

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**EMPLOYEE JOB SATISFACTION AND  
ORGANIZATIONAL PERFORMANCE IN UAB BANK**

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**ACADEMIC YEAR (2016-2019)**

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**This thesis is submitted to the Board of Examiners in partial fulfillment  
of the requirements for degree of Master of Business Administration  
(MBA)**

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## ACCEPTANCE

This is to certify that this thesis entitled “**Employee Job Satisfaction and Organizational Performance in UAB Bank**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

This study aims to investigate the employees' job satisfaction and organization performance in United Amara Bank limited. The objectives of this study are to analyze the effect of HRM practices on job satisfaction and the effect of job satisfaction on organization performance of UAB Bank. The results show that planning & recruitment, compensation and training programmes have highly significant effect on employee job satisfaction. It found that UAB bank is a place where employees are satisfied with the success of career and freedom to take initiatives and they recommend UAB Bank as a place to work. The results show that employee job satisfaction has highly significant effect on organizational performance of UAB Bank. This study suggests that management of UAB Bank should adjust of pay range with other local banks and performance appraisal results should be used for employees' promotion. Trainings are needed to be discussed with employees to ensure that trainings are matched with employees' skill requirements and sufficient facilities are provided.

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## LIST OF ABBREVIATIONS

ATM	-	Automated Teller Machine
ADB	-	Asian Development Bank
CBM	-	Central Bank of Myanmar
DBS	-	Development Bank of Singapore
FDI	-	Foreign Direct Investment
GDP	-	Gross Domestic Process
HRM	-	Human Resource Management
HOD	-	Head of Department
IGE	-	International Group of Entrepreneurs
ICBC	-	Industrial Chinese Banking Corporation
MPU	-	Myanmar Payment Union
OJ	-	Organizational Justice
OCBC	-	Oversea Chinese Banking Corporation
RMA	-	Relationship Management Alliance
SWIFT	-	Society for Worldwide Inter Bank Financial Telecommunication
UAB	-	United Amara Bank
UOB	-	United Overseas Bank

# **CHAPTER I**

## **INTRODUCTION**

As there are highly competitive economy, the globalization of economy are changing as customer demands and increasing product-market competition in banking industry. The Myanmar private banks are also facing with high competition. Therefore, the private banks in Myanmar significantly need to develop not only in advanced technology but also in HR management. As the result, management on the HRs strategically played in critical role. If the organization can manage its employees properly by using effective HR management practices, it can get the competitive advantage in a highly competitive labor market. That is because every banks in Myanmar are a man power based at the moment. The heart of every successful business are the people who make things happen.

HRM practices has the ability to create the bank that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training skilled employees and directing employees best efforts to cooperate within the resource bundle of the bank. This can potentially consolidate Bank Performance and create competitive advantage as a result of the historical sensitivity of resources and the policies social complex and practices that rivals may not imitate or replicate their diversity and depth.

Lately, Banks are focused on achieving high performance through the best use of talented resources as a strategic asset. HRM policies or strategies must now be aligned to bank strategies for the bank success. No matter the amount of technology and mechanization developed, HR remains the singular most important resource of any success oriented businesses. After all, successful banks are built on the strengths of exceptional HRs. Attention must be paid to the HR banks spent suitable time and resources to be selected.

Achieving better organization performance requires successful, effective and efficient exploit of bank resources and competencies to create and sustain competitive position locally and globally. HRM policies on selection employees, training programme,

performance appraisal, benefit, promotion, incentives, job design, participation, communication, security of employee etc must be designed and implemented by HR management specialist with the help of HODs to achieve the following outcomes: competence, cooperation with seniors, communication with among employees, motivation, commitments, satisfactory, retentions, etc. For banks to survive, HRM should be given its rightful place of relevance in any businesses and not left in the hands of HODs that neither have the expertise nor the time and space to carry out the huge functions of a HR manager.

### **1.1 Rationale of the Study**

In modernized banking, HR managers' major responsibility is to promote the job performance of employees. The huge benefits of effectively managing HR cannot be over emphasized. Research has established significantly a positive relationship between Business's HRM practices and performance. Most of the banks do not realize the effect of properly managing its HR and therefore leave policies in the hands of HODs and board of directors who are non-HRM experts to create or enforce strategies, policies, processes, programmes and practices. The value of effectively managing HR is lost to such private banks. HRM is significantly important for banks especially because banking is a service industry. Management of people and management of risk are two key challenges facing banks. How bank manages the people and how bank manages the risks results business success. Efficient risk management may not be workable without efficient and skilled HR. Banks have been and always be a "People Business". Though pricing is important, there may be other valid reasons why people select and stay with a particular bank. UAB Bank must try to distinguish itself by creating their own niches or images, especially in transparent situations with a high level of competitiveness. In coming times, the very survival of the banks would depend on customer satisfaction. Those who do not meet the customer expectations will find survival difficult. Banks must articulate and emphasize the core values to attract and retain certain customer segments. Values such as "sound", "reliable", "innovative", "close", "socially responsible", etc. need to be emphasized through concrete actions on the ground and it would be the bank's HR that would deliver this. It is in the face of this existing state that the researcher wishes to establish the effect of HRM practices on employees' job satisfactory towards Organizational Performance.

## **1.2 Objectives of the Study**

1. To analyze the effect of HRM practices on job satisfaction of UAB Bank Ltd
2. To analyze the effect of job satisfaction on Organizational Performance of UAB Bank Ltd

## **1.3 Scope and Methods of the Study**

This study focuses the effect of HRM practices on Employees' Job Satisfaction towards Organizational Performance in United Amara Bank Limited. United Amara Bank has (77) branches in Myanmar and this paper focus to study the employees from head office of UAB. The primary data are collected by questionnaires. The primary data are collected from middle and operational levels (senior and junior operational employees) in head office of UAB located in Yangon. Top management level employees are excluded in this paper. In this paper, a sample of the targeted population is collected by stratified sampling method and sample random sampling methods are used. Secondary data are collected from the business research articles, the previous research papers and text books on HRM practices and Internet websites.

## **1.4 Organization of the Study**

This study is organized into five chapters; chapter (1) is the introduction which includes rationale of the study, objectives of the study, scope and methods of the study and organization of the paper. Chapter (2) presents theoretical background and conceptual framework. Chapter (3) gives Profile and HRM practices of UAB Bank Ltd which includes profile UAB Bank Ltd and HRM practices adopted by UAB Bank Ltd. Chapter (4) analyze the effect of HRM practices on Employees' Job Satisfaction towards Organizational Performance and finally chapter (5) presents conclusion with findings, recommendations and needs for further research.

## **CHAPTER II**

### **THEORETICAL BACKGROUND**

In this chapter, different definitions of training program, training process, training methods, measuring the training program and employee perceptions on effectiveness of training programs are discussed. After that, a conceptual framework is developed to step forward this paper.

#### **2.1 HR Management**

It was commonly accepted that HR management (HRM) practices had officially started with industrial revolution; the facts are that the origins of HRM lies deep in the past. Just as the employees shared the tasks that have to be finished in modern banking, humans in ancient societies also, divided work among themselves. So it can be told that portion of labors have been implemented since times of prehistoric. Tasks were separated according to required skills as the ability to search food or plants, catch animals or cook but the major facts to the development of the HRM is known by industrial revolution in the 1800's.

Aims of HRM can change with the meaning that you make. Because, as the definition various from one researcher to others, the aims of HRM can also change by the view of researcher. According to Armstrong (2009), "the purpose of HRM is to ensure that the business is able to achieve success through people." In addition, he pointed out that "HRM strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management, and generally creating 'a great place to work'."

HRs is simply defined that HR Management as "The process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns." (Dessler, 2013).

Since the mid-70's, HR management (HRM) has gained prompt acceptance as professional titles, in seminar programs, in business books in universities and colleges and in the title of lecturer posts (Huselid, 1995). HR Management (HRM) is considered as a strategic asset and research has indicated that HR policies and practices are an important

source of a firm's competitive advantage in the industry since they are hard to trade or imitate.

HR management is set a major management functions in any bank regardless of its activity. It becomes the most condition for Organizational Performance. HR management is "a process that assists banks recruit, select and develop staff within the organization". According to (Batti, 2014).

HR management (HRM) is a widely known and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by a many of theories relating to the behavior of people and banks. It is related with the contribution it can appear to promoting organizational effectiveness through people but it is related with the ethical dimension – how people should be treated by a set of moral values. (Armstrong & Taylor, 2014).

O'Brien, (2011), also called HR management (HRM) as the management of an bank's workforce, or HRs. It is accountable for the attraction, planning, training, assessment, and benefit of employees, while also supervising leaderships and cultural and ensure compliances with employments and labor laws.

## **2.2 HR Management Practices**

HRM also been known as the managerial used of the efforts, knowledge, capability and committed behavior which people contributes to an authoritative coordinated human enterprises as part of an employment exchange (or more temporary contractual arrangements) to carry out job tasks in a way which enables to proceed into the future (Watson, 2010).

The practices of HRM are called as "Banking activities directed at managing the pool of HRs and ensuring that the resources are utilized towards the fulfilment of banking goals" (Tiwari & Saxena, 2012). (While & Ling, 2012) said that HRs management practices can be logged into many kinds such as: recruitment, planning, training programme and development, motivation, and maintenance. And in a way managers are, in a sense, HR managers, since they all get involvement in activities like, recruitment, interviews, selection, and training. Most firms also have HR section with their own top managers (Dessler, 2013). There are numerous HR Practices for the bank to adopt. HR

practices contributing to the bank's bottom line, areas such as recruiting, selecting, training, development and appraisal of employees performance which should be consistent, significant and strategically focused thus Banks build long-term commitment to retain their work enforcements. (Choudhary & Lamba, 2013).

HR (HR) specialists use the term "strategic HRM" widely to signal their belief that efficient HRM contributing to bank effectiveness. Presumably, this is achieved by HR specialists who work in close partnership with sections managers and have a saying when business decisions are made. Many HRM specialist share this common understanding of what "strategic HRM" means. Although the definition of strategic HRM has varied many time, between contexts, and as reflecting of the diverse disciplinary identities of strategic HRM specialist, the field is unified by the suppose that new insights about managing people at workplace can be earned through research that treats the many activities involvement as an integrated HRM which, if properly implemented and linked to the broader context, yields benefit outcome. Many studies have indicate that certain HR practices, either in personally or as a system, can directly or positively effect the individual and integrated outcomes of the business (Becker & Gerhart, 1996).

Thus, studies have made suitable efforts to link sets of HR practices to business outcomes through huge performance and greater satisfactory (Becker & Huselid, 1998, Delaney & Huselid, 1996 and Huselid, 1995). The common fact in a lot of studies is the idea that HR practices can positively influence business performance through their effect on the behavior of its employee. Those employees are effected positively in their performance, satisfactory and motivation which improvement in person and/or group productive (Becker & Huselid, 1998 and Guest, D. E., 2011). Although there are some studies that did not completely confirm theses positive reallion (Guest, et al., 2003), their searching continue to be consistent with the main idea that HR practices effect employee behavior and generate positive effect people performance and therefore integrated enterprise-level performance (Jackson et al., 2014).

The other side, strategic HRM (SHRM) is defined as "the completely set of managing activities and tasks related to development and maintenances a qualified work force. This work force contribute to banking effectiveness, as known by the Bank's strategic goals". Strategic HRM occurs in a complex and dynamic environment within the banking. A important trend today is for HRs managers to adopt a strategic view of their

job and to collect critical relation between organizational and HRs strategies (Fottle et al., 2010)

Therefore, knowing the described arguments, it is expected that the extent to which HRM practices are strategically oriented toward huge performance work practices (selective staffing, training, active employee, a complete performance appraisal, and incentive programme related to performance), thus employees will be motivated in the behaviors/attitudes and the need satisfaction that promotes better personal and employee performance and enables the bank to reach the goals and reach the high potential of employees.

### **2.2.1 Planning and Recruitment**

Planning is the related between bank overall policy and the role of HR management in the bank. The strategic plan shows HRM how to attract, recruit, train and maintain HRs. (Al Salem, 2010) A clear strategic plan including operations or other managerial activities carried out by HRs department cultural is required such as recruitment, training and development of staff in the bank. This necessary the collection of accurate, honest and efficient data for the adoption of decisions that include the continued success of the bank.

Umphress et al., (2007) defined recruiting as the process where candidates choose employers and the reasons employees would like to join the bank ranges from banking characteristics like position, work environment, and status to benefit, like performance-based wages, benefits, and incentives.

Based on, the main reasons of HR planning in any businesses is to set up a specific strategy for the purpose of HR development that fit businesses' goals regarding revenue development. HR planning looks to define ends and means for performing businesses goal which involvement: attracting many of people required with suitable skills, expertises and competencies.

Recruiting and selecting is a two-way process, which “means the personale is selecting the employer and the employer is selecting the personale. It is a process where work seekers and those would like to give out works meet. It is a practice that involvement activities of having the right person(s) at the right place at the right time. Recruiting and selecting in an business always come with some form of investment”.

Recruiting as “the process of generating a pool of capable individual to apply for employment to an business. Recruiting also called as “the applicant pools that provide sources of applicants as well as data that is provided to applicants about the job’s needs and rewards” (Heneman & Milanowski, 2007)

HR planning has been said as: The process that related the HR needs of an business to its strategic plan to ensure that staffing is efficient, qualified, and competent enough to achieve the bank objectives and its missions. It’s an important business element for competitive advantage in the constantly changing economic industry and it reduces employee turnover in the businesses.

