

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF BANKING AND FINANCE PROGRAMME

**EFFECT OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEE SATISFACTION AT
BIDV YANGON BRANCH**

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MBF II - 26
MBF 5th BATCH

JUNE, 2025

**EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEE SATISFACTION AT
BIDV YANGON BRANCH**

“This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for degree of Master of Banking and Finance”

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ABSTRACT

This study aims to investigate the effect of Human Resource Management (HRM) practices on employee satisfaction and analyse the effect of employee satisfaction on employee retention at BIDV Yangon Branch. The HRM practices examined in this study include training and development, salary and benefits, work environment, and career growth opportunities. The total population of the study comprises 240 employees, and the sample size consists of 150 respondents selected through simple random sampling. The findings indicate that most employees have a high level of positive perceptions towards HRM practices conducted by the bank. Multiple regression analysis revealed that career growth opportunities have the strongest effect on employee satisfaction, followed by work environment, salary and benefits, and training practices. The study revealed the customer satisfaction leads to customer retention at the bank. The study recommends that BIDV Yangon Branch should enhance career development opportunities by providing more internal promotion opportunities and offering scholarship programs related to banking courses to support the development of new skills that are essential for employees' career advancement and future growth.

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	4
1.3 Scope and Method of the Study	4
1.4 Organization of the Study	4
CHAPTER 2 THEORETICAL BACKGROUND OF THE STUDY	
2.1 Concept of Human Resource Management	6
2.2 Human Resource Management Practices	6
2.3 Employee Satisfaction	8
2.4 Employee Retention	8
2.5 Related Theories	10
2.6 Previous Studies	11
2.7 Conceptual Framework of the study	13
CHAPTER 3 BACKGROUND INFORMATION AND HRM PRACTICES, EMPLOYEE SATISFACTION, EMPLOYEE RETENTION IN BIDV YANGON BRANCH	
3.1 Background Information of BIDV Bank	16
3.2 Origination Structure of BIDV Bank	17
3.3 Types of Services in BIDV Yangon Branch	18
3.4 Human Resource Management (HRM) Practices in BIDV Yangon Branch	20

CHAPTER 4	ANALYSIS ON HRM PRACTICES, EMPLOYEE	
	SATISFACTION AND RETENTION IN BIDV YANGON	
4.1	Research Design	24
4.2	Profile of the Respondents	25
4.3	Reliability Analysis	27
4.4	Descriptive Statistics of HRM Practices, Employee	
	Satisfaction and Retention at BIDV Bank (Yangon Branch)	27
4.5	Analysis on HRM and Employee Satisfaction	36
4.6	Analysis on Employee Satisfaction and Employee Retention	37
CHAPTER 5	CONCLUSION	39
5.1	Finding and Discussions	39
5.2	Suggestions and Recommendations	40
5.3	Need for Further Research	42
	REFERENCES	
	APPENDIX	

LIST OF TABLES

Table No.	Title	Page
Table 4.1	Profile of Respondents	26
Table 4.2	Reliability Analysis on Variables	27
Table 4.3	Mean Value of Training Practices	29
Table 4.4	Mean Value of Salary and Benefit	30
Table 4.5	Mean Value of Work Environment	31
Table 4.6	Mean Value of Career Growth Opportunities	32
Table 4.7	Summary Table of HRM Practices	33
Table 4.8	Mean Value of Employee Satisfaction	34
Table 4.9	Mean Value of Employee Retention	35
Table 4.10	Regression Analysis on HRM Practices and Employee Satisfaction	36
Table 4.11	Effect of Employee Satisfaction on Employee Retention	38

LIST OF FIGURES

Figure No.	Title	Page
Figure 2.1	Effect of Human Resource Management Practice on Employee Retention	12
Figure 2.2	Employee Turnover and Retention	12
Figure 2.3	Effect of Human Resource Management Practices on Employee Satisfaction in BIDV Yangon	13
Figure 3.1	Origination Structure of BIDV Yangon Branch	18

CHAPTER 1

INTRODUCTION

Human resource management (HRM) helps banks succeed by recruiting, developing, and retaining workers. In this sector, where customer service and operational efficiency are highly dependent on employee performance, retaining skilled and experienced employees is essential. However, the banking industry worldwide faces significant challenges related to employee turnover due to factors such as job stress, limited career growth opportunities, and work-life balance concerns (Kumar & Mathimaran, 2017). In Myanmar, where the financial sector is rapidly evolving, foreign banks like BIDV Yangon Branch must implement effective HRM practices to enhance employee retention and maintain a competitive workforce.

Recruitment and selection, remuneration and benefits, training and professional development, and work-life balance affect employee retention (Snape et al., 2016). Employee retention is higher when companies offer competitive compensation, professional growth, and a friendly workplace (Ghapanchi & Aurum, 2011). Conversely, poor HRM practices such as lack of recognition, inadequate career progression, and high workloads can lead to job dissatisfaction and increased turnover rates (Hausknecht, Rodda, & Howard, 2009). Given the strategic importance of HRM in employee retention, analyzing its effectiveness in BIDV Yangon Branch is crucial for ensuring long-term workforce stability.

HRM policies affect employee retention, according to Herzberg's Two-Factor Theory (1959) and Blau's Social Exchange Theory (1964). Herzberg's theory states that hygiene elements like wage, job stability, and working environment minimize unhappiness, while motivators like professional progression and recognition boost employee engagement (Robbins & Judge, 2019). Social Exchange Theory also states that employees who feel valued and compensated for their work are more inclined to stay (Cropanzano & Mitchell, 2005). These theories serve as a foundation for examining how HRM practices impact employee retention at BIDV Yangon Branch.

Despite BIDV Yangon Branch's efforts to enhance employee engagement, challenges such as high turnover rates, limited career development programs, and work-life balance issues persist. Studies have shown that employees in the banking sector often leave their jobs due to excessive work pressure, lack of career

advancement opportunities, and dissatisfaction with compensation structures (Kundu & Lata, 2017). Additionally, foreign banks operating in Myanmar face unique challenges in adapting to local labor market dynamics and regulatory frameworks (Than & Thein, 2020). Understanding the key HRM factors affecting employee retention at BIDV Yangon Branch will help address these challenges and improve workforce stability.

This study examines how HRM practises affect BIDV Yangon Branch staff retention. Specifically, it will investigate the effect of training and development, salary and benefit, work environment, career growth opportunities on employee retention. While previous studies in other banking contexts have explored these relationships, research specific to Myanmar's banking sector remains limited (Raza et al., 2020). By filling this gap, this study will provide empirical evidence to support HRM strategies that can enhance employee retention and contribute to the long-term success of BIDV Yangon Branch in Myanmar's competitive financial industry.

1.1 Rationale of the Study

The banking industry is a crucial pillar of economic development, enabling financial transactions, credit extension, and financial management for both businesses and individuals (Mishkin, 2019). In the highly competitive financial sector, banks must prioritize both customer satisfaction through employee satisfaction and employee retention to ensure long-term success.

HRM practices are recognized as key determinants of employee satisfaction, , commitment, and retention (Dessler, 2021). Organizations that invest in recruitment and selection, competitive compensation, training, and career development, as well as work-life balance tend to experience lower employee turnover (Ghapanchi & Aurum, 2011). In the banking sector, where employees interact directly with customers, a stable and motivated workforce contributes to superior service quality, customer satisfaction, and overall financial performance (Snape et al., 2016). Therefore, this study focuses on evaluating the effectiveness of HRM practices in enhancing employee retention at BIDV Yangon Branch.

