customer satisfaction. According to the overall mean 4.39, it is concluded that bank achieves sustainability by thoroughly conducting good HRM practices.

According to the findings, MTB bank achieves sustainable performance by systematically practicing its HRM practices. By having capable workforce, the bank achieves its strategic goals, mission and vision. By overall mean scores, it can be concluded that MTB bank does fair appraisal to evaluate the performance of the employees. The bank provides necessary trainings and developments based on the appraisal result of the employees. Therefore, employees are developed and able to perform the assigned tasks on time. As employees show outstanding performance, they get rewards and recognition from the bank. Moreover, findings suggest that the bank has organised recruitment and selection process as the bank selects right people for each position. Finally, it can be concluded that MTB bank provides attractive compensation and benefits to motivate employees.

CHAPTER V
CONCLUSION

5.1 Findings

Regarding demographic data of the respondents, the study reveals that majority of the bank staffs are females between 26 and 35 years old. Therefore, it is evident that majority of the bank employees are educated females and they have been working at bank from 1 to 3 years. It is also found that majority of the respondents are working as supervisors at bank.

Relating to recruitment and selection, employees acknowledge when bank practices recruitment and selection for each position without bias. Bank encourages diverse workforce to get talents to achieve its sustainable performance. All candidates are determined based on their qualifications, skills, experiences, and business needs, without bias or discrimination. Bank thoroughly check the application forms and references to select right candidates from both internal and external sources. Human resource management is the most critical asset of any organisation; without humans, all other functions cannot perform. Therefore, it can be concluded that MTB bank offers new products such as MBT pay, and open new branches as the bank recruits capable, skills and knowledge on the subject matter.

Concerning compensation and benefits, MTB bank gives compensations and allowances according to the labour law. Bank provides 'Cost of Living Support' to employees to cover the rising price of essential living costs and inflation. It is also found that the bank gives monetary and non-monetary benefits to employees. The bank provides ferry, dorm, and performance based bonus. Respondents get health benefits as well as the bank provides free vaccination for all employees whenever it is necessary. It can be concluded that there are fair compensation and benefits at bank. Findings suggest that employees give their commitments and bank is able to achieve sustainability when employees get attractive compensation and benefits.

In terms of training and development initiatives, the bank offers relevant trainings based on each employee's function and job description. MTB Bank provides continual growth for current staff members as well as extensive training programs for new personnel. The findings show that the bank routinely hosts seminars to increase staff competence and offers trainings related to new products. The bank always provides new hires with orientation so they may completely comprehend their task and fulfill expectations. It is determined that when personnel obtain efficient training and development programs, banks achieve great customer satisfaction.

Referring to performance appraisal, employees can discuss with officials if they have questions about their results. Bank used to apply result-based system for performance appraisal by evaluating the work done of employees and contributions to the organizational goals. The bank applies 360° review to get the accurate performance of employees by eliminating the bias in performance appraisal. Therefore, employees perceive that performance appraisal reflects their actual abilities. When bank regularly conducts fair and transparent appraisal system, MTB bank enables optimal utilization of resources.

Concerning rewards and recognition system, bank recognized employees for exceptional performance. MTB Bank celebrates “Employee Appreciation Day” to acknowledge the relentless efforts and contributions of employees. Employees perform better when they get verbal and nonverbal recognition from management and department heads. In addition, employees value when they receive social recognition such as holding diner parties and arranging trips for manager and non-manager levels. At year-end party, management appreciate outstanding employees by showing photo of employees and their achievements. The bank sometimes gives jump promotion for the top performers. All employees acknowledge that they have a clear understanding for criteria of rewards and recognition. MTB bank provides recognition and rewards to boost morale and increase employee engagement across all departments. It is concluded that MTB bank is able to explore opportunities when bank provides good rewards and recognition system based on the performance of employees.

Regarding sustainability of bank, MTB bank explores opportunities by introducing new products such as MTB pay, travel loan, and non-collateral loans. By collaborating with GGI Nippon Life (GGINL), MTB bank enables customers to make informed decisions about their financial well-being, protect their loved ones, and plan for their children's education. This marks a significant milestone in expanding access to insurance services and promoting the digitization of the financial sector in Myanmar. By introducing new products, the bank achieves strategic goals, good return on equity, and more customer satisfaction. It is concluded that bank achieves sustainability by thoroughly conducting good HRM practices.