Businesses survival and growth are the vital responsibilities which be fulfilled by succession of planning staff to ensure the availability of the number and right kind of staff at the right time and in the right position, planning is the business of identifying particular employees succession as possible for specific positions and suitable posts for particular employee already working in the business. (Bhagul, 2014).

Planning used to be adopted once a year. Usually, it was undertaking by seniors management to meet responsibility to shareholders without including the middle management or understanding their needs. But planning is much more than a chart showing who will succeed should first of all set the external business against which future planning and staffing will be taken place. It indicate the potential design of the business and the required future posts. (Bhagul, 2014).

International rivalry in the constantly growing size and complexity size and the complexity of banks, the changing values, career concerns and structure of workforce- all these and a host of other variables have made the traditional approach to personnel management obsolete. The current trend demands a more comprehensive, more strategic perspective to recruit, utilize and conserve valuable HRs.

HRs management can no longer be delegated as a functional specialty. HRM strategy must fit into competitive strategy because HRM involves investment decisions with long-term implications. Employees are major stakeholders whose interest can and must be acknowledge by the management. (Pattanayak, 2005). The nature of the work and how managers organize work is a critical element affecting HR activities. Thus, job analysis is crucial in order to understand the work (Aswathappa, 2008).

### **2.2.2 Compensation**

Compensation, variously called variable pay (Curran & Walsworth, 2014) and incentive pay (Green & Heywood, 2008) has become increasingly important for employees satisfaction to perform productively at work. It represents one of the key elements of any HRM practices aimed at achieving sustainable competitive advantage for any organization. Various types of compensation, including performance-compensation, profit-related compensation and employee share-ownership, are identified as strategic tools for shaping positive employee attitudes such as job satisfaction (Heywood & Wei, 2006), organizational commitment and trust in management (Moriones et al., 2009). These compensation programs provide important incentives that reinforce Employees' Satisfaction to spread discretionary effort, leading to higher levels of achievement and meaningful work-related goals.

Most managers and researchers would agree that satisfied, productive employees are critical for organizational success, regardless of business size, industry, or business strategy. The question that many studies have said is how to satisfy them. Offering employees performance-based benefit is one shared approach, and it usually takes one of two forms: benefit are offered to personal based on appraisal of their performance, or compensations are offered as organization-wide incentives, such as profit-related pay or share ownership (Ogbonnaya et al., 2017).

Many studies showed a positive affect between benefit and employee attitudes, there are indications that many benefit plan may increase work (Green, 2004). This type of benefit that is performance and target based can lead to employees to work too hard and too intensively, leading to work-related stress or poor well-conditions. To date, little fact has been made in collecting empirical evidence on whether benefit is in fact associated with the perception that job is more intense, and how this might effect on employees' attitudes such as satisfactory (Ogbonnaya et al., 2017).

Compensation and benefit includes all financial payments, bonuses and non-financial benefits the business provides to employees to attract qualified HRs and to have what is available in the businesses. Compensations and benefits are one of the most vital factors affecting motivation employee to grow, develop and sustain learning, active productivity and strive to promote the overall performance of the businesses (Casio, 2013).

Strategically, compensation and benefit a is a key element of the business ability to attract and retain its most precious source of advantage of sustainable competitive the human resource. (Kang & Yanadori, 2011)

The major worldwide lead in compensation and benefit method had increased the improvement of the pay for abilities, performance, and skills of employees, the change of living wage allowances of base pay, the split of incentive formerly paid semi-annually into more suitable system, the relation of benefits to employee performance and the conversion of pension into contributory pension plans (Conrad, 2009). In addition to that the contingent pay schemes has undergone a important change during the last quarter century with a greater beneficial of integrated forms of compensation method which means that there are a many combinations for applying these schemes (Bryson et al., 2008). In a general context this is attributed to the transferring nature of the work and employment relationships, the new expectations of the stakeholders, technological shifts and growth in globalization.

### **2.2.3 Training Programmes**

Training is known as an organized process through which employees behaviors and feelings are changed in order to improve their effectiveness and performance. Employees training or development means the planned and organized effort by business to equip employees with specific knowledge, improvement their skills and abilities and changing their attitudes (Al Salem 2010).

Training is a process of positive adjustment with a special deals with single persons behavior of professional or functional terms, in order to acquire employees with knowledge and expertise, and the collection of data that he is missing, and acquire him with behavioral patterns and suitable skills, attitudes, and habits necessary to raise the single person efficiency, and increase productivity so fulfilled the situation required to work. (Bosninih & Al-Farsi, 2003).

Training is targeted at improving the behavior and performance of employee. There are many types of training programmes like Orientation training, Job training, Safety training, Promotional training, Refresher training, Remedial training etc.to improve the skills of individual. (Choudhary & Lamba, 2013). Training is activity that raise the capabilities and skills of the moment and future workers; training is different

from education, so that the training focuses on increasing the capabilities and skills to do a specific job, while education reported on increase in knowledge and perceptions that are not necessarily linked to specific action (Zuelv, 2003).

A vital relationship was found between training and overall job satisfaction. Components of training, includes time spent in training, training methodologies, and content, were said to be vital in their relationship to training satisfaction, and trainees were vitally more satisfied with the training employees got when the methodology employed was their preferred one.

Training achieves huge benefits, which could be summed up as follows: (Joudeh, 2010)

- Training improve the trainee employee productivity as a result of enhance knowledge, developing his skills and refining abilities.
- Training tends to reduce rates of mistakes committed during work, which leads to raise the customer satisfaction level.
- Training promote employee's morale as a result of raising employee skills and abilities to reach the suitable level of job performance by reducing turnover and absent rates.
- Training improves the trust between boss and subordinates as well as their relations.
- Training promotes the ability of staff to exchange views and data with other participants in training program.
- Training create the employee's sense of job stability as a result of his belief in his vital in the work and that the business invests in the human element to maintain and maintain it.
- Training also corporate in reducing rate of work accidents when training contributes to increasing individual's knowledge of job risks.
- Changing employee's attitudes towards their work and organization in a positive way.
- Improving participation capacities to solve work problems according to scientific basis.
- Contribute to the successful implementation of the concept of staff empowerment.

## 2.2.4 Performance Appraisal

Performance appraisal has been viewed by industrial and business psychologist as a measurement tool, a fast review of its historical roots shows that early studies on performance appraisal has focused on such subjects as scale development, scale formats, reducing test and rater bias.

Interest in using appraisal data have increased over the past 30 years, the practice of formally evaluating employees has existed for centuries. The third century A.D. the Chinese philosopher Sin Yu, criticized a biased rater employed by the Wei Dynasty by stating that “the Imperial rater has been rating soldiers not according to their merits but according to his own likes and dislikes”. (Murphy & Cleveland, 1995)

In 1648, the Ireland Evening Post presumably rated legislators utilizing a tool that consisted of a scale based on qualities. According to (Heilbroner, 2011), the first of merit rating industrial application was made by Robert Owen at the Cotton mills in New Lanark, Scotland in the early 1800s. Wooden colors indicating different merit were hung degrees over each employee’s work station. As employee’ performance have been transferred, so did the appropriate wooden cube.

In the U.S the appraisal system could be traced back to the work of industrial psychologist at Carnegie-Mellon University and their early work in salesman selection and “man to man” rating forms based on trait psychology.

Line managers play vital role as implementers of data of appraisal, endorsing procedures implemented by the HR function. However, the actual employee experience of these procedures (which may not same from how they were intended or enacted) in terms of perceptions of justice in the process is look to have consequences for levels of business commitment. (Farndale & Kelliher 2013), indicate that business units with high trust in top managements have both upper levels of commitment, and indicate a stronger relationship between employee perceptions of fair contribute by their line manager during performance appraisal data & satisfactory. This provides initiative data that the effect of line manager actions is vital for employee-level outcomes but is also constrained by the Business climate. Performance appraisal practices are formed in most public and private banks all over the world. For example, a United States surveys have confirmed the wideness of formed performance appraisal practices in United State it determined that

91% of a sample of 244 US banks design some form of a performance appraisal system. (Alqahtani, 2010) It also defined as “an individual or team formal system of review and evaluation task performance” (Mondy, 2012). And a general known for appraisal could be described as a search for better more right and more cost-effective method for measuring job performance.

Armstrong (2009) viewed performance appraisal as a process, which is systematic and dedicated to improving both the business and the personal in the business. Within the process, a framework formed goals and performance level requirements. (Guest, 2011) defined Appraisal as a package of HR practices that effect Organizational Performance and so justifies HRM claims to have a strategic effect.

Bratton & Gold (2012) focused the need to measure personal and team contributions in the job to set Organizational Performance. It is therefore, vital for banks to understand how the totality of HRM Practices can affect Employees. (Towell, 2012) state that to improve performance appraisal should be focusing on enhancing the quality of the conversation. In addition, appraisal have various functions which theoretically state the stake-holders including employees who are indicate to appraisal process; line managers, who conduct the appraisal process; and banks, which its final goals is subject to the results of appraisal process.

As the above definitions indicate, it is hard to find a particular meaning that involves all the facts of appraisal so it is vital to consider the common acceptable features and elements of appraisal. According to (ALQAHTANI, 2010), it is significant to consider the appraisal process as one that contains the below components:

- (1) A person who is rated and subject to the appraisal processes by certain standards,
- (2) A rater who is using the appraisal of performance process.
- (3) The completion of an suitable evaluation format
- (4) Procedures and process that provide the appraisal of performance process its validity.

All of these meaning illustrates the strategic vital of performance appraisal within HRM..

As the above researchers have formed one of the main purposes of performance appraisal is to promote Business Performance through the efforts and outputs of its employees. As a concept consists of a record of outcomes Performance achieved by the

employees. There is a multi-dimensional situation, it involves both outcomes (outputs) and activities (inputs) the measurement of which varies depending on a variety of factors, (Armstrong, 2009). Buchner (2007) has identified three ways to appraisal:

1. Goal-Setting Approach
2. Control Approach
3. Social Cognitive Approach

Goal-setting approach was developed by (Locke & Latham, 1990 and 2002) it established from an inductive study over a 25-year period and involved 400 studies in both laboratory and field based settings.

Armstrong (2009) stated that Control Approach emphasis on the necessity for feedback within the appraisal in order to outline personal behavior. Summary that, as feedback is received, personal appreciate understanding any difference between what is expected and then take corrective action what they are actually doing.

Social Cognitive Approach is based on (Buchner, 2007) study, he mentioned that his views on motivation are effected by the interaction of three key elements:

- The organization work environment
- What the employee in the business believe
- What the employee does in the business believe

What people thought or believes about their abilities helps to explain their performance. Therefore, if an individual does not have sufficient self-belief in their capabilities they are unlikely to perform as expected.

Another ways of a successful appraisal of performance process, is to use a conversation approach, this way is cited by (Aguinis et al., 2011). Managers use this method to focus conversation where feedback is exchanged, objectives are jointly formed, coaching is provided where needed, mid-year reviews are used which address achievement of goals and progress. The research from (Aguinis et al., 2011) highlighted the achievement of goals and the assessment of behaviors, how the employee achieve business goals and results.

### **2.3 Job Satisfaction**

Historically, the job satisfaction origin could be traced back till 1942 when Maslow (2009) stated the theory of human motivation that discussed how people got motivated throughout life. A job satisfaction substantial fraction was stemmed from this way that address the Hierarchy of Needs (Maslow) from lower ends needs to upper ends' one (Royal, 2009). According to Maslow, the lower end needs such as food, water, place to live and wearing cloth have to be fulfilled first before upper ends' one. Once all physiologic needs are fulfilled, People will then advance to safety need such as employment security and stability, which is a level higher than physiologic needs. Then, people will move level up in the hierarchy to pursue for satisfactory needs that came from love, sense of belonging needs and self-value in family, friends and business.

Subsequently, the second higher level according to Maslow is the self-esteem need that wants for respect from others. And the top of the self-actualization needs that came from individual growth & fulfillment. With the observation in Maslow's Hierarchy of Needs, job satisfaction has association with safety needs(level 2), satisfaction needs from relationship with personale and business(level 3), self-esteem needs (level 4) and self-actualized needs through individual growth and achievement(level 5). This is uniformed with Hasan (2010) and Greenberg (2010) whom highlighted that job satisfactory can be multi-access global build that related to many option in the society and business.

According to Hackman & Oldham (Royal, 2009), in brief, the level of happiness of an employee become the job is called job satisfactory. And, judgement on job satisfaction could be varies personally and every people feel different level of happiness on different factors. With reference to Locke, job satisfaction is known as "a function of the perceived relation between what one wanted from one's job & what one perceives it as offering" as cited in Hasan (2010). Furthermore, Mosadeghrad (as citd in Hasan 2010) also mentioned job satisfaction as the comparison of actual outcome against desired outcome of an employee. Then, the response and reaction of the employee following the comparison would result different degree of job satisfaction. Similarly, Greenberg (2010) further stated that job satisfaction is widely related to the feeling of an person has toward his job, generally is an assessment of an employee on their job that produce positive or negative workplace attitude. Further covered the value theory of job satisfactory that has same explanation and justify as with Locke and Mosadeghrad (Hasan, 2010).