Employee retention remains a significant challenge in the banking industry due to factors such as work pressure, limited career growth, and dissatisfaction with compensation structures (Kundu & Lata, 2017). Employee retention not only increase recruitment and training costs but also disrupt operational efficiency and service

consistency (Hausknecht, Rodda, & Howard, 2009). As a foreign bank operating in Myanmar, BIDV Yangon Branch must implement effective HRM strategies to retain its workforce and maintain service excellence. This study seeks to analyze the extent to which HRM practices influence employee retention and identify potential areas for improvement.

This research uses Herzberg's Two-Factor Theory (1959) and Blum's Social Exchange Theory (1964). Herzberg's theory states that hygiene factors (salary, job stability) minimize unhappiness, while motivators (career advancement, recognition) boost job commitment and retention (Robbins & Judge, 2019). Social Exchange Theory states that fair effort and reward exchanges keep employees more loyal (Cropanzano & Mitchell, 2005). Applying these theories to BIDV Yangon Branch will help determine whether its HRM policies effectively address employee needs and expectations.

Moreover, digitalization in banking services has introduced new workforce challenges, such as the need for continuous upskilling, adaptation to emerging technologies, and managing work-life balance in a highly demanding environment (Hussain, Nasser, & Hussain, 2015). While digital transformation improves operational efficiency, it can also contribute to employee stress and burnout if not managed properly (Raza et al., 2020). This study will assess whether BIDV Yangon Branch's HRM practices adequately support employees in navigating these technological shifts while maintaining job satisfaction and retention.

This study is relevant to Myanmar's banking sector, where foreign banks encounter unique HRM challenges due to cultural differences, regulatory requirements, and evolving labor market dynamics (Than & Thein, 2020). By examining the relationship between HRM practices and employee retention, this study will provide valuable insights for banking executives seeking to optimize human resource strategies. The findings will also offer policymakers recommendations for strengthening labour policies to support workforce stability in the financial industry.

Ultimately, this study aims to contribute to both academic research and practical HRM strategies in the banking sector. By providing empirical evidence on how HRM practices impact employee retention at BIDV Yangon Branch, this study will guide banks in developing more effective HR policies, fostering employee engagement, and improving long-term workforce sustainability. Ensuring high

employee retention rates will not only benefit individual banks but also contribute to the overall growth and stability of Myanmar's banking sector.

1.2 Objectives of the Study

The main objective of the study is

- (a) To identify the current HRM practices adopted by BIDV Yangon Branch
- (b) To analyze the effect of HRM practices on employee satisfaction in BIDV Yangon Branch
- (c) To examine the effect of employee satisfaction on employee retention in BIDV Yangon Branch

1.3 Scope and Methods of the Study

This study focuses on HRM practices, employee satisfaction and employee retention at BIDV Yangon Branch. In this study, HRM practices include training practices, salary and benefit, work environment, career growth opportunities. The study specifically investigates how these HRM factors influence employee satisfaction and its effect on long-term retention within the organization.

A quantitative research method is employed to achieve the study's objectives, utilizing both primary and secondary data sources. There are around 240 employees working under BIDV Yangon Branch. Based on that population, primary data is collected through structured questionnaires distributed to 150 employees of target population by using Taro Yamane (1967) of BIDV Yangon Branch, selected using simple random sampling. The questionnaire is designed to measure employee perceptions of HRM practices, employee satisfaction and employee retention, with data analyzed using descriptive statistics, correlation, and regression analysis. Secondary data is gathered from books, academic journals, research reports, and reputable online sources to provide contextual insights. The survey conducted in March 2025,

1.4 Organization of the Study

Five chapters cover different areas of this study on HR procedures and staff retention at BIDV Yangon Branch. The background, research rationale, aims, scope, methods, and structure of the study are covered in Chapter 1. Chapter 2 discusses employee retention and HR practices ideas and practical investigations. BIDV Yangon Background and HRM Practices were covered in Chapter 3. BIDV Yangon

HRM Practices, Employee Satisfaction, and Employee Retention Analysis, Chapter 4.
As a conclusion, Chapter 5 highlights the findings, discussions, recommendations,
and need for more research.

CHAPTER 2

THEORETICAL BACKGROUND OF THE STUDY

This chapter defines and discusses HRM methods, employee satisfaction, retention, and related theories. Previous research and the study's conceptual framework are also discussed.

2.1 Concept of Human Resource Management

HRM practices are the actions a company does to manage its people resources to attain its goals (Noe, Hollenbeck, Gerhart, & Wright, 2019). These practices encompass a wide range of functions, from attracting and selecting the right talent to developing and retaining a high-performing workforce. At its core, HRM is about strategically managing people as valuable assets to gain a competitive advantage (Armstrong, 2020). It moves beyond the traditional personnel management focus on administrative tasks to a more strategic approach that aligns HR activities with the overall business strategy.

The evolution of HRM reflects a shift in how organizations view their employees. Historically, personnel management was largely administrative, dealing with payroll, benefits, and compliance (Torrington, Hall, Taylor, & Atkinson, 2017). However, with increasing competition and the recognition of human capital as a key differentiator, the strategic importance of HRM has grown significantly. This evolution has led to a more integrated and strategic approach, where HR practices are designed to support and drive organizational performance (Boxall & Purcell, 2016).

2.2 HRM Practices

Human Resource Management (HRM) practices are critical functions that organizations implement to attract, develop, motivate, and retain employees in order to achieve long-term performance and competitiveness. Effective HRM practices align with strategic goals and foster a productive work environment that contributes to both individual and organizational success. This study focuses on four key HRM practices that are particularly relevant in the context of banking institutions: training practices, salary and benefits, work environment, and career growth opportunities.

2.2.1 Training Practices

Training Practices is a fundamental HRM function aimed at enhancing employees' knowledge, skills, and competencies to perform their jobs more effectively. In the banking sector, continuous training is vital to keep pace with regulatory changes, technological advancements, and evolving customer expectations. Well-structured training programs not only improve job performance but also contribute to employee satisfaction by promoting learning and professional growth. According to Armstrong (2020), effective training fosters organizational commitment and supports long-term employee retention.

2.2.2 Salary and Benefits

Salary and benefits shape employee behaviour. Competitive salaries and perks like health insurance, performance bonuses, and retirement plans keep people staying. Equity theory also stresses compensation fairness, as perceived unfairness can cause unhappiness and high turnover. Thus, a good pay structure is necessary for a happy, stable banking workforce (Adams, 1963).

2.2.3 Work environment

The physical and psychological work environment significantly influences employee satisfaction and well-being (Danna & Griffin, 1999; Koys, 2001). A positive work environment includes safe working conditions, supportive leadership, effective communication, and a culture of respect and collaboration (Schneider, Ehrhart, & Macey, 2013). A healthy workplace can reduce stress and improve job satisfaction, which can boost employee engagement and retention, especially in the banking industry, where pressure and demanding tasks are common.

2.2.4 Career Growth Opportunities

Career Growth Opportunities advancement is a major determinant of employee motivation and satisfaction. Employees are more likely to stay with an organization that provides clear pathways for professional development, promotions, and skill enhancement. Career development initiatives, such as mentorship programs, internal promotions, and performance-based advancements, signal organizational commitment to employee growth. As noted by Boxall and Purcell (2016), supporting career progression is not only improves employee morale but also helps in retaining top talent.

Organizations may use these HRM strategies to boost employee happiness and lower turnover. This study explores how these strategies affect bank staff happiness and retention.