5.2 Suggestions

The following conclusions and suggestions might be made for MTB Bank and the banking sector as a whole in order to attain sustainability based on the survey findings. The bank should keep hiring and choosing staff members based on their qualifications (e.g., skills, experience, or work performance), regardless of their age, ethnicity, gender, religion, marital status, family obligations, or handicap. Additionally, the bank need to welcome diversity in order to advance inclusion and fairness at work. All candidates should be treated equally and with respect by recruiters throughout the hiring and selection process. The bank should also concentrate on e-recruitment in order to save money, improve speed, and save time. To determine the efficiency of job analysis in the company, recruiting and selection processes must be evaluated. Banks should take action to hire bright young people in order to meet the challenges of the future. By putting the aforementioned recommendations into practice, MTB Bank continues to use impartial and open hiring procedures to find the best applicants. The bank will then attain sustainability and the intended strategic objectives.

These days, workers are asking for more perks and compensation than just a pay increase. In terms of pay and perks, MTB Bank ought to provide exceptional workers with incentives and competitive remuneration. Along with other incentives and performance-based compensation plans, the bank should embrace the use of both monetary and non-monetary awards. All of this need to be connected to the bank's overarching plan. When it comes to wages and benefits, HR personnel should closely monitor what workers want. By using this, the bank may create employment packages that are appropriate and encourage workers to show up for work and provide their best job. The bank can get the best work out of its workers and achieve sustainability by providing them with perks and pay that they appreciate.

Banks should provide a range of training programs for training and development that are suited to various positions and organizational levels. Bank training programs should also guarantee that staff members acquire product knowledge, sales strategies, and good communication abilities. Bank training initiatives should guarantee that employees are able to explain to clients the characteristics and advantages of these products. Employees at banks should get continual training on how to use new tools and platforms in light of the growth of digital banking. Programs on data security, secure client information management, and cyber threat awareness should all be included in banking training to assist staff members protect sensitive information and uphold confidence. Additionally, training programs must to teach staff members the value of diversity, equality, and inclusion in addition to how to create a friendly and courteous workplace. By putting the aforementioned recommendations into practice, MTB Bank can enhance staff performance and competence, which will increase the bank's sustainability.

Employees at the bank are reported to favor a transparent and impartial performance review process. MTB Bank should use uniform and impartial standards to evaluate and rank each employee's performance in order to provide a fair and open performance review. The SMART objectives, the job description, and the required skills and conduct of the position should serve as the foundation for these requirements. Additionally, the bank should utilize a descriptive or numerical scale, such "1-5" or "unsatisfactory-satisfactory-outstanding," rather than imprecise or vague adjectives like "excellent" or "poor." For workers in a variety of roles, including sales, manufacturing, field service, and administrative roles, the bank should think about developing universal performance standards or competences. For the company to have a competitive edge in this field, career development and feedback are also essential. MTB Bank may increase employee happiness, staff performance, and the bank's sustainability by putting the aforementioned recommendations into practice and adopting a more transparent and equitable performance assessment system.

Employees prefer enticing incentives and acknowledgment for their work, according to research. As a result, MTB Bank need to keep rewarding individuals who do exceptionally well with jump promotions. All workers should be rewarded for their diligence and hard work, regardless of their position, job, or pay. The bank need to implement a peer appreciation program that enables team members to express gratitude to one another for their diligence and commitment. Additionally, the bank must to promptly acknowledge staff for their hard work. The bank should routinely and locally acknowledge minor accomplishments and indications of progress in order to prevent demotivation. When managers or coworkers acknowledge outstanding performance, the bank should make formal incentive certificates that they may give out. This enables recipients to save money on event tickets, gift certificates, or extra days off. Additionally, the bank need to recognize staff members who have consistently supported our business and compensate them for their long-term contributions. Employee productivity would increase and the bank would become more sustainable if the aforementioned suggestions were put into practice.

Due to time and resource constraints, this research only examines MTB Bank's HRM procedures as a case study for the whole banking sector. Consequently, the research ought help support the growth of the banking and financial industries, which are vital to Myanmar's overall economy.