The theory of job satisfaction said that all of the possible in a workplace could be a source of job satisfaction of an employee as long the factor has something that people value. For example pay up, harmony working place, flexible working hour, knowing supervisor, career development, personal grow etc. Then the theory argued that job satisfaction is an assessment of an employee in matching the desire outcome of a value against their perception about the availability of that outcome. For instance, an employee perceived flexible working hour as an important value so that he can manage his working hour and household errands more efficiently. However, if his supervisor is having another view which he requested the employee to be in workplace on time based on employment contract. Then, the employee will judged that his desire outcome would not fulfilled and the option won't be available to him. This would then result negative or low job satisfaction according to the value theory of job satisfaction. On the other hand, if the supervisor being considerate and allowed the employee to report to work on flexible time for particular day, then the employee know value outcome would be met to certain extent. This might be produced positive job satisfactory. The fulfillment of desire value could be found as a motivation to the personal.

The motivation in related to job satisfaction is stated in past researcher work such as Herzberg (Hamlett, 2014). With reference to Hamlett (2014), job satisfaction is found by “motivators” factor. Similar with the value theory of job satisfaction (Greenberg, 2010), “motivator” is a vague statement in job satisfaction context. It can encompass many positive outcomes or ways that employee value such as personal or team achievement, fruitful hard work, incentive from job, recognition or acknowledgement from others, responsibility, growth of career, personal development etc. If the value is set, the employee will feel huge job satisfaction. And the two-factor ways was introduced by Herzberg in 1968 (Hamlett, 2014) (Royal, 2009) that ground on motivator and hygiene factor(two factors). These provided other opinion of job satisfaction and explained that the differ cause of job satisfaction and dis-satisfaction coexisted. Refer to the two-factor way, Herzberg articulated that job dis-satisfaction has relation with job satisfaction. The term “dis-satisfaction” usually refers to issue that related to “hygiene factors”.

Hygiene factors includes organization and management policies, business senior, relationship with manager, working situation, founding peer relationships, huge pay, fruitful personal life, founding and maintain relation with sub-ordinates, decent status and look of job and personal security and social security. In addition, Herzberg made different

between dis-satisfaction and low satisfaction. Dis-satisfaction happened when employee believe negatively on the hygiene way mentioned while no satisfaction happened when motivator is absent. Elaboration, the employee feel dis-satisfy if the management alter the policy that is unfavorable to the personal, shorten the tea break by 20 minutes. And he would believe low satisfaction if didn't received appropriate recognition on his hard work. Therefore, Herzberg said to up level of job satisfaction by promoting hygiene factors is not efficient, management try to promote on the motivators. Reference to the elaboration, senior must review and reset the vital of shorten the tea break and also pay attention in recognizing hard work of an employee.

Empirically, there are many research that reported job satisfaction as a vital contributor to considerable work outcome and has founded much attention in studying this many thing (Hamlett 2014, Royal 2009). And one of the vital factors that lead to job satisfaction is equity and how receiver opinion the equity allocation. Therefore, the equity theory of Adam came into capture in predicting employee job satisfaction (Royal 2009). As said, equity theory referred the out-come to input ratio that an personal has perceived when he compared themselves with the relation. This is same with value theory of job satisfaction mentioned previously where the personal value the outcome of employee contribution, the monetary reward and treated that as a recognition of the organization. This is consistent with the Hierarchy of Needs theory (Maslow) where employee has needs in socialization, self-esteem and self-actualization.

According to Hamlett (2014), a highly stated, loyal and satisfied work force would drive the organization to success. Hence, one of his suggestion to promote job satisfaction of employees are to empower employees to make decision, allow them authority to control their specific task, equal promotion opportunities etc. Apart from that Naveed et al. (Hamlett, 2014) also said that the business should factor in the length of service, employee skill set and ability in fair compensation, career advancement to increase employee job satisfaction. Royal, (2009) also pointed the relationship of an employee with his senior will affect job satisfaction as well. Empirically, Gauri (2013) and McNabb (2009) have reached the finding of at least one of the dimension in OJ has positive impact on job satisfaction as well.

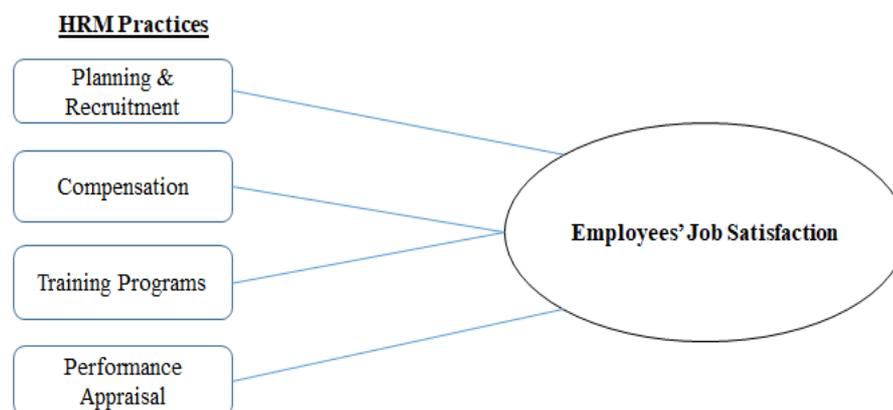
## 2.4 Organizational Performance

Performance is a contextual concept related with the phenomenon being studied (Hofer, 1983). In the context of organizational financial performance, performance is a measure of the change of the financial state of an firm, or the financial outcomes that results from senior decisions and the execution of those decisions by members of the organization. Since the opinion of these outcomes is contextual, the measures used to show performance are choose based upon the situation of the firm(s) being observed. The measures selected shows the outcomes achieved, either bad or good.

## 2.5 Previous Studies

There are many papers that analysis on HRM Practices toward employee job satisfaction and HRM practices towards organizational performance. Among them, the paper of Nooraldeen A. AlShaikhly (2017) and the paper of Md Murad Miah (2018) were the main references for this study.

**Figure (2.1) Conceptual Framework of Nooraldeen A. AlShaikhly**

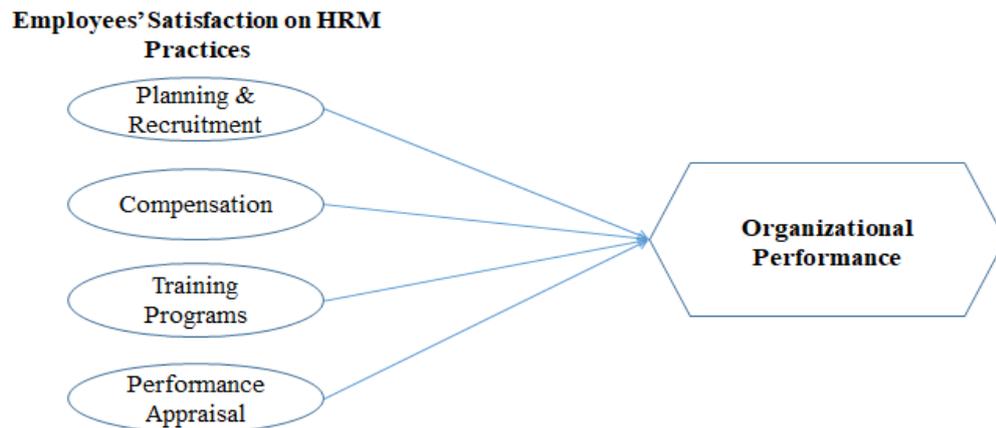


Source: Nooraldeen A. AlShaikhly (2017)

According to Figure (2.1), Nooraldeen A. AlShaikhly (2017) study entitled: “The Impact of HR Management Practices on Employees’ Satisfaction. It aimed to reveal the Impact of Human: Planning and Recruitment, Compensation, Training Programs and Performance Appraisal in order to achieve the objectives of the study. Nooraldeen A.

AlShaikhly (2017) found that there are significant connections between HR Management and employee job satisfaction and he found that the strategic alignment of HR Management is also a driver for firm performance. Nooraldeen A. AlShaikhly (2017) developed conceptual framework and shown in Figure (2.1).

**Figure (2.2) Conceptual Framework of Md Murad Miah**



Source: Md Murad Miah (2018)

According to figure (2.2), Md Murad Miah (2018) entitled: The impact of employee job satisfaction toward Organizational Performance. The purpose of this study to explore the impact of job satisfaction toward Organizational Performance based on private sector in Kuching, East Malaysia. Md Murad Miah (2018) developed conceptual framework and shown in Figure (2.2).

### **2.5.1 HR Management and Job Satisfaction**

Employees' Satisfaction is the term used to describe whether employees are happy, contented and fulfilling desires and needs at work. Many measures provide that Employees' Satisfaction is a major reason for employee motivation, employee goal achievement and positive employee morale in work place. Basically Employees' Satisfaction is a measure of how happy workers are with their job and working environment. In this study various variables responsible for employee satisfaction has been discussed such as career development factors, Job security factors, Work task factors, Policies of compensation, job commitment and benefit factors and opportunities

which give satisfaction to employees such as Promotion and career development also has been described. This study also deals the various ways by which one can promote Employees' Satisfaction

Despite its wide utilization in social sciences research, as well as in everyday life, there is still no general agreement concerning what Employees' Satisfaction is. In fact there is no one meaning on what Employees' Satisfaction represents. Different authors have different definitions towards defining Employees' Satisfaction. The following text will show some of the most common used definitions.

Employees' Satisfaction has been called as the collection of feelings and beliefs that employees have about their current job. Employee' levels satisfaction can range from extremely satisfied to extremely dis-satisfied. In addition to having attitudes toward their jobs as a whole. Employees could also have attitudes about various view of their jobs such as the kind of work they do, their coworkers, superiors or subordinates and their wages (George et al., 2008).

Sempene et al., (2002) mentioned the view that Employees' Satisfaction is defined as employees' own evaluation of their jobs against those concerned issues that are important to them. Similarly, (McCormick & Ilgen, 1980) conclude that high satisfaction means that employee like their job in general. Hence, they appreciate and feel positive about it. Also mention that Employees' Satisfaction is an employee's personal attitude towards job, and an attitude is an emotional response to job, which can be positive or negative.

Liao, (2011) and Chuang et al., (2013) argued that, although companies could use interconnected personalization and/or codification strategies, global knowledge management strategies always require the development and implementation of HR practices (aimed at high-performance systems) covering aspects of selective selection, intensive training, active participation, performance evaluation and incentive-based compensation. If such human practices are designed and properly oriented, knowledge management will help the business to maintain its competitive advantage, contributing to the improvement of firm performance (Chuang et al., 2013), (Smith, & Meso, 2000) and (Shih & Chiang, 2005). So, it is expected that the implementation of HR practices will facilitate knowledge management, and act as a catalyst in the relationship between knowledge management and firm performance.

Research findings reveal that Employees' Satisfaction directly Impact Organizational Performance. Furthermore, Employees' Satisfaction have been found to have significant relationship with other important job-related variables, such as job involvement, occupational commitment, work motivation, work engagement, life satisfaction, mental health, work stress and withdrawal behaviors. (Halbesleben, 2010; Van Dick et al., 2012)

The Employees' Satisfaction is said as the employee's emotional attachment to and/or identification with the organization and is what most employers would like to see in their workforce. (Wright, 2013) stated that satisfaction is important for the survival of the organization because satisfied employees will tend to stay with the same bank longer than unsatisfied employees because they find satisfaction in doing jobs. (Mahmood, 2013) writes that satisfied employees are more motivated and hardworking than dissatisfied employees. He states that satisfied employees will respond by working towards the organization's success. Additionally, satisfied employees will have more pride in jobs. Zairi, (2000) also wrote that employees satisfaction is the source of excellent quality and as a result, employees are more likely to work together as a team and effectively to targeted results, in addition to this satisfied employee are constantly looking for improved practices to do work, so it is essential for banks to persuade motivation of their employees (Kallimullah et al., 2010). Hence, scholars have consistently attempted to understand the impacts of HRM practices on Employees' Satisfaction, because a well performed and satisfied employee is responsive of the definite goals and objectives employee must achieve. (Lowery et al., 2002) built that Blue collar workers in US were more related on satisfaction with coworkers, satisfaction with senior, and satisfaction with wages, but less related about satisfaction with opportunities for advancement, satisfaction with the work itself and business commitment.

## **2.5.2 Job Satisfaction and Organizational Performance**

Job satisfaction plays one of the important parts to accomplish extra ordinary Organizational Performance. However, organizational productiveness and execution are achieved by fulfilling employees and being sensitive to both their physiological and socio-passionate needs comprehensively. Alessandri, Borgogni, and Latham (2017) reported that there is an eminent connection between the job attitudes of individuals and

their execution. They likewise look a compelling relation between singular employee fulfillment and factors, for example, motivation, activity involvement, organizational citizenship and activity execution. Judge et al (2017) was found that there is a gigantic connection between worker fulfillment and profitability, benefit, turnover and consumer loyalty.

Dekoulou (2017) affirmed that there's a compelling relation between essential worker fulfillment with the business financial and marketplace performance. Also played out a worker fulfillment overview of more than 40% of the banks which are listed inside the main 100 of Fortune 500 banks. The observe inferred that employee fulfillment, conduct and turnover foreseen the subsequent years profitability, and that those are much more noteworthy unequivocally corresponded with customer fulfillment. Which included various multinational banks maintain that employee fulfillment and in addition diminished turnover are vital patrons of longhaul investor returns. Then again, worker disappointment in view of unpleasant working environment conditions can likewise prompt a lower in efficiency prompting poor Organizational Performance.