2.3 Employee Satisfaction

Human resource management relies on employee satisfaction, which measures how happy workers are with their employment and workplace. It includes working conditions, salary, career progression, and organizational atmosphere (Mathis, Jackson, Valentine, & Meglich, 2021).

Employee satisfaction goes beyond happiness at work to show how successfully workplace demands and expectations are satisfied (Armstrong, 2020). Herzberg (1968) states that success, recognition, and job itself affect satisfaction, as do hygienic issues like wage, work circumstances, and coworker relationships. Well-managed, these elements increase work happiness, performance, and retention.

Quality HRM procedures in a firm affect employee happiness. Fair remuneration, training and development, supportive work environments, and clear career advancement routes affect employee happiness (Chaudhary & Sharma, 2012). When employees feel appreciated and their needs addressed, they are more driven and devoted to their company.

Organizational success also depends on employee satisfaction. Happy workers are more productive, engaged, and loyal (Saks, 2006). Low satisfaction increases turnover, absenteeism, and bad performance. Thus, HR managers must measure and improve employee satisfaction as part of strategic HRM (Boxall & Purcell, 2016).

Banking organizations need employee happiness to recruit, retain, and encourage competent workers. Employee satisfaction with their work environment, salary, development opportunities, and other HR procedures improves individual and team performance and the organization's success and sustainability.

2.4 Employee Retention

HRM emphasizes employee retention, or an organization's capacity to maintain its workers (Cascio & Aguinis, 2019). The antithesis of employee turnover, it focuses on techniques and actions companies use to keep staff. good staff turnover may be costly and disruptive, while good retention rates indicate a healthy and appealing environment.

To retain workers, a business must understand why they remain and create procedures that address those issues. Instead of just minimizing turnover, it's about making employees feel appreciated, engaged, and devoted to the company's success (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). This proactive strategy builds loyalty and reduces quitting.

Organizations of all sizes and sectors must prioritize employee retention. Employment turnover costs include recruiting, training, lost productivity during the transfer, and loss of knowledge and expertise (Dess & Shaw, 2001). Thus, staff retention measures are a smart business move that boosts long-term profitability.

Several variables affect employee retention. These include inherent and extrinsic variables. Work-related aspects include job satisfaction, growth and development, recognition, and purpose (Herzberg, 1968). Compensation, perks, work-life balance, managers, coworkers, and corporate culture are extrinsic influences (Porter & Steers, 1973).

Understanding the drivers of retention requires organizations to listen to their employees and identify their needs and expectations. This can be achieved through various methods, such as employee surveys, exit interviews, and informal feedback mechanisms (Ramlall, 2004). By understanding the reasons why employees might consider leaving, organizations can proactively address potential issues and improve their retention strategies.

Effective employee retention is not a one-size-fits-all approach. Different generations, job roles, and individual preferences will influence what motivates employees to stay (Twenge, Campbell, Hoffman, & Lance, 2010). Therefore, organizations need to adopt a flexible and personalized approach to retention, tailoring their strategies to meet the diverse needs of their workforce. The concept of employee retention is closely linked to employee engagement. Engaged employees are more likely to be committed to their organization and less likely to seek opportunities elsewhere (Saks, 2006). Organizations that foster a culture of engagement, where employees feel connected to their work and the organization, often experience higher retention rates.

Furthermore, the relationship between employees and their direct supervisors plays a critical role in retention. Supportive and effective managers can significantly influence an employee's decision to stay (Bass & Riggio, 2006). Supervisors who provide constructive feedback, offer opportunities for development, and create a

positive team environment contribute significantly to employee satisfaction and loyalty.

In the current competitive landscape, where attracting and retaining top talent is a constant challenge, employee retention has become a key performance indicator for many organizations. It is a measure of an organization's ability to create a compelling employee experience that encourages individuals to build long-term careers within the company (Bhattacharya, 2002). Companies intentionally construct a work atmosphere that encourages people to stay. It involves recognizing the many reasons workers remain, executing focused solutions, and creating an engaged and supportive culture. Effective employee retention is not just about reducing turnover; it is about building a stable, experienced, and committed workforce that contributes to the organization's long-term success.

2.5 Related Theories

Employee retention is a critical concern for organizations aiming to sustain performance and reduce turnover costs, and several theoretical frameworks offer valuable insights into this area (Kumar & Sharma, 2019). Human Capital Theory (Becker, 1964) highlights the role of training practices in enhancing employee capabilities and fostering loyalty through continuous investment in human resources. Equity Theory (Adams, 1963) emphasizes the importance of perceived fairness in compensation and recognition, suggesting that balanced input-output relationships contribute to employee satisfaction and retention. Meanwhile, Social Exchange Theory (Blau, 1964) underlines the reciprocal nature of employee-employer relationships, where organizational support and a positive work environment promote employee commitment. Applying these theories to the context of BIDV Yangon Branch can guide the development of effective strategies to enhance employee engagement, satisfaction, and long-term retention.

(a) Human Capital Theory

The Human Capital Theory (Becker, 1964) emphasizes the importance of investing in employees through training practices to enhance their skills, productivity, and overall job performance. According to this theory, organizations that provide continuous learning opportunities and career advancement programs are more likely to retain employees, as they feel valued and motivated to stay. Implementing effective

training and professional development initiatives can thus contribute to higher employee satisfaction and long-term organizational commitment.

(b) Equity Theory

The Equity Theory (Adams, 1963) indicates that employees evaluate their effort, talents, and experience to their peers' income, perks, and recognition. Employee engagement and commitment increase when they perceive fair salary and workplace treatment. In contrast, perceived disparities might cause discontent and attrition. Competitive compensation, fair performance assessments, and clear incentive systems are vital for improving employee retention in any firm.

(c) Social Exchange Theory

The Social Exchange Theory (Blau, 1964) states that employee-employer interactions are mutually beneficial and reciprocal. Employee loyalty and commitment increase when companies engage in employee well-being, job security, and a friendly workplace. A healthy business culture and successful HRM strategies like work-life balance regulations and employee recognition programs may boost employee retention by establishing trust and job satisfaction.

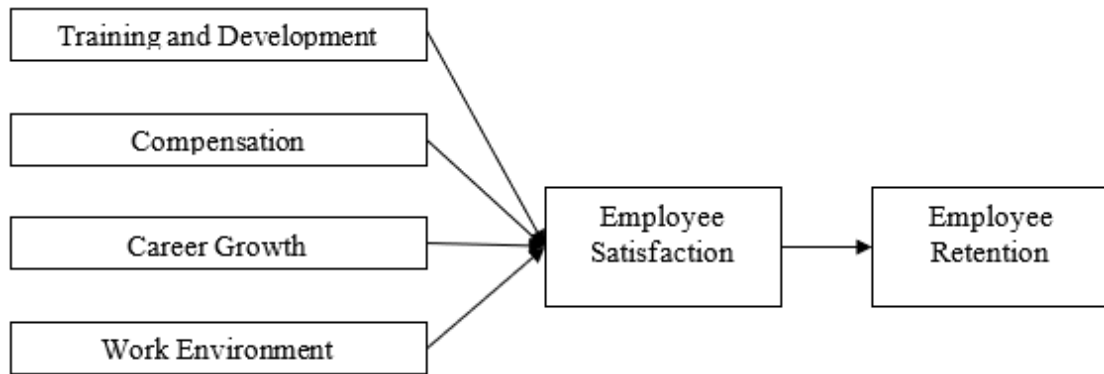
2.6 Previous Studies

Several worldwide studies have explored how HRM strategies affect employee retention, focusing on remuneration, career development, and working atmosphere. Research conducted in different organizational and cultural contexts has consistently shown that well-structured HR policies and strategies significantly influence employee commitment and reduce turnover rates. These studies provide valuable insights into how HRM practices can be optimized to retain employees, which is particularly relevant to this study on BIDV Yangon Branch.