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APPENDIX A
STRUCTURED QUESTIONNAIRE

Dear Sir/Madam,

The purpose of this questionnaire is to collect data for the research titled **"Human Resources Management and Sustainability of Myanma Tourism Bank in Myanmar"** as part of my academic research study for the EMDevS at YUE. I appreciate your value and time in responding to the questions and assure you of confidentiality and privacy.

Yours Sincerely,
Myat Thinn Maw

Part (A) Demographic Data

1. Gender:

- ☐ Male
- ☐ Female

2. Age:

- ☐ ≤ 25 years
- ☐ 26 ~ 35 years
- ☐ 36 ~ 45 years
- ☐ Over 45 years

3. Education Level:

- ☐ Under graduate
- ☐ Graduate
- ☐ Post Graduate
- ☐ Doctorate
- ☐ Other …………..

4. Experience in current organization:

- ☐ Under 1 year
- ☐ 1 ~ 3 years
- ☐ 4 ~ 6 years
- ☐ Over 6 years

5. Your Position:

- ☐ Manager
- ☐ Assistant Manager
- ☐ Supervisor
- ☐ Assistant Supervisor
- ☐ Senior Staff
- ☐ Junior Staff
- ☐ Other ………….

Part (B) HRM PRACTICES AND SUSTAINABILITY

Instruction: Please choose one of the following numbers on each line according to the index.

Index: 1 = Strongly disagreed

2 = Disagreed

3 = Neutral

4 = Agreed

5 = Strongly agreed

Please rate your influencing rate over the following items.

HRM PRACTICES

No.	**Recruitment and Selection**	**1**	**2**	**3**	**4**	**5**
1.	MTB has fair recruitment and selection process.					
2.	The recruiters carried out reference checks.					
3.	My recruitment to this bank is strictly based on merit.					
4.	There is no discrimination or bias in the selection process.					
5.	The process of selection is done according to the procedures.					
6.	MTB selects a *diverse* workforce.					
7.	MTB bank fills vacant positions from both internal and external sources.					
	Compensation and Benefits					
1.	MTB gives compensations and allowances according to the labour law.					
2.	Wages cover basic living expenses and inflation.					
3.	MTB always gives salaries, wages or incentives end of month.					
4.	MTB provides monetary and non-monetary benefits.					
5.	MTB arranges transportation or dorm.					
6.	MTB offers health benefits, vacations and bonuses.					
	Training and Development					
1.	MTB gives enough orientation for new employees.					

2.	MTB bank provides banking trainings relevant to tasks of employees.					
3.	MTB bank emphasizes ongoing development for employees.					
4.	Employee training programs are well planned and designed for employee development.					
5.	Courses and seminars are conducted in the organization.					
6.	MTB gives trainings matched the role and job description of the employee.					
7.	MTB bank provides trainings relating to new products of the bank.					
	Performance Appraisal					
1.	Performance appraisal reflects my actual abilities.					
2.	The performance appraisal of MTB is fair.					
3.	The result of the performance appraisal is openly explained and discussed to the employee concerned.					
4.	MTB applies result-based system for performance appraisal.					
5.	Supervisors do not have bias when evaluating subordinates.					
6.	The performance appraisal system of MTB bank is transparent.					
7.	MTB bank makes 360° review for performance appraisal.					
	Rewards and Recognitions					
1.	The criteria for the recognition programs has been clearly explained to all employees.					
2.	I get credit for what I accomplish.					
3.	MTB bank gives annual bonus.					
4.	I receive recognition for accomplishments.					
5.	MTB bank gives jump promotions for outstanding employees.					
6.	Management provides written and Verbal praise for outstanding employees.					
7.	MTB bank gives employee of the year awards at annual meeting and staff party.					

Sustainability

No.	Sustainability	1	2	3	4	5
1.	MTB achieves good return on equity.					
2.	MTB is able to reduce risks.					
3.	Customer satisfaction is increased.					
4.	The bank explores opportunities.					
5.	MTB introduces new products to the market.					
6.	MTB achieves the strategic goals as intended.					
7.	MTB enables optimal utilisation of resources.					