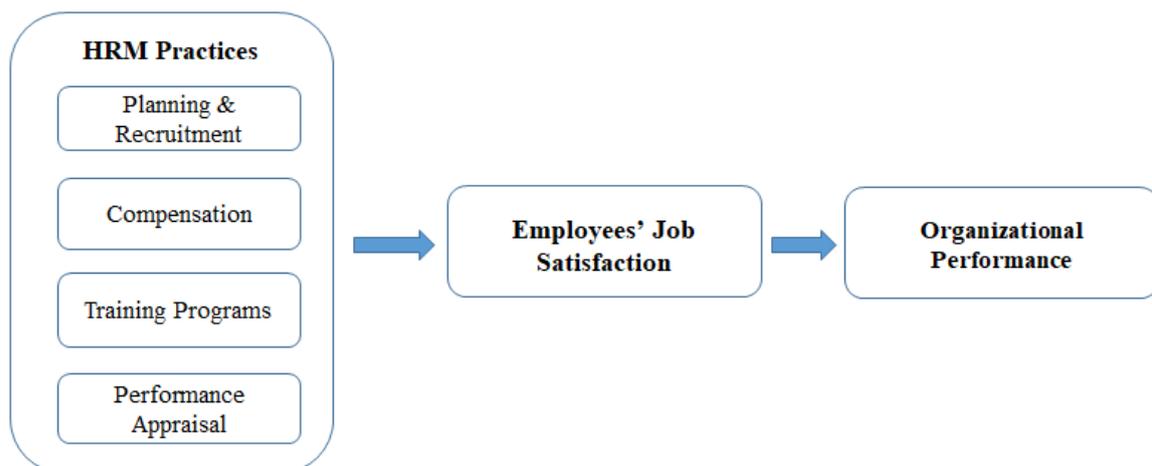
In addition, it is fundamental for senior in banks to make a workplace that encourages higher worker charm levels that is on account of employee fulfillment has a stimulus effect on the reliability and confidence of employee, enhances the remarkable of yields and will build productiveness. Satisfied employees for the most part have a tendency to perceive that the employer might be more fulfilling at last, care about the quality of jobs and are additional dedicated to the organization, fundamental to a sign of organizational citizenship practices likewise of the appraisal that fulfilled workers have higher standards for dependability and are more effective. While workers are disappointed, their physical and emotional health is negatively affected. Thus, Organizational Performance may even turn out to be more terrible as more production time could be lost in light of the fact that disappointed employees are probably to take more leave, therefore, if steps are taken to enhance employee delight, average satisfaction of the business is better, and the results might be over through more joyful personal, enhanced body of workers profitability, decreased workdays and higher profits. This additionally embodies the essentials of people in banks, in light of the fact that people are the promoters of excellent Organizational Performance. Therefore, satisfied employees will make fulfilled and faithful customers, so that you can bring about higher

Organizational Performance. It is important then for service banks to coordinate adequate resources towards employee fulfillment programs.

## 2.6 Conceptual Framework

The employees are asked the questions in which what are the HRM practices at UAB Bank. And then, the employees will be asked that whether they are satisfactory or not on HRM practices of UAB Bank. Finally, the employees will be asked that whether organizational performance depends on employees' job satisfaction or not. This paper is subject to explore the HRM practices of UAB Bank and to analyze the effect of HRM practices on Employees' Job Satisfaction towards Organizational Performance. According to previous studies, the conceptual framework of this study is developed and shown in Figure (2.3).

**Figure (2.3) Conceptual Framework of the Study**



Source: Own Compilation, 2019

HR Management practices attributes are planning & recruitment, Reward & compensation, training programme and performance appraisal. HRM practices attributes are employees' job satisfaction and improved organizational performance. HRM practices such as planning & recruitment, compensation, training programmes and performance appraisal effect on the employees' job satisfaction. employees' job satisfaction also effect on the organizational performance.

## CHAPTER III

### PROFILE AND HRM PRACTICES OF UAB BANK

After the literature related with the Organizational Justice in HRM Practices is discussed, the practical step by step HRM practices UAB Bank are discussed in this chapter. Since, the HRM practice is one of the portions that responsible for the organizational success. Therefore, this chapter firstly provided the following titles including the profile of UAB Bank, vision, mission statement and goals of UAB Bank, organization chart of UAB Bank, number of employees in each department and HR department of UAB Bank prior to discuss about HRM Practices of UAB Bank.

#### 3.1 Profile and HR Department of United Amara Bank

The UAB Bank is a commercial bank established in according with Financial Institution of Myanmar Law. It is one of the banks under IGE Group of Companies and opened on 16<sup>th</sup> August 2010. It aims not just to provide a safe place for the people to deposit their money but to facilitate trade and help individuals and businesses develop financially by giving loans and advances. They opened their first operating branch in capital city, Nay Pyi Daw. The UAB Bank is 100 owned and operated by “IGE Group of Companies” which is engaged in bank (retail & wholesales banking services), import/trading (exports timber and imports machineries & engineering equipment for the electricity, gas, construction industries), energy (oil and gas exploration, premium petrol and hydropower plan), hotel, telecommunications, managed services (property, forestry and power generation plants). The UAB bank started with the intentions of developing the banking industry in Myanmar and to provide top quality banking services to local people. The slogan of the UAB bank is “Safe, Sound and Trust Worthy”. The UAB bank is currently providing the following banking services.

- 1) Deposits (Saving, Current and Fixed Accounts)
- 2) Payment Order
- 3) Loans and Advances
- 4) Remittance
- 5) International Trade Finance Services
- 6) ATM, MPU, Visa Credit card
- 7) Safe Deposit s

- 8) GIRO Electricity Billing Services
- 9) Internet banking services & Mobile Banking
- 10) Money Exchange
- 11) Hire Purchase Services
- 12) Call Centre

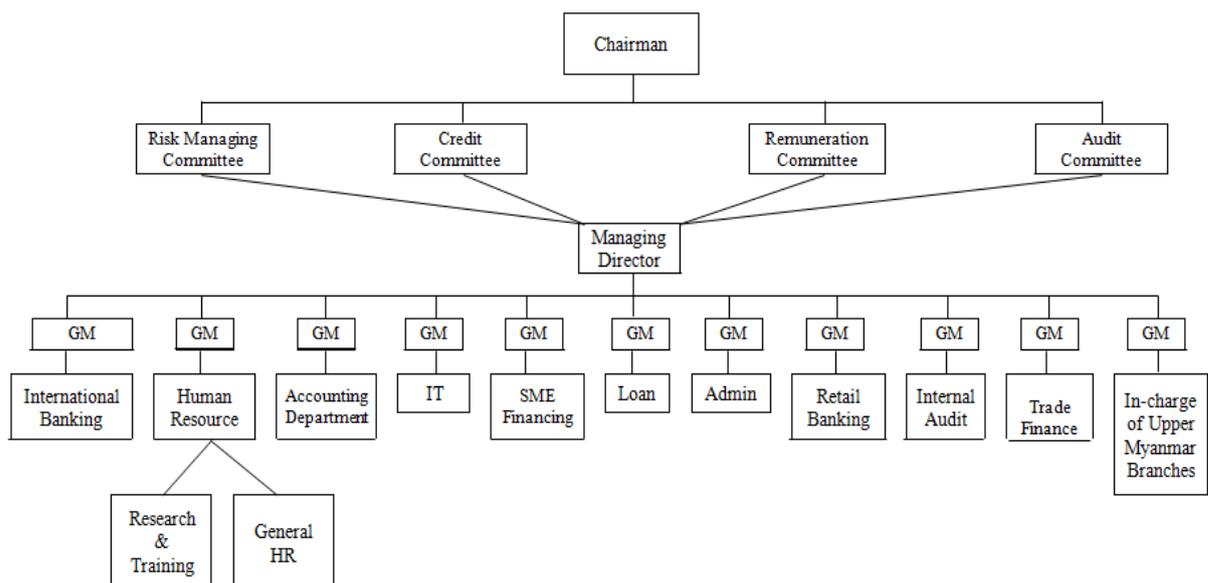
The UAB bank’s current remittance services to foreign countries include banks in Germany, China, Singapore, Malaysia, Thailand and many countries. They also have plans to expand their international financial services in coming future.

### 3.1.1 Expansion of Bank Branches

With 9 years experiences, UAB Bank extended 77 branches to serve customers by building brand image and competing strongly with rival banks. There are all together 44 branches in Yangon and 2 branches in Nay Pyi Taw, 16 branches in Mandalay and 15 branches in the other cities around Myanmar. The very first UAB Bank’s branch is opened at Nay Pyi Taw in 16<sup>th</sup> August 2010. In this study, Department from head office is chosen to measure the Employees’ Job Satisfaction of United Amara Bank Ltd.

### 3.1.2 Organizational Structure

**Figure (3.1) Organization Structure of United Amara Bank Ltd (Head Office)**



Source: UAB Annual Report, 2018

In UAB, all of the major systems of departments are steered by the major four Committees such as Risk Managing Committee, Credit Committee, Remuneration Committee and Audit Committee who are responsible to report all of the performance of UAB to chairman. They are also responsible to manage the performance of every departments of UAB. The next responsible person is Managing Director who is also responsible for managing the various departments of UAB such as International Banking, HR, Accounting Department, IT, SME Financing, Loan, Admin, Retail Banking, Internal Audit and Trade Finance department. Each department has the responsible general manger in order to manage their department. The Organization Structure of UAB (head office) is illustrated in Figure (3.1).

### 3.1.3 Number of Employees in UAB Bank

United Amara Bank is operating successfully its functions with the aid of 2864 employees in 77 branches.

**Table (3.1) Number of Employees in UAB Bank**

Level	Main Office ( Yangon)	Branches		Total	Percentage
		Yangon	Other		
Top Management	21	61	39	121	4.22%
Middle Management	36	412	229	677	23.64%
Operational level	73	876	655	1,604	56.01%
Staff	20	254	188	462	16.13%
Total	150	1,603	1,111	2864	100%

Source: UAB' Annual Report, 2018

According to Table (3.1), there are 150 employees in head office of UAB. The levels and positions of the employees are shown in Table (3.2).

**Table 3.2 Employee Positions in United Amara Bank**

No	Management Level	Position
1.	Top Management Level	<ul style="list-style-type: none"><li>- Chairman</li><li>- Risk Management Committee</li><li>- Credit Committee</li><li>- Remuneration Committee</li><li>- Audit Committee</li><li>- Managing Director</li><li>- Head of Departments</li><li>- In-charges of the branches</li></ul>
2.	Middle Management Level	<ul style="list-style-type: none"><li>- Deputy General Manager</li><li>- Assistant General Managers</li><li>- Senior Managers</li><li>- Managers</li><li>- Deputy Managers</li><li>- Assistant Managers</li></ul>
3.	Operational Level	<ul style="list-style-type: none"><li>- Secretaries/ Senior Account</li><li>- Accountant</li><li>- Assistant Accountant</li><li>- Helper (Cash)</li></ul>
4.	Staff Level	<ul style="list-style-type: none"><li>- Drivers</li><li>- Securities</li><li>- Cleaner</li></ul>

Source: UAB' Annual Report, 2018

### **3.1.4 Products and Services of United Amara Bank**

UAB's current principal activities are retail and corporate banking, in which the bank has a competitive edge over peers. The bank started its international banking systems and services in 2013. It aims to be a leading bank in international banking and trade finance activities and has managed currently to link up with 27 offshore correspondent banks. UAB was also the initial member of the MPU (Myanmar Payment

Union) and it possesses a founder's share. It also received approval for a mobile payment license in May 2015.

UAB was also granted a Foreign Exchange Authorized Dealer License by the CBM on 17<sup>th</sup> August 2012 and became a member of the Society for Worldwide Inter Bank Financial Telecommunication (SWIFT) on 5<sup>th</sup> January 2013. Furthermore, UAB has established correspondent bank relationships and maintained Nostro accounts with UOB, OCBC, DBS, Commerz Bank, ICBC, May Bank, Kasikorn Bank, Siam Commercial Bank and Krung Thai Bank and has RMA relationships with 112 banks. By connecting with correspondent banks, UAB is currently providing Foreign Currency Current Account opening, Export/ Import Settlements, Cash disbursement, Bank Guarantees, Account Transfers and Foreign Exchange Market activities to customer.

UAB was granted a money changer license on 24<sup>th</sup> October 2011 and it has opened money changer counters at Shwe Gon Dine Branch, Muse Branch, Mandalay Branch. UAB has offered Acquiring services for Visa, Master Card since 2014 and issues" UAB Visa Credit Card", branded by Visa Card. The card business network system and ATM machines are also maintained with the UAB' maintenance facility in Yangon. UAB also started its online banking, to offer service to unbanked and rural areas, in July, 2015.

Accepting current, saving, call and fixed deposits in local currency; accepting foreign currency current deposits; domestic and international remittances; mortgage loan business in local currency; card business (Visa, Master and MPU); providing automated teller machine (ATM); buying and selling foreign currencies and facilitating international business through export and import financing are the valuable services provided by UAB to its customers. Furthermore, UAB also provided the hire purchase system which is one of the credit products of UAB to its targeted customers who use power tillers, two wheel tractors, mini-excavators, combined harvesters, automobiles, apartments and various Mobile phones.

Safety, reliable and to assure the performance of the service to the customers have always been the firstly priority of UAB. In order to do so, the HR department is responsible to train the best to the departmental employees in UAB. UAB intends to interact actively with its customers to create superior value of service. Therefore, it focuses on both employees and customers by establishing a "service-profit chain".