(a) Previous Study 1

Nguyen and Tran (2020) investigated the effect of HRM practices on employee retention in the Vietnamese banking sector.

Figure (2.1) Effect of human resource management practices on employee retention



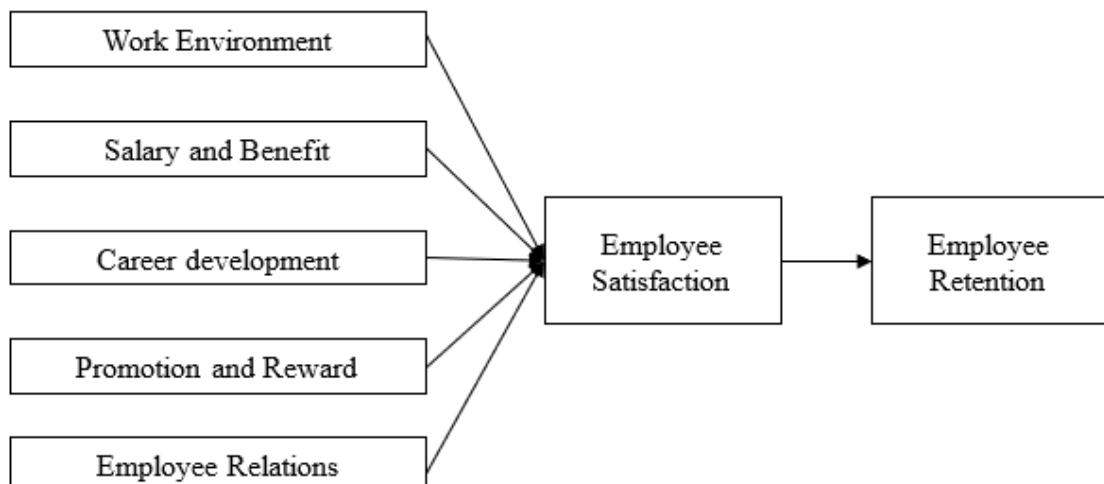
Source: Nguyen and Tran (2020)

The study surveyed 350 employees from several major commercial banks across Vietnam using a structured questionnaire. The key HRM practices analyzed were training and development, compensation, career growth, and work environment. The findings revealed that career growth opportunities and training practices significantly enhanced employee satisfaction, which in turn positively impacted employee retention. The study highlighted the importance of aligning HRM strategies with employee expectations to reduce turnover in Vietnam’s competitive banking industry.

(b) Previous Study 2

Kundu and Lata (2017) examined the effect of work environment, compensation, and career growth opportunities on employee retention in Indian banking sector.

Figure (2.2) Employee Turnover and Retention



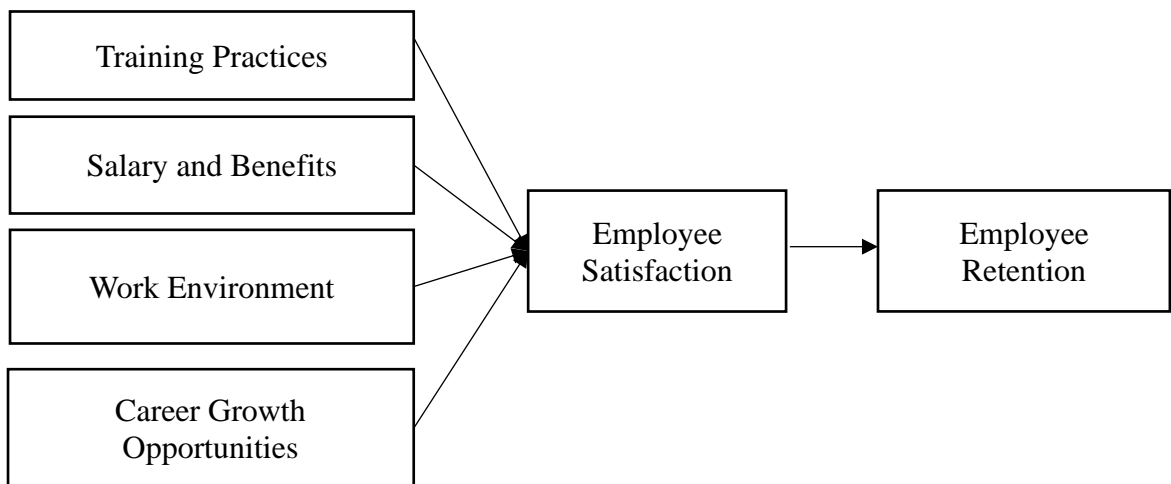
Source: Kundu and Lata (2017)

By surveying 400 bank employees using a quantitative approach, the study found that a positive work environment, employee relations, competitive salaries and benefit, and well-defined career development plans were crucial in retaining talent. Employees who perceived fairness in promotions and reward were less likely to leave their jobs. The study concluded that banks must adopt a strategic HRM approach to enhance employee satisfaction and employee retention which help organization to reduce employee turnover rate.

2.7 Conceptual Framework of the Study

Figure (2.3) shows how this study's conceptual framework was based on theoretical notions and earlier investigations.

Figure (2.3) Effect of Human Resources Management Practices on Employee Satisfaction in BIDV Yangon



Source: Own Compilation (2025)

The conceptual structure of this study includes four independent variables: training procedures, income and perks, work environment, and career progression chances. The dependent variable is employee retention and satisfaction.

Working Definitions

To support the research objectives and questionnaire structure, the following variables are defined based on the actual practices and perceptions observed at BIDV Yangon Branch. Each definition reflects the practical meaning of the concepts within the bank's working environment.

(a) Training Practices

Training practices in this study refer to the organized efforts made by BIDV Yangon Branch to improve employees' skills, knowledge, and job performance. These include identifying training needs, offering relevant and effective training programs, conducting post-training evaluations, and using both on-the-job and off-the-job training methods. Regular training is provided to support employee development and improve work outcomes.

(b) Salary and Benefits

Salary and benefits represent the total compensation provided by the bank to its employees. This includes monthly salary, bonuses, performance-based rewards, health insurance, allowances, annual leave, and other financial or non-financial benefits. These rewards are assessed based on fairness, transparency, competitiveness, and employee satisfaction.

(c) Work Environment

The BIDV Yangon Branch work environment is the physical and psychological settings in which workers work. Safety, supervisor and colleague relationships, resource availability, teamwork, and work-life balance are included. A good workplace boosts morale and job satisfaction.

(d) Career Growth Opportunities

Career growth opportunities refer to the chances offered by the bank for employees to improve their careers and advance to higher positions. These include internal promotions, skills development programs, career guidance, and encouragement from supervisors to take on new responsibilities. Employees value these opportunities as they support long-term professional development.

(e) Employee Satisfaction

Employee satisfaction is defined as the level of contentment employees feel towards the bank's HRM practices, including training, compensation, working conditions, and career opportunities. It reflects whether the employees' expectations and job experiences are being met in a positive way.

(f) Employee Retention

Employee retention refers to the ability of BIDV Yangon Branch to keep its employees for a long period. It is shown by employees' willingness to continue working at the bank, their sense of loyalty, and their intention to stay until retirement. High employee retention is seen as a sign of effective HRM practices and a positive organizational environment.

CHAPTER 3

BACKGROUND INFORMATION AND HRM PRACTICES, EMPLOYEE SATISFACTION, EMPLOYEE RETENTION IN BIDV YANGON BRANCH

In this chapter, the profile of Bank for investment and development of Vietnam (BIDV) Yangon bank with organization structure, types of service available and their HRM practices are mainly discussed.

3.1 Background Information of BIDV Bank

One of the largest and oldest state-owned commercial banks in Vietnam, Bank for Investment and Development of Vietnam (BIDV) was founded in 1957. BIDV has provided investment and development financing, trade finance, retail banking, and corporate banking solutions for over sixty years, helping the country prosper economically. Headquartered in Hanoi, BIDV operates an extensive network across Vietnam and has expanded internationally to neighbouring countries such as Laos, Cambodia, and Myanmar. The bank is guided by core values of integrity, customer orientation, innovation, and social responsibility, aiming to become a leading regional financial institution through high-quality and innovative financial products.

BIDV Yangon Branch was established in 2016 as part of BIDV's strategic regional expansion. The Central Bank of Myanmar regulates this licensed foreign bank. The office offers a variety of banking services to Myanmar's business and individual clientele. Its client base primarily includes companies registered with the Directorate of Investment and Company Administration (DICA).

The branch provides working capital loans, trade finance, letters of credit, and guarantees for local and foreign businesses. It facilitates international payments and remittances to all acceptable countries in compliance with relevant laws and banking regulations, thereby supporting trade and investment flows between Myanmar, Vietnam, and other countries.

Additionally, BIDV Yangon offers domestic fund transfer services, which ensure the smooth and safe movement of funds within Myanmar. These services are

in addition to the international transactions that they facilitate. The cash services offered by the branch include cash deposits, cash withdrawals, and cash management solutions. These services are designed to meet the daily operational liquidity requirements of the customers. Both corporate and individual customers may take advantage of the account opening and maintenance services that are offered, which guarantees that banking activities will be both convenient and safe.

The Yangon Branch of BIDV upholds the same high operating standards and corporate principles as the head office, despite the fact that it is relatively young in Myanmar's banking market. The company is staffed with a qualified workforce that is dedicated to professionalism, compliance with regulatory requirements, and the happiness of customers. Through the provision of dependable banking services and the maintenance of good governance and human resource management practices, the branch is able to continuously adapt to the ever-changing financial environment and contribute to the expansion of Myanmar's economy.

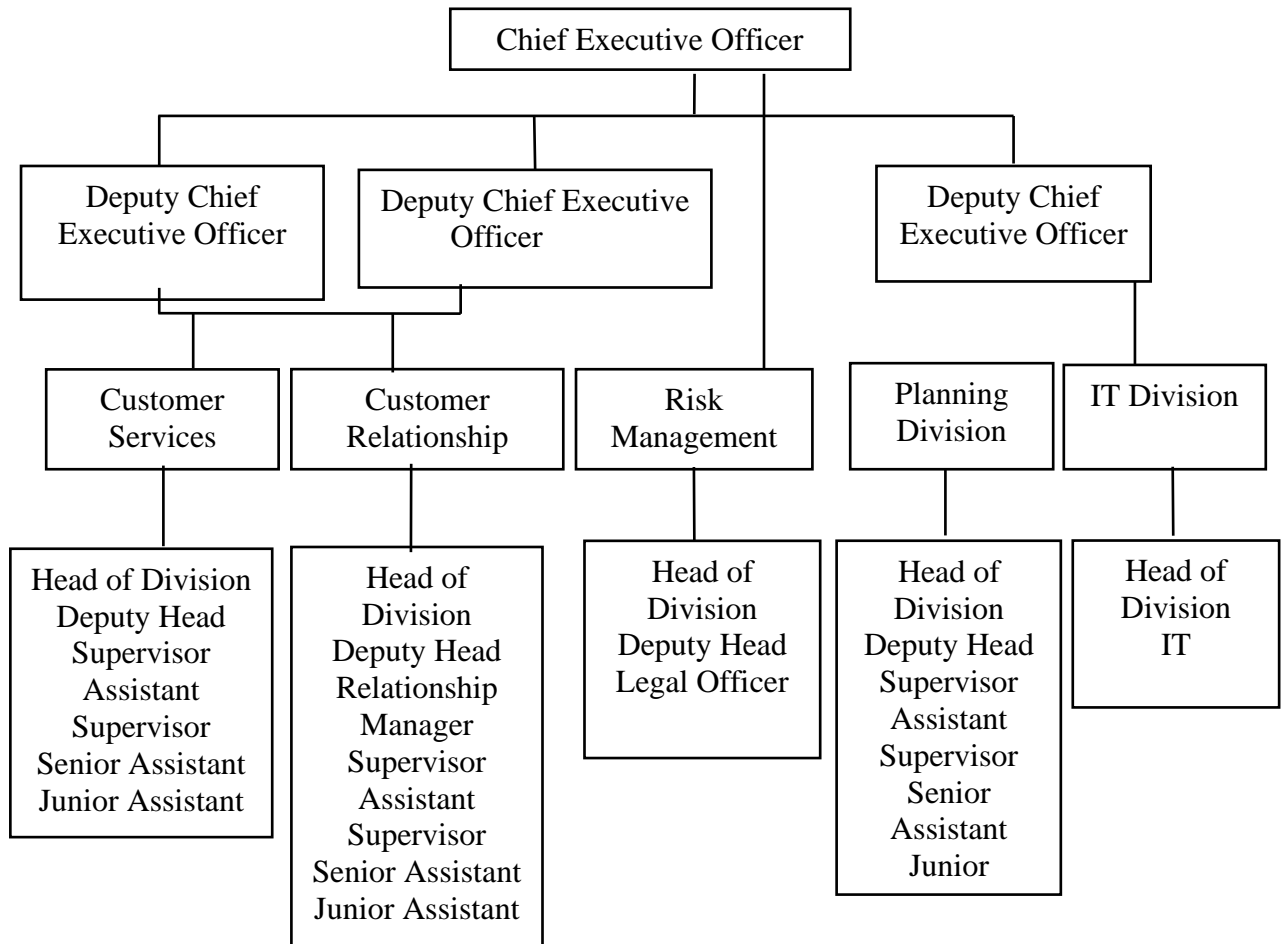
3.2 Origination Structure of BIDV Bank

BIDV Yangon also provides domestic fund transfer services, which enable the smooth and secure movement of funds inside Myanmar. These services are available to customers. Furthermore, in addition to the foreign transactions that they enable, they also provide these services. Cash deposits, cash withdrawals, and cash management solutions are some of the cash services that are provided by the branch. The clients' daily operating liquidity requirements are targeted by these services, which are designed to satisfy those requirements. The account opening and maintenance services that are provided are available to both individual and business clients, ensuring that banking operations will be both convenient and secure. clients may take use of these services without any restrictions.

Despite the fact that it is still relatively new in Myanmar's banking sector, the Yangon Branch of BIDV ensures that it adheres to the same high operational standards and corporate values as the main office. Professionalism, adherence to legal standards, and the satisfaction of clients are all priorities for the company's team, which is comprised of staff members who possess the necessary qualifications. The branch is able to consistently adapt to the ever-changing financial environment and so contribute to the progress of Myanmar's economy. This is accomplished via the

supply of trustworthy banking services, as well as through the preservation of excellent governance and methods for managing human resources.