### **3.1.5 Achievements of UAB Bank**

In the path to go the successful bank in Myanmar, UAB Bank achieves the international awards within the time frame (9) years. The awards are:

1. Global Banking & Financial Awards, Int'l Finance Magazine, UK-2014
2. Asian Banking & Finance: Wholesale Banking Awards – 2016
3. Asian Banking & Finance: Retail Banking Awards – 2016
4. Leading Partner Bank in Myanmar Awards – ADB 2017

### **3.1.6 HR Department of UAB Bank**

The role and responsibilities of HR department in an organization can basically be the same with other organization. But, responsibilities could be little different depending on the focus of HR practices conducted by the organization. As for HR department, major activities and function are planning and managing recruitment and selection of staff, conducting new employee orientation, identifying and managing training and development needs for employees, administering compensation and benefits program, supporting annual salary review and draw promotion plan, handling employee complaints and conflicts between co-workers and setting employee safety and welfare program.

In addition, HR department head provides ongoing training and support to banking officers to assist in identifying and obtaining prospective new customer for international banking services. The HR head manages department to make certain that all products and services.

## **3.2 HRM Practices of UAB Bank**

UAB Bank is founded systematically by using the main HRM practices to attract, develop and maintain an effective workforce. These HRM practices conducted by UAB Bank are:

- Planning and Recruitment
- Compensation
- Training and Development
- Performance Appraisal

### **3.2.1 Planning & Recruitment Practice of UAB Bank**

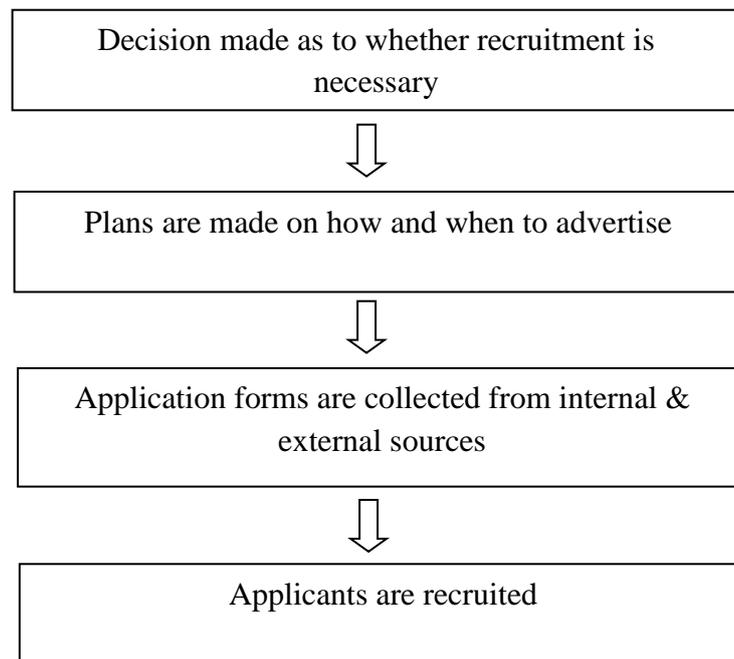
The HR manager draws HR planning annually in advance and submits to the management team. Due to the market economy of each town or state, for example, the difference between Yangon and Myitkyina, management level generally determines to divide A size into 35 staff, B size into 30 and C size into 25. Depending on the report of the performance and the amount of percentage of each branch that takes advantage to the bank last year and whether the market conditions of that town or state, the HR department assumes the improvement of this branch and estimates how many staff to refill in this branch. Then, HR manager submits the proposal to the management committee. Combinations of the suggestions of the management committee and the agreement of all of the department heads that participate to discuss the HR planning make it confirm in meeting.

The HR department has responsibilities concerning recruitment and selection for three parts of the UAB bank. They are recruitment and selection for head office, for existing branches and for new branches. Regarding head office, management position is mostly recruited from employment agencies and for staff level that are from unsolicited applicants. In addition, recruitment and selection sources are mostly from internal sources by promotion. For existing branches, the recruitment and selection is conducted depending on the performance of each branch past year to decide whether to fill additional employees or not.

Regarding new branched, before a new branch (i.e; 25 staff to employ) is established in a division, HR department conduct preparation on recruitment for 3 months in advance. They recruit around 200 resumes by announcing in the Yangon Head office, UAB website and related division. For example, to open Pyinoolwin branch, they announce the vacancy on noticeboard and allow to enquire the information at Mandalay branches. When they recruit around 200 resumes, then select about 120 resumes that are qualified to meet standard level. Therefore, the HR department submits the necessary information of respective employees such as the education background, family background completely and interview results of each candidate to the management team. Management team selects 25 necessary staff for the new branch, then the staff are examined by medical test. If one of the staff fails the medical test, another one is reselected from the remaining 95 resumes. These resumes reserved are considered to employ when new branches open.

Moreover, the bank requires employing managerial position, but the internal sources existing employees are not enough to promote the managerial position, then the HR department addresses vacancy announcements for management level from external sources. As few staff that have banking experiences in Myanmar, it is important for the bank to get qualified staff. The recruitment process of UAB Bank is shown in Figure (3.2).

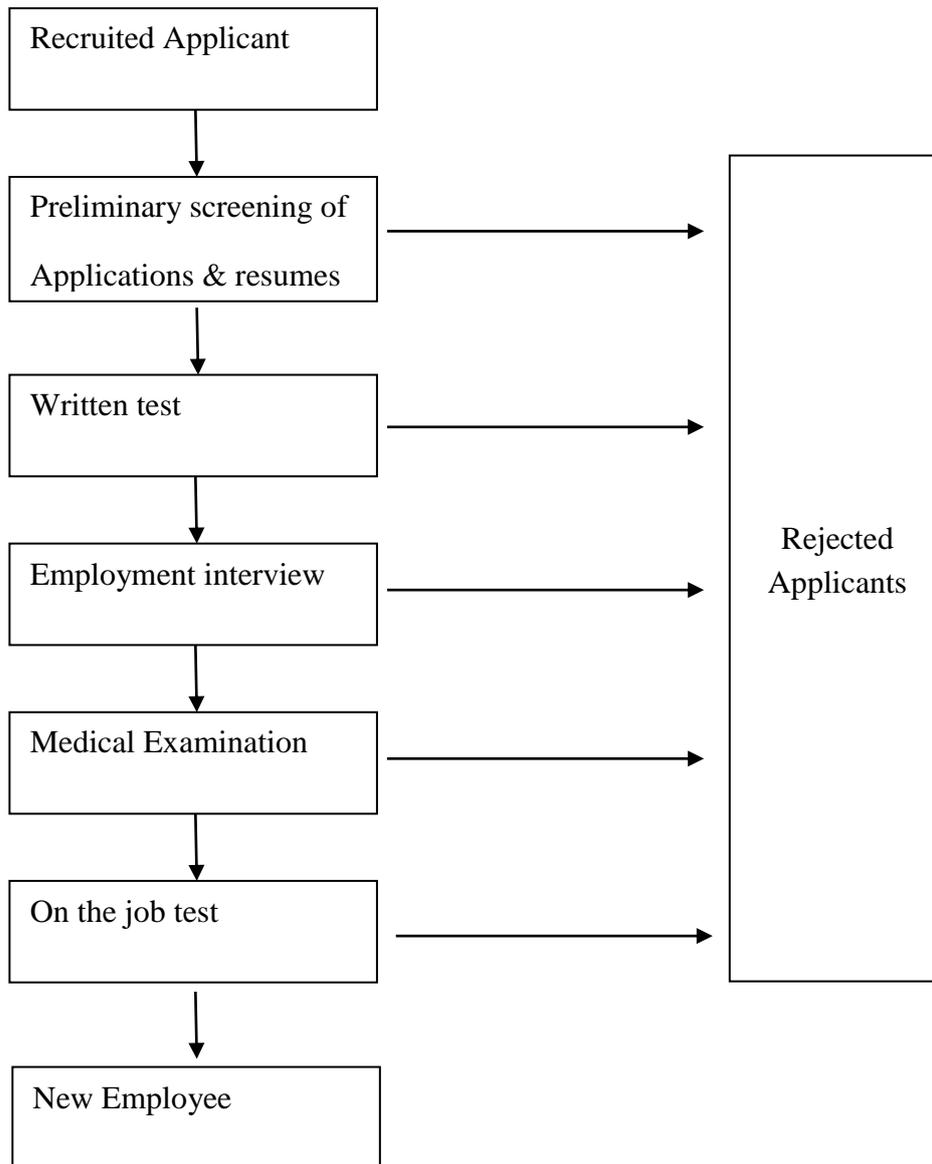
**Figure (3.2) Recruitment Process**



Source: Own compilation, 2019

Respective department Manager decides whether recruitment is necessary and inform to HR Department. HR Department of UAB plans to make advertisement on newspaper, website and social media platform like facebook and linkedin as well as internal announcement in bank internally. After the application forms which are from internal and externally have been received by HR Department. Then, arrange for interview and candidates are cordially invited by HR Department via phone or email. After interview has been held, proper and suitable candidates are being recruited.

**Figure (3.3) Selection Process**



Source: Own compilation, 2019

After selecting the potential candidates among applicants, there will be preliminary screening of applications & resumes by HR Department. Then, there will be a written test. The potential candidates have to take written test for English, Mathematics, EQ and IQ test. Then, there will be employment interview that is an oral test with respective department managers and HR manager. If the candidates have been successfully passed the employment interview, candidates have to also take medical examination which candidates are fixed and whether there is medical issue or not. Then,

candidates are needed to be on the job test whether candidates can able to work or not. Then, after the job test has been held, proper and suitable candidates are being recruited.

### 3.2.2 Compensation Practice of UAB Bank

The total of all rewards provided to employees in return for their services. The overall purpose of providing compensations are to attract, retain, and motivate employees.

Really deserve them. For example, the staff in the supporting department such as IT department, they don't have to break the regular operation to support other branches' operation. So they go and operate other branches that need monitoring errors on Saturdays and Sundays. Consequently, they have much more working hours because they work overtime without having off-days. The difference of compensation in light of position in UAB Bank is mentioned in Table (3.3).

**Table (3.3) Types of Benefits offered by UAB bank**

No.	Types of benefits	Managerial staff and Non-managerial staff
1	Bonus schemes	2 times on monthly salary
2	Part of a taxable income	50%
3	Disability	400,000 kyats
4	Death	300,000 kyats
5	Child care	5,000 kyats under 6 years, 10,000 kyats under 14 and 15,000 kyats under 16 years
6	Sick leave	Days depending on professional doctor's Recommendation for temporary staff
		Casual leave for permanent staff
7	Medical leave	Days depending on professional doctor's Recommendation and charges on medical vouchers
8	Subsidized meal	15,000 kyats

Source: UAB Bank, 2018

Therefore, the management committee provides allowances and benefits to them. In addition, even the staff in the management level who often work overtime for the mid-night are prepared for dinner, transportation and overtime charges. Moreover, due to the

business requirements, the staff perform the important tasks of the bank for the down time that results in having not to come to the office on time. At that time, the immediate supervisor requests the approval of management decision to allow that staff to get to the office late and support overtime charges. This is the mutual benefits between the business and the employee, depending on each other.

The UAB Bank provides bonuses to the staff especially at the time of Thingyan at Thadinkyut period, in December at the end of the year. These amount of bonuses are attractive for the staff. In UAB bank, the management level in each department communicates the reward programs at their meetings by informally recognizing associates for their recent efforts. In addition , the supervisor often remind employees about the different award programs they are eligible for, and associates nominate their peers for recognition and rewards when they have seen in a job done well. For example, personally congratulating employees who do a good job or make efforts to reach target by manager or supervisor, writing personal notes about good performance, using their performance as the basic for promotion by the respective manager in each department and listening to the peers' recognition that is truly appreciated because of the understanding around the particulars of the job. They implement this type of reward & recognition that can be done with minimal effort, minimal cost and with wide associate involvement.

### **3.2.3 Training and Development Practice of UAB Bank**

In UAB Bank, management should now be in a position to make one of the most important training decisions: choosing specific training methods. While new techniques are under continuous development, several common training methods have proven highly effective. For UAB Bank, good continuous learning and development initiatives often favour a combination of several different methods that produce effective training programs. If the objectives have been stated properly and the trainees selected carefully, selecting the most appropriate training methods should readily follows:

- On-the-job training
- Off-the-job techniques including lectures and conferences

In UAB Bank, all the new staff are provided basic banking training course. In addition, UAB Bank offer diplomas in banking and supervisor skills development training for operation level, management and leadership training and international banking

training for middle and top management level. The types of training provided by UAB Bank is mentioned in Table (3.4)

**Table (3.4) Types of Training offered by UAB bank**

Certificate level	General Banking
	English for Banking
	International banking & trade finance
Diploma Level	Diploma in banking
	Diploma in Sales & Marketing
Master Level	Master of banking & Finance
	Executive Master of banking & Finance
	Master of Business Administration
	Executive Master of Business Administration

Source: Own Compilation, 2019

### **3.2.4 Performance Appraisal Practice of UAB Bank**

Generally, the performance of the staff is evaluated by the immediate manager depending on the staff ability without personal bias. To be promoted for the staff, the recommendation of the branch manager, regional HR coordinator, HR department are needed to report to management committee. The management committee counterchecks the person by using the various ways such as listening to other peers working with that person. That are required for the job. Job specification describes the requirement that a person needs to do that job. These can be overviewed in the organization chart of UAB bank. The ability and performance of that person and collecting information from the related field around that staff etc. If the management committee agree with the qualified staff managers recommend to get promotion, that person is provided by advance banking training for supervisor or managerial skill development.

Therefore, communicating appraisals is the part of this process, because how the appraisal is communicated will affect the extent to which it becomes learning experiences. Appraisal may be highly subjective or they may be highly systematic and based on carefully developed criteria and specific behavior. The performance appraisal criteria and marks description of UAB Bank are shown in Appendix I.