Figure (3.1) Organization Structure of BIDV Yangon Branch



Source: BIDV (2025)

3.3 Types of Services in BIDV Yangon Branch

In order to meet the varied needs of its customer, which includes people, enterprises, and corporate organizations, the BIDV Yangon Branch provides a complete range of banking services. These services are designed to meet the diversified requirements of the clients. One of the most important services that our company provides is personal banking, which encompasses a variety of accounts and financial products such checking and savings accounts. Customers are able to take advantage of excellent interest rates and a wide range of account types that are tailored to meet a variety of financial requirements, ranging from day-to-day

transactions to long-term savings. These services are further improved by user-friendly online banking solutions, which provide customers the ability to more easily manage their accounts from the comfort of their own homes.

In addition to offering personal banking services, BIDV also offers a wide range of loan solutions that are designed to assist either people or businesses in accomplishing their monetary objectives. Consumer loans, house mortgages, and school loans are some of the products that the bank provides to individual consumers. These products are tailored to match the specific requirements of each borrower. Clients in the business world have access to a variety of financing choices, such as trade finance, working capital loans, and company growth loans. Customers are provided with expert financial advice in addition to these loan services, which ensures that they are well-informed and able to make prudent decisions regarding their borrowing.

Furthermore, in recognition of the growing number of international commerce and travel, the BIDV Yangon Branch focuses a significant emphasis on the provision of foreign currency services. Travelers, enterprises who are engaged in cross-border operations, and expats who are currently resident in Myanmar can all take use of the currency exchange services provided by this branch. In addition to currency conversion, consumers have the option of utilizing international wire transfer services, which makes it easier for them to conduct transactions around the globe. BIDV's reputation as a reputable banking partner is further strengthened by the fact that it is concentrating on foreign exchange in order to meet the growing need for banking solutions that are dependable and efficient in a world that is more linked.

Additionally, the branch is involved in the provision of investment and wealth management services to clients in order to assist them in efficiently expanding their assets. Investment goods such as mutual funds, bonds, and fixed deposit accounts are among the options that BIDV provides to its consumers. These products are meant to accommodate the various levels of risk tolerance that its customers have. Financial advisers with years of experience are ready to help customers with individualized investment plans, therefore assisting them in making well-informed decisions that are in line with their long-term financial goals. By demonstrating a commitment to wealth management, BIDV strengthens its position as a comprehensive financial institution and strengthens the loyalty of its customers.

At BIDV Yangon Branch, maintaining a high level of client satisfaction and providing excellent service is of utmost significance. The goal of the branch is to provide each and every client with a banking experience that is unique to them, and it does so by employing a staff that is both educated and kind. Efforts like as customer feedback methods and service improvement programs, which assure the ongoing development of service quality, are examples of efforts that demonstrate this dedication effectively. The Bank of International Development (BIDV) not only establishes strong relationships with its customers by building a culture that is centered on the customer, but it also positions itself as a leader in the competitive banking environment of Myanmar.

3.4 Human Resource Management (HRM) Practices in BIDV Yangon Branch

HRM is essential for any business, including the BIDV Yangon Branch. Recognizing that its employees are its most valuable asset, the branch has established a framework of HRM practices designed to attract, develop, and retain a skilled and motivated workforce. These practices are strategically aligned with the bank's mission and objectives, ensuring that human capital effectively supports the delivery of comprehensive banking services and maintains a competitive edge in the Myanmar market.

(a) Training Practices

In order to guarantee that personnel are adequately equipped for their positions, the BIDV Yangon Branch places a strong emphasis on thorough training techniques. A variety of training programs are organized by the branch, and they are offered at both the local branch and the central office. The language programs that are included in these training efforts are designed to assist employees in communicating more effectively with different stakeholders, both locally and internationally. Language training improves interactions with customers and facilitates collaboration with coworkers who come from a variety of personal and professional backgrounds. Additionally, the branch provides job-specific training that focuses on essential banking operations, customer service, risk management, and regulatory compliance. This training is offered in addition to language programs. There are a number of these events that are held at the headquarters, which provides employees with the opportunity to get exposure to the entire organizational

environment and assists them in connecting with colleagues from different branches. This ensures that all members of the staff are familiar with the rules, procedures, and standards of BIDV, which ultimately results in the delivery of consistent services. Mentorship and coaching are two examples of on-the-job training approaches that can assist employees in putting newly acquired information to use in their day-to-day work. The mix of classroom instruction and hands-on experience helps an individual develop their self-assurance and competence, which ultimately results in increased work satisfaction and drive. At BIDV Yangon Branch, training is an essential component of the human resource management procedures, and it demonstrates the bank's dedication to the growth of its employees.

(b) Salary and Benefits

The Yangon Branch of the BIDV offers its workers a wage and benefits package that is both equitable and competitive, and it recognizes and appreciates the contributions that they make. It is important that employees have financial stability, and base pay should satisfy market requirements. A number of allowances and incentives are provided by the bank in addition to the base pay that are offered in order to enhance the well-being and pleasure of the employees. Meal allowances, transportation allowances, health allowances, and insurance contributions are all included in this category. Benefits like this assist workers in managing their day-to-day expenditures and concentrating on their work. It is also the case that the bank pays phone bills and covers uniform expenses, which contributes to the feeling of support that workers have in their employment. The branch provides special bonuses, yearly bonuses, and bonuses based on key performance indicators (KPIs) in order to motivate good performance. Recognizing employees for their efforts and encouraging them to continue to strive for excellence are the goals of these prizes. In addition to enhancing job happiness, a comprehensive compensation and benefits package not only boosts employee loyalty and retention but also increases motivation.

(c) Working Environment

The BIDV Yangon Branch creates a positive and safe working environment for all employees. Modern IT equipment, such as laptops and scanners, is provided so that employees can work efficiently and meet the demands of a fast-changing banking sector. With access to up-to-date technology, employees are better able to serve

customers and support the bank's growth. Safety is also a top priority. A secure insurance plan and a reliable security system protect both employees and the workplace. These measures give employees peace of mind, allowing them to concentrate fully on their responsibilities. Open communication, cooperation, and respect enrich the workplace. Employees are encouraged to collaborate across departments. Feedback and decision-making opportunities boost engagement and satisfaction. All of these qualities create a supportive, motivating workplace.

(d) Career Growth Opportunity

It is the mission of the BIDV Yangon Branch to provide Myanmar workers with chances for career advancement that are both transparent and equitable. It is the responsibility of this division to guarantee that personnel from Myanmar have the same opportunities to further their careers as their counterparts from other countries. Performance evaluations, accessible feedback, and clear promotion procedures are all ways that an organization helps its employees advance their careers. It is strongly recommended that employees acquire professional certifications and participate in further training opportunities. This is something that the bank actively promotes by funding the expenses of training and offering access to programs offered by third parties. Employees are able to acquire more advanced skills and begin preparing for more demanding tasks as a result of these chances. Promotional choices are made not on the basis of nationality but rather on performance and talents. The fact that employees in Myanmar have the same opportunity to advance within the branch contributes to a feeling of justice and trust in the organizational structure. By providing opportunities for professional advancement, the BIDV Yangon Branch assists workers in developing robust career pathways, which in turn contributes to increased levels of satisfaction and loyalty.

CHAPTER 4

ANALYSIS ON HRM PRACTICES, EMPLOYEE SATISFACTION AND RETENTION IN BIDV YANGON

This chapter covers the survey profile, design, and results. The survey results include a detailed analysis of the respondents' demographic characteristics as well as the factors that influence their decisions. Additionally, the chapter discusses the correlation analysis and multiple regression analysis conducted to explore the relationship between factors affecting satisfaction and overall investor satisfaction.

4.1 Research Design

This study employs a descriptive research method to examine the factors affecting employee satisfaction and employee retention at BIDV Yangon Branch. A structured quantitative research design was adopted, using a self-administered questionnaire distributed to employees.