In UAB Bank, the performance evaluations are made in June and December annually. Although the promotions are conducted systematically mentioned in the career development practice, the staff who seem responsible for the tasks well and suitable for the vacancy are promoted according to the performance appraisal marks. Otherwise, the staff who get high marks are considered to increase salary or bonus. Contrary, the staff who get low marks are decided to train again to perform their tasks skillfully.

The performance appraisal and review process of UAB Bank is the ongoing evaluation of individual and group contributions to the organization, and the communication of these evaluation to the persons involved. Such evaluations are made for a variety of purposes: to determine the need for training, to make decisions about pay increases, to select people for promotion, or to make judgments about the need for discipline. As a result, the performance appraisal practice conducting systematically is a potentially important method for developing an effective workforce of UAB bank.

## **CHAPTER IV**

### **ANALYSIS ON THE EFFECT OF HRM PRACTICES ON EMPLOYEES' JOB SATISFACTION AND ORGANIZATIONAL PERFORMANCE IN UAB BANK**

This chapter presents the employee perception upon the effect of HRM practices on employee's job satisfaction towards Organizational Performance in United Amara Bank (UAB) and it is based upon the survey conducted UAB Head office. This chapter is organized with four major sections. Firstly, it is started with the research methods of this paper, followed by analysis on demographic profile of respondents, measurement on employee perceptions on HRM practices in UAB. Finally, this chapter is terminated with relationship testing between HRM Practices on Employees' Job Satisfaction and Organizational Performance in United Amara Bank Limited.

The questionnaire consists of three parts. In order to get the quantitative data, the close ended structured questions are used. To get the qualitative data, open ended question is used in part four of the questionnaire. To investigate the demographic profiles of the respondents, closed ended questions are used in part one. Indeed, the current paper is intended to contribute the research objectives based on employees' feelings, attitude, and perception on the actions of HRM practices in UAB. In part two, there are 59 questionnaire items in order to measure the employee perception on HRM practices and their Job satisfaction towards Organizational Performance in UAB. The questionnaire is prepared by using five-point Likert scale. 1 means "strongly disagree", 2 means "disagree", 3 means "neither disagree nor agree", 4 means "agree" and 5 mean "strongly agree" to the stated items of research questionnaire.

For data entry, the Microsoft Office (2010) is used and for calculating the mean score and standard deviation of the respondents' answer, SPSS software is used. For data analysis, the mean score less than 3 is interpreted as the HRM practices attributes have negatively influencing effect on employee perception level and the mean score that is greater than 3 is interpreted as the HRM practices attributes have positively influencing effect on employee perception.

#### 4.1 Demographic Profile of the Respondents

This section present about the methods used in this paper. This paper is intended to investigate the employee perception upon the effect of HRM practices on employee's job satisfaction towards Organizational Performance in United Amara Bank (UAB).

In order to contribute the research objectives of this paper, primary data necessary need to be collected. Therefore, qualitative survey method, in which survey questionnaire is choose to use as a medium between the researcher and the respondents in order to conduct survey. In UAB's main office, there are 150 employees in top, middle and operational levels at UAB. This paper is intended to inspect the employees' perceptions distributed in these levels of UAB. Therefore, probability sampling method, in which stratified random sampling method is used. Among the total of 150 employees, there are 21 from top level, 36 from middle level, 73 employees from operational level and 20 employees from staff level are working. In order to get proportional employees from each level in order to represent the whole population, Yamane (1967) formula cited in Ajay and Micah (2014) is necessary need to use.

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

where,            n= sample size  
                         N= population size  
                         e= margin of errors

$$n = \frac{150}{1 + 150(0.05)^2} = 109$$

Based on the results calculated by using Yamane formula by using margin of error (0.05), total of 109 respondents need to be collected. 15 employees from top level, 26 employees from middle level and 68 employees from operational & Staff level are intended to survey by using the questionnaire. Questionnaires are distributed to respondents by face to face and by mailing and they are recollected after three days.

The demographic profiles of the targeted 109 respondents are described in below table (4.1). It presents demographic distributions of the respondents in terms of gender, marital status, age, education level, monthly income, working experience and positions.

**Table (4.1) Demographic Profile of Respondents (N = 109)**

<b>Demographic Factors</b>	<b>Items</b>	<b>Numbers of Respondents</b>	<b>Percentage</b>
1. Education	Graduate	79	72.50
	Post-graduate	30	27.50
2. Gender	Male	40	36.70
	Female	69	63.30
3. Marital Status	Single	43	39.40
	Married	66	60.60
4. Age (Year)	<25	32	29.40
	26-35	50	45.90
	36-45	17	15.60
	46-55	10	9.20
	>55	0	0
5. Position	Non-Manager	68	62.40
	Manager	41	37.60
6. Working Experience	<5	59	54.10
	6-10	43	39.40
	11-15	7	6.40
	>15	0	0
7. Income	<300,000	40	36.70
	300,001 – 500,000	28	25.70
	500,001 – 700,000	10	9.20
	>700,000	31	28.40

Source: Survey data, 2019

Among the 109 numbers of targeted respondents, Table (4.1) illustrated that, majority are female group with (63.30%) of total population. In case of marital status, (60.60%) of respondents are included in married group. Concerning with the distribution of age, age range from 26-35 years old is highest population (45.90%) while there is no the age range over 55. In case of education levels, majority (72.50%) of total population are graduated. Concerning with the monthly income, majority of respondents (36.70%) get below 300,000 Myanmar Kyat per month.

UAB has operated its business for 12 years and the research data show that majorly of total respondents (54.10%) have the <5 years working experience while the lowest population (6.40%) are distributed in group between 11-15 years working experience. In the survey, two levels of employees are included. Directors, departmental heads and Manager are included in Managerial level with (37.60%) of the total respondents. Assistant managers, supervisor, assistant supervisor, senior assistant, junior assistant are included in non-managerial level/ operational level with (62.40%) of total population.

#### 4.2 Reliability Test

Reliability test is one of the traditional way researcher test their primary research variable. In this test measuring the consistency between data collected. In addition, Reliability test providing clear statement that which variable reliable and which one is not and based on the test researcher proceed the research.

**Table (4.2) Reliability for Variables**

No	Variables	No of Items	Cronbach's Alpha
1	HRM Practices		
	1. Planning & recruitment	9	0.773
	2. Compensation	9	0.770
	3. Training Programme	10	0.740
	4. Performance appraisal	10	0.816
2	Employees' Job Satisfaction	14	0.912
3	Organizational Performance	7	0.845

Source: Surveyed data, 2019

In this research total data are collected from 109 respondents. In any case, in reliability test the least passing esteem is 0.7. Therefore, the Cronbach's Alpha esteem must be 0.7 and over to be reliable. The Cronbach's Alpha esteem of all variables in this research are above 0.7. Therefore, all data are strongly reliable for this research.

### 4.3 Employees' Perception on HRM Practices

This section presents the results of the survey regarding with the employee perceptions on HRM practices in United Amara Bank. Firstly, employee perceptions on Planning & Recruitment are presented. After that, employees' perceptions on compensation, Training Practice and Performance appraisal practice. Also, presents the results of the survey regarding with employee perceptions on Organizational Justice in United Amara Bank. Moreover, improvement of their skills and changed attitudes themselves, satisfaction on their job and intension to stay are also measured.

#### 4.3.1 Employees' Perception on Planning & Recruitment Practice

Employee perceptions on planning & recruitment practice are determined based upon practices that have been adapted in UAB Bank. The detail items are illustrated in Table (4.3).

**Table (4.3) Employees' Perception on Planning & Recruitment Practice**

<b>Sr. No.</b>	<b>Statements</b>	<b>Means</b>	<b>Std. Deviations</b>
1	Advertisements are used	4.05	0.48
2	Based on merit	4.00	0.69
3	Qualifications required	3.99	0.10
4	Desired knowledge, skills	4.28	0.47
5	Forecasts the HR needs	3.83	0.86
6	Fills a vacancy	3.91	0.55
7	Participating of heads and HR managers	4.39	0.49
8	Qualified employees internally	3.84	0.78
9	Recruitment practice is fair	4.26	0.81
Overall Mean		3.63	

Source: Survey data, 2019

According to survey data, overall employees' perceptions mean score is 3.63 with minimum standard deviation (0.58). Therefore, means values are stable and it can roughly conclude as employees have positive perceptions on planning & recruitment practice of UAB bank. It can be concluded that most employees slightly agree to the above statements. Moreover, among the individual items, item used to measure "Respective department heads and HR managers participate in the selection process" get the maximum mean score (4.39) while the item used to measure "Organization forecasts the HR needs" get the minimum mean score (3.83).

#### 4.3.2 Employee Perceptions on Compensation Practice

Compensation practices are also analyzed as salary, reward and incentive programs. In this portion, employee perceptions on Compensation practice are measured and the detail items are illustrated in Table (4.4).

**Table (4.4) Employee Perceptions on Compensation Practice**

<b>Sr. No.</b>	<b>Statements</b>	<b>Means</b>	<b>Std. Deviations</b>
1	Directly linked to performance	3.88	0.33
2	Based on performance	4.02	0.43
3	Achieving objectives	3.53	0.70
4	Recognized and rewarded appropriately	3.77	0.44
5	Reward higher performance.	4.21	0.61
6	Incentive compensation	4.25	0.63
7	Fair Pay	3.69	0.77
8	Pay and other benefits	3.50	0.93
9	Comparable to similar banks	3.60	0.97
<b>Overall Mean</b>		<b>3.83</b>	

Source: Survey data, 2019

According to survey data, overall employees' perceptions mean score is 3.83 with minimum standard deviation (0.65) and it can roughly conclude as employees have positive perceptions on Compensation practice of UAB Bank. It can be concluded that most employees slightly agree to the above statements. Among the individual items, item used to measure "Job performance is an important factor in determining the incentive compensation of employees" get the maximum mean score (4.25) while the item used to measure "I am satisfied with the amount of pay and other benefits I receive" get the lowest mean score (3.50).

### 4.3.3 Employees Perceptions on Training Program Practice

In UAB, There are internal training by cross department, internal training by external trainer and external training, diploma and Master degree in UAB bank. The items in table (4.5) are used.

**Table (4.5) Employees' Perception on Training Program Practice**

Sr. No	Statements	Means	Std. Deviations
1	Discussed with employees	3.68	0.47
2	Training to improve performance	4.05	0.21
3	Opportunities to learn and grow.	4.23	0.42
4	Suit the job needs	3.98	0.69
5	Various training programmes	3.96	0.36
6	Extensive training programmes	3.74	0.59
7	Formal performance appraisal	3.92	0.71
8	A budget dedicated to training	3.93	0.59
9	Cross departmental training programs.	3.83	0.97
10	Satisfactory the Training programme	4.32	0.47
Overall Mean		3.96	

Source: Survey data, 2019

According to survey data, overall employees' perceptions mean score is 3.96 with minimum standard deviation (0.55) and it can roughly conclude as employees have positive perceptions on Training Programme practice used in UAB Bank. It can be concluded that most employees slightly agree to the above statements. Among the individual items, item used to measure the employee perception on "I am satisfactory on the organization's Training programme" get the maximum mean score (4.32) while the item used to measure "Training needs are discussed with employees" get the lowest mean score (3.68).

#### 4.3.4 Employees' Perceptions on Performance Appraisal Practice

In UAB, There are regular performance appraisal practices in every year in order to pay reward, bonus and promotion for employees. Therefore, the items in table (4.6) are used.

**Table (4.6) Employees' Perception on Performance Appraisal Practice**

Sr. No.	Statements	Means	Std. Deviations
1	Performance appraisal is fair	3.97	0.37
2	Formal performance appraisal	3.89	1.01
3	Informed of performance evaluation	4.16	0.53
4	Appraisal system are clear	4.10	0.86
5	Strong impact on performance	4.27	0.59
6	Developing my career	3.98	0.65
7	Performance based feedback	4.29	0.55
8	Regular appraisal for promotion	4.52	0.75
9	Used for promotion,	3.97	0.55
10	Growth and development oriented	3.91	0.76
Overall Mean		4.11	

Source: Survey data, 2019

According to survey data, overall employees' perceptions mean score on performance appraisal practice is 4.11 with minimum standard deviation (0.66) and it can roughly conclude as employees have positive perceptions on performance appraisal practice used in UAB Bank. It can be concluded that most employees agree to the above statements. Among the individual items, item used to measure the employee perception on "There is regular appraisal for promotion" get the maximum mean score (4.52) while the item used to measure "There is a formal and written performance appraisal system" get the lowest men score (3.89).

As a conclusion of HRM practices in UAB, all of the findings regarding the employees' perception are shown in table (4.7) to oversee the employees' perceptions on HRM Practices in UAB Bank.

**Table (4.7) Overall Employee Perception on HRM Practices**

<b>HRM Practices</b>	<b>Mean Scores</b>
Planning & Recruitment	3.63
Compensation	3.83
Training Programme	3.96
Performance Appraisal	4.11

Source: Survey data, 2019

According to Table (4.7) all of the HRM practices have the positive mean score. Among them, employees' perceptions on performance appraisal practice get the highest mean score (4.11) when the employee perception on planning & recruitment practice get the lowest mean score (3.63). It can be concluded that most employees have positive perceptions on to HRM Practices of UAB Bank.