The questionnaire was carefully designed to measure employees' perceptions of six key variables: Training, Salary and Benefits, Work Environment, Career Growth Opportunities, Employee Satisfaction, and Employee Retention. Each variable was assessed through multiple statements, with respondents indicating their level of agreement on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). This scale allows for quantification of employees' perceptions and satisfaction levels. The survey collected primary data directly from employees regarding their experiences and views on HRM practices and related outcomes at the bank.

In addition to primary data, secondary data were utilized to support the study. Secondary data sources included official reports, previous studies, organizational documents, and relevant literature on HRM practices and employee retention, providing important context and background for the analysis. In addition to primary data, secondary data were utilized to support the study. Secondary data sources included official reports, previous studies, organizational documents, and relevant

literature on HRM practices and employee retention, providing important context and background for the analysis.

There are 240 employees working at BIDV Yangon. Consequently, the total population for this study is 240. Based on this population, the sample size was determined using the following formula (Yamane, 1967)

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{240}{1 + 240(0.05)^2}$$

Therefore, n = 150 where,

n = sample size needed

e = level of precision (95% confidence level)

N=total number of employees in BIDV Yangon

To ensure reliability and internal consistency of the data, Cronbach's Alpha was calculated for each variable, all of which demonstrated strong reliability. Descriptive statistics were used to assess the central tendencies of each variable. Furthermore, inferential analyses including correlation and regression were employed to evaluate the relationships among the variables and determine their impact on employee satisfaction and retention. The robust design and diverse respondent base provided a comprehensive view of the workforce's attitudes and experiences at BIDV Yangon Branch.

4.2 Profile of the Respondents

The demographic profile of the respondents at BIDV Yangon Branch reveals a fairly balanced gender distribution, with female employees making up the majority at just over half of the sample.

Table (4.1) Profile of Respondents

Demographic Information	Description	Frequency	Percent
Gender	Male	67	44.7
	Female	83	55.3
Age (year)	Under 25	28	18.7
	25 – 34	9	6.0
	35 – 44	38	25.3
	45 – 54	38	25.3
	55 and above	37	24.7
Education	Undergraduate	29	19.3
	Bachelor’s Degree	110	73.3
	Master’s Degree	11	7.3
	1–3 years	32	21.3
	4–6 years	118	78.7
Current Position	Junior Staff	33	22.0
	Mid-level Staff	38	25.3
	Senior Staff	62	41.3
	Managerial Level	17	11.3
Total		150	100.0

Source: Survey Data (2025)

Table (4.1) indicates a slightly higher female representation in the workforce, reflecting a relatively inclusive work environment. Such a distribution can play a vital role in understanding gender-based experiences and satisfaction levels, especially in assessing the bank's internal human resource policies and inclusiveness.

In terms of age, the largest groups of respondents fall within the 35–44 and 45–54 age brackets, each accounting for over a quarter of the sample. This indicates a mature workforce with substantial industry experience. A smaller proportion of employees are under 25 or between 25–34 years old, suggesting that newer or younger employees form a minority. These insights help in evaluating the organization’s career development needs and succession planning, particularly for an aging workforce nearing retirement.

Regarding educational background and experience, the vast majority of employees possess at least a bachelor's degree, showing a highly educated workforce. A significant number of respondents have worked at the bank for 4–6 years, pointing to strong organizational loyalty and workforce stability. In terms of job roles, most participants hold senior or mid-level positions, while a smaller portion are junior staff or in managerial roles. These findings highlight the importance of structured career growth strategies and the potential benefits of talent development programs targeted at younger and less experienced employees to support long-term organizational development.

4.3 Reliability Analysis

Cronbach's Alpha is used in reliability analysis to evaluate a measuring instrument's consistency and dependability. High Cronbach's Alpha values indicate that items within a component correlate effectively, boosting the study's scales' validity. Cronbach's Alpha values above 0.7 imply reasonable reliability, whereas those above 0.9 indicate outstanding reliability (Nunnally & Bernstein, 1994).

Table (4.2) Reliability Analysis on Variables

Sr. No.	Variables	Cronbach's Alpha	N of Items
1	Training	0.752	7
2	Salary and Benefits	0.763	7
3	Work Environment	0.787	7
4	Career Growth Opportunities	0.754	7
5	Employee Satisfaction	0.760	7
6	Employee Retention	0.735	7

Source: Survey Data (2025)

Table (4.2) show that all six variables demonstrate high to excellent reliability, suggesting that the items used in the questionnaire consistently reflect the intended constructs.

Among the six variables, Work Environment has the highest reliability score with a Cronbach's Alpha of 0.787, followed closely by Salary and Benefits (0.763)

and Employee Satisfaction (0.760). These values indicate that the items used to measure these constructs demonstrate strong internal consistency and are well-correlated. This suggests that employee perceptions about their working environment, compensation, and overall satisfaction were captured with a high degree of accuracy and reliability in the survey.

Career Growth Opportunities (0.754) and Training Practices (0.752) also show good reliability, indicating that the items related to employees' development opportunities and career progression were consistently understood and responded to by participants. Although Employee Retention has the lowest Cronbach's Alpha value of 0.735 among the variables, it still falls within the acceptable range for reliability, confirming that the responses related to retention were consistent and credible.

The survey instrument employed in this study had Cronbach's Alpha scores from 0.735 to 0.787 across all variables, indicating statistical reliability. The internal consistency of each scale guarantees that the data generated may be safely utilized for employee satisfaction and retention analysis, particularly in the context of BIDV Yangon Branch HR policies.

4.4 Descriptive Statistics of HRM Practices, Employee Satisfaction and Retention at BIDV Bank (Yangon Branch)

This section presents employee perceptions of HRM practices, specifically training, salary and benefits, work environment, and career growth opportunities as well as their satisfaction and retention at BIDV Bank (Yangon Branch). Perceptions were assessed using a five-point Likert scale, where the mean scores are interpreted as follows: 1.00–1.80 indicates a very low level, 1.81–2.60 a low level, 2.61–3.40 a moderate level, 3.41–4.20 a high level, and 4.21–5.00 a very high level, based on the interpretation scale suggested by Best (1977).

(a) Training Practices

In this study, seven statements are prepared and asked the respondents to identify the extent of their perception towards training practices adopted by the bank. Mean value of training practices are shown in Table (4.3) as followed.

Table (4.3) Mean Value of Training Practices

Sr. No.	Training Practices	Mean	Std. Dev
1	The bank uses effective training methods to deliver concepts, knowledge, skills of its employees.	3.91	0.617
2	The bank provides the training sessions following the need assessment.	3.90	0.536
3	The bank conducts the post training evaluation to assess the training effectiveness.	3.90	0.610
4	The bank offers sufficient training to perform job tasks effectively.	3.85	0.621
5	Training sessions are regularly conducted at BIDV Yangon Branch.	3.82	0.519
6	Both on the job and off the job trainings are provided by the bank.	3.67	0.620
7	The bank provides training programs that are relevant to employee job responsibilities.	3.61	0.632
Mean Value		3.81	

Source: Survey Data (2025)

Table (4.3) presents the perception of employees toward training practices at BIDV Yangon Branch. Since the overall mean value of training practices is 3.81, most respondents have a high perception of the bank's training practices. Among the statements, the highest mean value of 3.91 was for the bank's use of effective training methods to deliver concepts, knowledge, and skills to employees. This was followed closely by providing training sessions based on need assessments and conducting post-training evaluations, both with a mean of 3.90. The bank offering sufficient training to perform job tasks effectively received a mean of 3.85, while regular training sessions were rated at 3.82. Providing both on-the-job and off-the-job training scored a mean of 3.67, and the statement regarding the relevance of training programs to employee job responsibilities had the lowest mean of 3.61. Since all mean values fall within the range of 3.41 to 4.20, respondents generally hold a high perception of the training practices conducted by the bank.