#### **4.4 Job Satisfaction**

In this portion, employee perceptions on their job satisfaction are measured. That include contribution, freedom to take initiatives, success, the employment security the organization, opportunities for career development, motivated to work harder, skills and

abilities on the job, salaries are distributed fairly compared to expertise and educational level, organization inspires the very best, accept almost any type of job assignment in order to keep working for this organization, appreciate rewards and recognition no matter how small in this organization, employees would recommend the business as a place to work and the detail items are described in Table (4.8)

**Table (4.8) Job Satisfaction**

<b>Sr. No.</b>	<b>Statements</b>	<b>Means</b>	<b>Std. Deviations</b>
1	Contribution is recognized	3.80	0.57
2	Satisfied with the freedom	4.50	0.50
3	Independent thought and action	4.28	0.61
4	Satisfied pay I receive	3.81	1.08
5	Success I have achieved	4.64	0.52
6	Employment security	3.85	0.80
7	Opportunities for career development	4.10	0.64
8	Motivated to work harder	3.85	0.74
9	Use all skills and abilities	3.97	0.79
10	Salaries are fairly	3.63	0.79
11	Inspires the very best in me	3.72	0.58
12	Job assignment	3.91	0.55
13	Appreciate rewards and recognition	4.09	0.44
14	Recommend as a place to work	4.39	0.51
<b>Overall Mean</b>		4.04	

Source: Surveyed data, 2019

According to survey data, overall employees' perceptions mean score their job satisfactions is 4.04 with minimum standard deviation (0.65) and it can roughly conclude as employees have positive perceptions on their job satisfaction by themselves. It can be concluded that most employees agree to the above statements. Among the individual items, item used to measure "I am satisfied with the success I have achieved in my career" get the highest mean score (4.64) while the item used to measure "The employees' salaries are distributed fairly compared to their expertise and educational level" get minimum mean value (3.63). According to Table (4.7) all of the output attributes have the positive mean score and it can roughly conclude as employees have positive perceptions on their job satisfaction.

#### 4.5 Organizational Performance

In this portion, employee perceptions on Organizational Performance are measured. That include new customer engagement growth, customer satisfaction on organization's services, customer oriented solution, effective and efficient operation process, revenue growth, market share growth and overall reputation of organization in public and the detail items are described in Table (4.9)

**Table (4.9) Organizational Performance**

<b>Sr. No.</b>	<b>Statements</b>	<b>Means</b>	<b>Std. Deviations</b>
1	New customer engagement growth	3.91	0.55
2	Customer satisfaction	4.09	0.44
3	Customer oriented solution	4.40	0.51
4	Effective and efficient operation process	3.85	0.80
5	Revenue growth	4.10	0.64
6	Market Share growth	4.09	0.44
7	Overall reputation	4.39	0.51
Overall Mean		4.12	

Source: Surveyed data, 2019

According to survey data, overall employees' perceptions mean score of Organizational Performance is 4.12 with minimum standard deviation (0.44) and it can roughly conclude as employees have positive perceptions on Organizational Performance. It can be concluded that most employees agree to the above statements. Among the individual items, item used to measure "Customer oriented solution" get the highest mean score (4.40) while the item used to measure "Effective and efficient operation process" get minimum mean value (3.85). According to Table (4.9) all of the output attributes have the positive mean score and it can roughly conclude as employees have positive perceptions on Organizational Performance.

#### 4.6 Analysis on the Effect of HRM Practices on Employees' Job Satisfaction

The linear regression test will be implemented. Multiple regressions test few independent variables at once with the dependent variable to decide the conceivable linear relationship. HRM practices as independent variables and Employees' Job Satisfaction as dependent variables are measured.

**Table (4.10) The Effect of HRM Practices on Employees' Job Satisfaction**

Variables	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	.170	.361		.472	.638
Planning & Recruitment Practice	.819***	.091	.660	8.982	.000
Compensation Practice	.323***	.066	.283	4.895	.000
Training Programs Practice	-.314***	.095	-.218	-3.30	.001
Performance Appraisal Practice	.134	.091	.123	1.475	.143
R Square	.780				
Adjusted R Square	.771				
F Value	92.022 ***				

Source: analyzed surveyed data, 2019

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the analysis the table (4.10), the planning and recruitment practice has positive significant on employee job satisfaction. Because advertisements are used to recruit, appointments is based on merit, fully informed about the qualifications required, selects those who having the desired knowledge & skills, UAB forecasts the HR needs, fills a vacancy internally rather than externally, respective department heads and HR managers participate in recruitment process, vacancies are filled from qualified employees internally. Therefore, the planning and recruitment practice is strongly influence on employee job satisfaction.

According to the analysis, the compensation practice has positive significant on employee job satisfaction. Because pay of employees is directly to performance, employees are rewarded based on performance, Compensation packages encourage employees to achieve organization's objectives, Employees are recognized and rewarded appropriately in this organization, Profit sharing/bonuses are used as a mechanism to reward higher performance, Job performance is an important factor in determining the incentive compensation of employees, salary is fair considering what other people are paid, employees are satisfied with the amount of pay and other benefits receive, salary and other benefits are comparable to that of similar banks. Therefore, the compensation practice is strongly influence on employee job satisfaction.

According to the analysis, the trainings practice has positive significant on employee job satisfaction. Because Training needs are discussed with employees, Organization adopts continuous training to improve performance, employees have training opportunities to learn and grow, employees are selected for training that suit the job needs most, Every employee goes through various training programmes, Extensive training programmes are provided for employees in all aspects, Training needs are identified through a formal performance appraisal mechanism, There is a budget dedicated to training and development every year, Organization has cross departmental training programs, employees are satisfactory on the organization's Training programme. Therefore, the trainings practice is strongly influence on employee job satisfaction.

According to the analysis, the performance appraisal practice has positive significant on employee job satisfaction. Because Performance appraisal is fair in this organization, there is a formal and written performance appraisal system, employees are informed of how the performance evaluation is done, objectives of the appraisal system are clear to employees, appraisal system has a strong impact on individual and team performance, appraisal system helps to grow and develop employees career, employees

are provided with performance based feedback and counseling, regular appraisal for promotion, appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge, system is growth and development oriented. Therefore, the performance appraisal practice is strongly influence on employee job satisfaction.

The table (4.10) appears that r-square with 0.780 and this implies that there is strong positive significant relationship between independent variable (HRM practices such as planning & recruitment, compensation, training programme and performance appraisal) and dependent variable (Employees' Job Satisfaction). The table above demonstrated there are independent variables that significantly have linear relationship with the Organizational Performance.

This appeared that all independent variables are significantly positive related to Employees' Job Satisfaction except training program practice. The standard coefficient (Beta) value of the variable, planning & recruitment is 0.660. As we can see, planning & recruitment practice has the most noteworthy portion. Thus, planning & recruitment has the greatest contribution to increase the Employees' Job Satisfaction in UAB Bank. On the other hand, training programme practice is the weakest independent variable since the portion of this variable is negative value -0.218. Thus, training programme has the lowest contribution to increase the Employees' Job Satisfaction in UAB Bank.

In conclusion, these HRM practices are influenced on employee job satisfaction. The results show that most factors have significant value and the main determination of influencing of HRM practices on employee job satisfaction in UAB Bank is found to be the compensation and training practices. According to the survey findings, it supports attractive compensation package and training discussed with employees could be significantly raised Employee Job Satisfaction in work place of UAB Bank.

#### **4.7 Analysis on the Effect of Employees' Job Satisfaction on Organizational Performance**

The linear regression test will be implemented. Multiple regressions test few independent variables at once with the dependent variable to decide the conceivable linear relationship. Organizational Performance as independent variables and Employees' Job Satisfaction as dependent variables are measured.

**Table (4.11) The Effect of Employees' Job Satisfaction on Organizational Performance**

Variables	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	1.080	.188		5.746	.000
Employees' Job Satisfaction	.752 ***	.046	.844	16.253	.000
R Square	.712				
Adjusted R Square	.709				
F Value	264.150				

Source: analyzed surveyed data, 2019

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the analysis the table (4.11), the employee job satisfaction has positive significant on organizational performance. Because increasing new customers engagement growth rate gradually, there is high customer satisfaction on UAB bank services, there is customer oriented solutions are created in UAB bank, there is effective and efficient operation process is designed in UAB Bank, there is also bank's revenue growth rate and market share growth rate are gradually high year by year. As result, overall reputation and brand name of UAB bank in the public is high gradually.

The table (4.11) appears that r-square with 0.712 and this implies that there is strong positive significant relationship between independent variable (Employees' Job Satisfaction) and dependent variable (Organizational Performance). The table above demonstrated there are independent variables that significantly have linear relationship with the Organizational Performance.

Employee Job Satisfaction factor is highly significant to Organizational Performance and significant at 1 percent level. Practically, employees though that working at the banking industry is more satisfactory than other industries since employees feel like smart and systematic working environment. Employee Job Satisfaction has the expected positive sign. The positive relationship means the increase in Employee Job

Satisfaction may leads to more Organizational Performance. The increase in Employee Job Satisfaction by 1 unit will also raise the Organizational Performance by 0.752 units.

This appeared that all independent variables are significantly positive related to Organizational Performance. The standard coefficient (Beta) value of the variable, Employees' Job Satisfaction is 0.844. The B value is the portion of the variable within the overall relationship. As we can see, Employees' Job Satisfaction has the most noteworthy portion that is 0.844. Thus, Employees' Job Satisfaction significantly positive related to Organizational Performance. Thus, Employees' Job Satisfaction has the greatest contribution to increase the Organizational Performance in UAB Bank.

Therefore, employee job satisfaction is influenced on organizational performance. The results show that Employee Job Satisfaction has significant value and the main determination of influencing of Employee Job Satisfaction on Organizational Performance in UAB Bank is found to be the compensation and training practices. According to the survey findings, it supports attractive compensation package and training discussed with employees could be significantly raised Employee Job Satisfaction in work place of UAB Bank in order to achieve the organizational goal with the best organizational performance.

## **CHAPTER V**

### **CONCLUSION**

This chapter involves the discussion and conclusion about the observed and surveyed data obtained from United Amara Bank. Based on the findings and discussions, recommendations about the further success are made. Finally limitation about this paper is described in this chapter.

#### **5.1 Findings and Discussions**

This study obtained the impact of HR Management Practices which consists of (Planning and recruitment, compensation, training programs and performance appraisal), Employees' Satisfaction and Organizational Performance in UAB Bank.

This study investigates the Employees' Job Satisfaction and Organization Performance in United Amara Bank limited. Two major objectives of this study are to analyze the effect of HRM practices on Employees' Job Satisfaction of UAB Bank as well as to analyze the effect of Employees' Job Satisfaction on Organization Performance of UAB Bank.

The survey for the first objective shows that all the HRM practices are highly satisfactory. It is found that employees' contribution is often recognized, employees can adopt their independent though an action and can adopt all skills & abilities on their job. Employees are satisfied with employment security. Employees accept almost any types of job assignment in order to keep working for UAB Bank and employees appreciate rewards and recognition no matter how small in UAB Bank. It is found that UAB bank is a place where employees are satisfied with the success of career, employees are satisfied with the freedom to take initiatives, motivated to work harder and employees recommend UAB Bank as a place to work.

It is also found that UAB bank pay is not really competitive with other local banks. Some employees are neither satisfied nor unsatisfied with the salaries and compensation they receive for their duties & responsibilities. Some employees are not satisfied with the pay they receive. Some employees are not satisfied with distributed salaries are fairly compared to their expertise and educational level. Some employees

thought that the salaries and compensation are not directly linked to their performance. Employees are willing to receive the salaries and compensation competitive with other local banks.

It is also found that UAB employees are slightly satisfied with UAB's Training Programmes. There are some mismatch between the right & related trainings with the right employees. UAB bank needs to discuss with employees before attending the training. Employees should be discussed that whether the training are met with employees' skill requirements, level of training and directly related to their job & responsibilities. Employees should also be discussed that training needs such as training materials, training facilities and feedback for trainers. UAB Bank should adopt the selection criteria for various types of trainings for the employees from various departments in order to meet the employees with the right & related trainings to their duties & responsibilities. UAB Bank should more reserve the sufficient fund, budget for training & development every year. Cross departmental training programmes should be adopted in UAB Bank in order to improve employees' individual skill. However, awareness factors have no effect on employees' satisfaction of HRM practices.

The survey for second objective shows that Organizational Performance Factors are highly satisfactory and Employees' Job Satisfaction has the greatest contribution to increase the Organizational Performance in UAB Bank. There are high mean values for new customer engagement growth rate and customer satisfaction. There are also high mean values for customer oriented solutions and effective & efficient operation process in UAB Bank. There are also high mean values for revenue growth rate and market share growth rate of UAB Bank. As result, overall reputation of UAB Bank is getting rise. Thus, Employees' Job Satisfaction has the greatest contribution to increase the Organizational Performance in UAB Bank.

## **5.2 Suggestions and Recommendations**

Based on previous results and conclusions, the following recommendations might help to enhance Employees' Satisfaction and Organizational Performance in UAB Bank:

This study recommends that adjustment of pay range with other local banks shall be adapted. The distributed salaries are needed to be fairly compared to employees' expertise and educational level and the salaries. Compensation should be directly linked

to employees' performance. The current study recommends that top management in UAB Bank needs to adopt the incentive programme for employees depend upon their individual job performance. Profit sharing bonuses should be adopted as a mechanism to reward higher performance.

The study emphasized the work on quality of training that UAB provides to employees and include the trainee in the building process of these programs in order to implement programs that increase their thinking and analysis skills. Training needs are needed to be discussed with employees. UAB Bank should adopt the selection criteria for various types of trainings for the employees from various departments in order to meet the employees with the right & related trainings to their duties & responsibilities. UAB Bank should more reserve the sufficient fund, budget for training & development every year. Cross departmental training programmes should be adopted in UAB Bank in order to improve employees' individual skill. The need for manager's to empower their employees by giving employees the chance to try out their learned skills on the giving jobs, and to help them set realistic goals for performing their work as a result of their training.

The current study recommends that top management in UAB Bank needs to improve the HRM dimensions quality for the betterment of the business success. The study showed that UAB Bank needs to be more transparent with their recruitment process to the current and potential employees.

The study recommends UAB to be more aware of their employee opinions by having an "open door" policy to their lower-level employees, and to provide constant feedback thus implementing a more fair and honest evaluation system that demands realistic expectation from employees output.

### **5.3 Needs for Further Research**

The conclusions from this study are limited as there may be questions regarding the factors of HRM to employees. While this study only took people in UAB's Head office point of view, UAB's branches point of view are recommended to be considered in future studies which would benefit from the use of a larger sample. Also an important factor like performance has the most impact on motivation and it is recommended to be tested separately.

Future study is recommended to expand the UAB's branches instead of focus in Head office only. This would definitely incur more cost in term of time and fund. Next, demographic should be accounted for job satisfaction model in the future study. Besides job satisfaction, it is suggested to test on effect of Employees' Job Satisfaction on employee turnover rate, organizational commitment, and supervisor satisfactory etc. to have more comprehensive empirical literature for the subject. It is also advisable to increase the sampling size to have more accurate research finding. On the other hand, future research should consider the view point of a top management of UAB Bank. This would definitely enrich the literature and knowledge. It does not study the employee in all of the branches of UAB Bank in Myanmar. Therefore, the further researcher need to do advance comparative and innovative researches based on the ides of this research topic.

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## APPENDIX (1)

### The performance appraisal criteria conducting by UAB Bank

No.	Performance Appraisal Criteria	1	2	3	4	5
1.	Get trustworthy, responsible and reliable					
2.	Display commitment to work					
3.	Follow instructions to the guidance of superiors					
4.	Aim to develop good relations with internal and external customers					
5.	Show technical competence/skill in area of specialization					
6.	Display a willingness to learn					
7.	Show willingness to work effectively with others in a team					
8.	Show honesty on staff and tasks					
9.	Have good attendance and punctuality					
10.	Display flexibility					
11.	Show acceptance of advice and criticism					
12.	Participate in discussion and brainstorming					
13.	Follow disciplines, rules and regulations					
14.	Get effectiveness of performance in assigned responsibilities					
	Total Marks					

Source: Survey Data, 2018

United Amara Bank determines marks are mentioned as below;

1 = absolutely reject

2 = need to try

3 = reach goal, accept, right

4 = reach goal earlier than the deadline, good, absolutely accept

5 = very good at performance, absolutely agree



1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**Planning & Recruitment Practice**

Sr.No.	Items	1	2	3	4	5
1	Advertisements are used to recruit					
2	Appointments in organization is based on merit					
3	Applicants are fully informed about the qualifications required to perform the job before being hired					
4	Selection system selects those having the desired knowledge, skills and attitude					
5	Organization forecasts the human resource needs					
6	I prefer this organization fills a vacancy internally rather than externally					
7	Respective department heads and HR managers participate in the selection process					
8	Vacancies are filled from qualified employees internally					
9	Organization's recruitment practice is fair					

**Compensation Practice**

Sr.No.	Items	1	2	3	4	5
1	Organization's pay of employees is directly linked to performance					
2	Employees are rewarded based on performance					
3	Compensation packages encourage employees to achieve organization's objectives					
4	Employees are recognized and rewarded appropriately in this organization					
5	Profit sharing/bonuses are used as a mechanism to reward higher performance.					
6	Job performance is an important factor in determining the incentive compensation of employees					
7	My salary is fair considering what other people are paid					
8	I am satisfied with the amount of pay and other benefits I receive					
9	This organization's salary and other benefits are					

	comparable to that of similar organizations					
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**Training Programs Practice**

Sr.No.	Items	1	2	3	4	5
1	Training needs are discussed with employees					
2	Organization adopts continuous training to improve performance					
3	I have training opportunities to learn and grow.					
4	I'm selected for training that suit my job needs most					
5	Every employee goes through various training programmes every year					
6	Extensive training programmes are provided for employees in all aspects.					
7	Training needs are identified through a formal performance appraisal mechanism					
8	There is a budget dedicated to training and development every year					
9	Organization has cross departmental training programs.					
10	I am satisfactory on the organization's Training programme					

**Performance Appraisal Practice**

Sr. No.	Items	1	2	3	4	5
1	Performance appraisal is fair in this organization					
2	There is a formal and written performance appraisal system					
3	I am informed of how my performance evaluation is done					
4	The objectives of the appraisal system are clear to employees					
5	Appraisal system has a strong impact on individual and team performance					
6	Appraisal system helps me to grow and develop my career					
7	Employees are provided with performance based feedback and counseling					

8	There is regular appraisal for promotion					
9	The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge					
10	Appraisal system is growth and development oriented					

**Employees' Job Satisfaction**

Sr.No.	Items	1	2	3	4	5
1	When things go well with your job, your contribution is often recognized					
2	I am satisfied with the freedom to take initiatives with how my job is done					
3	My job comes with independent thought and action					
4	I am satisfied with the pay I receive for my job					
5	I am satisfied with the success I have achieved in my career.					
6	I am satisfied with the employment security the organization offers me					
7	The employees feel there are real opportunities for career development					
8	I am motivated to work harder					
9	The employees use all their skills and abilities on the job.					
10	The employees' salaries are distributed fairly compared to their expertise and educational level					
11	This organization inspires the very best in me in terms of my job					
12	I would accept almost any type of job assignment in order to keep working for this organization					
13	I appreciate rewards and recognition no matter how small in this organization					
14	The employees would recommend the company as a place to work					

**Organizational performance**

Sr.No.	Items	1	2	3	4	5
1	New customer engagement growth					
2	Customer satisfaction					
3	Customer oriented solution					
4	Effective and efficient operation process					
5	Revenue growth					
6	Market Share growth					
7	Overall reputation					

## APPENDIX (3)

### Reliability

**Case Processing Summary**

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.773	9

**Case Processing Summary**

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.770	9

**Case Processing Summary**

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.740	.752	10

**Case Processing Summary**

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.820	10

**Case Processing Summary**

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.910	14

**Case Processing Summary**

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.857	7

## Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Planning & Recruitment Practice	109	3	5	4.05	.479
Planning & Recruitment Practice	109	3	5	4.00	.694
Planning & Recruitment Practice	109	3	4	3.99	.096
Planning & Recruitment Practice	109	3	5	4.28	.469
Planning & Recruitment Practice	109	2	5	3.83	.855
Planning & Recruitment Practice	109	3	5	3.91	.553
Planning & Recruitment Practice	109	4	5	4.39	.491
Planning & Recruitment Practice	109	3	5	3.84	.784
Planning & Recruitment Practice	109	2	5	4.26	.810
Valid N (listwise)	109				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Compensation Practice	109	3	4	3.88	.326
Compensation Practice	109	3	5	4.02	.430
Compensation Practice	109	2	5	3.53	.701
Compensation Practice	109	3	5	3.77	.444
Compensation Practice	109	3	5	4.21	.610
Compensation Practice	109	3	5	4.25	.626
Compensation Practice	109	2	5	3.69	.766
Compensation Practice	109	2	5	3.50	.929
Compensation Practice	109	2	5	3.60	.973
Valid N (listwise)	109				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Training Programs Practice	109	3	4	3.68	.469
Training Programs Practice	109	4	5	4.05	.210
Training Programs Practice	109	4	5	4.23	.422
Training Programs Practice	109	3	5	3.98	.694
Training Programs Practice	109	3	5	3.96	.358
Training Programs Practice	109	2	4	3.74	.599
Training Programs Practice	109	2	5	3.92	.709
Training Programs Practice	109	3	5	3.93	.589
Training Programs Practice	109	1	5	3.83	.970
Training Programs Practice	109	4	5	4.32	.469
Valid N (listwise)	109				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Performance Appraisal Practice	109	3	5	3.97	.372
Performance Appraisal Practice	109	1	5	3.89	1.012
Performance Appraisal Practice	109	3	5	4.16	.530
Performance Appraisal Practice	109	2	5	4.10	.860
Performance Appraisal Practice	109	3	5	4.27	.588
Performance Appraisal Practice	109	3	5	3.98	.652
Performance Appraisal Practice	109	3	5	4.29	.549
Performance Appraisal Practice	109	3	5	4.52	.753
Performance Appraisal Practice	109	3	5	3.97	.552
Performance Appraisal Practice	109	3	5	3.91	.764
Valid N (listwise)	109				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Employees Job Satisfaction	109	3	5	3.80	.574
Employees Job Satisfaction	109	4	5	4.50	.502
Employees Job Satisfaction	109	3	5	4.28	.610
Employees Job Satisfaction	109	2	5	3.81	1.084
Employees Job Satisfaction	109	3	5	4.64	.519
Employees Job Satisfaction	109	3	5	3.85	.803
Employees Job Satisfaction	109	3	5	4.10	.637
Employees Job Satisfaction	109	3	5	3.85	.743
Employees Job Satisfaction	109	2	5	3.97	.787
Employees Job Satisfaction	109	2	5	3.63	.790
Employees Job Satisfaction	109	3	5	3.72	.579
Employees Job Satisfaction	109	3	5	3.91	.553
Employees Job Satisfaction	109	3	5	4.09	.442
Employees Job Satisfaction	109	3	5	4.39	.508
Valid N (listwise)	109				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
New customer engagement growth	109	3	5	3.91	.553
Customer satisfaction	109	3	5	4.09	.442
Customer oriented solution	109	3	5	4.39	.508
Effective and efficient operation process	109	3	5	3.85	.803
Revenue growth	109	3	5	4.10	.637
Market Share growth	109	3	5	4.09	.442
Overall reputation	109	3	5	4.39	.508
Valid N (listwise)	109				

	N	Minimum	Maximum	Mean	Std. Deviation
Planning & Recruitment Practice Mean	109	3.33	4.56	4.0606	.37058
Compensation Practice Mean	109	3.22	4.33	3.8260	.40277
Training Programs Practice Mean	109	3.20	4.40	3.9633	.31991
Performance Appraisal Practice Mean	109	3.10	4.80	4.1064	.42104
Valid N (listwise)	109				

## Regression

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Performance Appraisal Practice Mean, Compensation Practice Mean, Training Programs Practice Mean, Planning & Recruitment Practice Mean <sup>b</sup>		.Enter

a. Dependent Variable: Employees' Job Satisfaction Mean

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.883 <sup>a</sup>	.780	.771	.21992	1.576

a. Predictors: (Constant), Performance Appraisal Practice Mean, Compensation Practice Mean, Training Programs Practice Mean, Planning & Recruitment Practice Mean

b. Dependent Variable: Employees' Job Satisfaction Mean

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.803	4	4.451	92.022	.000 <sup>b</sup>
	Residual	5.030	104	.048		
	Total	22.833	108			

a. Dependent Variable: Employees' Job Satisfaction Mean

b. Predictors: (Constant), Performance Appraisal Practice Mean, Compensation Practice Mean, Training Programs Practice Mean, Planning & Recruitment Practice Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.170	.361		.472	.638
	Planning & Recruitment Practice Mean	.819	.091	.660	8.982	.000
	Compensation Practice Mean	.323	.066	.283	4.895	.000
	Training Programs Practice Mean	-.314	.095	-.218	-3.300	.001
	Performance Appraisal Practice Mean	.134	.091	.123	1.475	.143

a. Dependent Variable: Employees' Job Satisfaction Mean

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Performance Appraisal Practice Mean, Compensation Practice Mean, Training Programs Practice Mean, Planning & Recruitment Practice Mean <sup>b</sup>		Enter

a. Dependent Variable: Organizational Performance

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.797 <sup>a</sup>	.636	.622	.25209	1.317

a. Predictors: (Constant), Performance Appraisal Practice Mean, Compensation Practice Mean, Training Programs Practice Mean, Planning & Recruitment Practice Mean

b. Dependent Variable: Organizational Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.527	4	2.882	45.346	.000 <sup>b</sup>
	Residual	6.609	104	.064		
	Total	18.136	108			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Performance Appraisal Practice Mean, Compensation Practice Mean, Training Programs Practice Mean, Planning & Recruitment Practice Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.688	.413		4.085	.000
	Planning & Recruitment Practice Mean	.813	.105	.735	7.772	.000
	Compensation Practice Mean	.046	.076	.045	.610	.543
	Training Programs Practice Mean	-.418	.109	-.326	-3.838	.000
	Performance Appraisal Practice Mean	.148	.104	.152	1.425	.157

a. Dependent Variable: Organizational Performance

Model	Variables Entered	Variables Removed	Method
1	Employees' Job Satisfaction Mean <sup>b</sup>		Enter

a. Dependent Variable: Organizational Performance

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.844 <sup>a</sup>	.712	.709	.22105	1.299

a. Predictors: (Constant), Employees' Job Satisfaction Mean

b. Dependent Variable: Organizational Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.908	1	12.908	264.150	.000 <sup>b</sup>
	Residual	5.229	107	.049		
	Total	18.136	108			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employees' Job Satisfaction Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	1.080		
	Employees' Job Satisfaction Mean	.752	.046	.844	16.253	.000

a. Dependent Variable: Organizational Performance