(b) Salary and Benefit Practices

In this study, seven statements are prepared and asked the respondents to determine the perception level on salary and benefits practices of the bank. Mean value of salary and benefit practices are shown in Table (4.4)

Table (4.4) Mean Value of Salary and Benefit

Sr. No.	Salary and Benefits	Mean	Std. Deviation
1	Salary is fair considering responsibilities and performance.	3.91	0.567
2	The bank provides compensation package depending on individual performance.	3.89	0.597
3	The bank provides satisfactory bonus to its employees.	3.89	0.620
4	The bank offers competitive pay compared to similar organizations.	3.88	0.623
5	The bank provides paid annual leave and vacation benefits.	3.87	0.605
6	The bank has transparent and clear benefit programmes.	3.85	0.585
7	The bank provides benefits (e.g., health insurance, allowances) that meet personal needs of employees.	3.83	0.639
Overall Mean Value		3.87	

Source: Survey Data (2025)

Table 4.4 describes BIDV Yangon Branch's salary and benefit patterns. Most respondents rate the bank's compensation and benefit arrangements highly, since the mean value is 3.87. Among the statements, the highest mean value of 3.91 was for salary fairness considering responsibilities and performance. This was followed closely by providing compensation packages depending on individual performance and providing satisfactory bonuses, both with a mean of 3.89. Offering competitive pay compared to similar organizations received a mean of 3.88, while providing annual leave and vacations scored 3.87. Transparent and clear benefit programs had a mean of 3.85, and providing benefits such as health insurance and allowances that

meet personal needs received the lowest mean value of 3.83. Since all mean values fall within the range of 3.41 to 4.20, respondents generally hold a high perception of the salary and benefit practices at the bank.

(c) Work Environment Practices

In this study, seven statements were prepared and asked to the respondents to determine their perception level of the work environment practices of the bank. Mean values of work environment practices are shown in Table (4.5).

Table (4.5) Mean Value of Work Environment

Sr. No.	Work Environment	Mean	Std. Deviation
1	Teamwork and collaboration are supported in the work environment.	3.92	0.650
2	Supervisors promote a respectful and inclusive environment.	3.91	0.617
3	The bank offers comfortable and supportive working environment.	3.90	0.621
4	Relationships with co-workers are positive.	3.90	0.610
5	Necessary tools and resources are available to perform job duties.	3.82	0.519
6	The bank creates and provides safe and secure work place.	3.67	0.632
7	The work environment promotes a healthy work-life balance.	3.62	0.620
Overall Mean		3.82	

Source: Survey Data (2025)

Table (4.5) shows the descriptive statistics of the work environment practices at BIDV Yangon Branch. Since the overall mean value of work environment practices is 3.82, most respondents have a high perception of the bank’s work environment practices. Among the statements, teamwork and collaboration being supported in the work environment received the highest mean value of 3.92. This was followed closely

by supervisors promoting a respectful and inclusive environment with a mean of 3.91, positive relationships with coworkers and offering a comfortable and supportive working environment, both with a mean of 3.90. Having necessary tools and resources available to perform job duties scored 3.82, while creating and providing a safe and secure workplace received a mean of 3.67. The statement regarding promoting a healthy work-life balance had the lowest mean value of 3.62. Since all mean values fall within the range of 3.41 to 4.20, respondents generally hold a high perception of the work environment practices at the bank.

(d) Career Growth Opportunity Practices

In this study, seven statements were prepared and asked to the respondents to determine their perception level of the career growth opportunities provided by the bank. Mean values of career growth opportunities are shown in Table (4.6).

Table (4.6) Mean Value of Career Growth Opportunities

Sr. No.	Career Growth Opportunities	Mean	Std. Deviation
1	Managers of the bank do the career development discussions regularly with employees.	3.95	0.649
2	Current roles of employees provide opportunities for professional growth.	3.91	0.623
3	The bank provides opportunities to learn new skills relevant to employee career goals.	3.91	0.628
4	The bank actively supports the career development of its employees.	3.89	0.615
5	The bank has career guidance program to enhance employee career.	3.89	0.608
6	The bank provides internal promotion opportunities that are well communicated.	3.88	0.623
7	Managers encourage employees to carry out challenging roles for personal development.	3.59	0.626
Overall Mean		3.86	

Source: Survey Data (2025)

Table (4.6) shows the descriptive statistics of career growth opportunities at BIDV Yangon Branch. Since the overall mean value of career growth opportunities is 3.86, most respondents have a high perception of the bank's career growth opportunities. Among the statements, the highest mean value of 3.95 was for the bank actively supporting the career development of its employees. This was followed by managers encouraging employees to take on challenging roles for their personal development and conducting regular career development discussions, both with a mean value of 3.91. The bank having a career guidance program and the current roles providing opportunities for professional growth both received a mean of 3.89. The bank providing opportunities to learn new skills relevant to employees' career goals scored a mean of 3.88. The lowest mean value of 3.59 was for the statement regarding the communication of internal promotion opportunities. Since all statements fall within the high perception range of 3.41 to 4.20, it can be concluded that employees generally perceive the career growth opportunities at the bank positively.

Table (4.7) Summary Table of HRM Practices

Sr. No.	HRM Practices	Overall Mean Value
1	Training Practices	3.81
2	Salary and Benefits Practices	3.82
3	Work Environment Practices	3.82
4	Career Growth Opportunities Practices	3.86

Source: Survey Data (2025)

Table (4.7) shows the descriptive statistics of the HRM practices at BIDV Yangon Branch. Among the four HRM practices, career growth opportunities practices have the highest overall mean value of 3.86, followed by work environment practices and salary and benefits practices, both at 3.82, and training practices at 3.81. All HRM practices fall within a high perception level, indicating that most respondents have a positive view of these HRM practices at the bank. Specifically, the highest overall mean value for career growth opportunities suggests that employees perceive the bank's efforts in supporting career development most favourably. At the

same time, training practices have the lowest overall mean value, although still within the high perception range.

(e) Employee Satisfaction

In this study, seven statements are prepared and asked to identify the level of the respondent satisfaction at BIDV Yangon Branch. The mean value of employee satisfaction is presented in Table (4.8).

Table (4.8) Mean Value of Employee Satisfaction

Sr. No.	Employee Satisfaction	Mean	Std. Deviation
1	Salary and benefits offered by BIDV match with employee expectations.	3.95	0.649
2	HRM practices conducted by BIDV align with employee expectations.	3.92	0.650
3	Career growth opportunities offered by BIDV bank aligned with employee expectation	3.91	0.623
4	Employees are satisfied with career growth opportunities offered by BIDV Bank	3.91	0.628
5	Employees are satisfied with training practices.	3.89	0.615
6	Employees satisfied with effective work environment of BIDV Bank.	3.89	0.608
7	Employees are satisfied with salary and benefits provided by BIDV bank.	3.59	0.626
Overall Mean		3.87	

Source: Survey Data (2025)

Table (4.8) shows the descriptive statistics of employee satisfaction at BIDV Yangon Branch. Since the overall mean value of employee satisfaction is 3.87, most respondents have a high perception of employee satisfaction at the bank. BIDV's salary and benefits matching employee expectations has the highest mean value at 3.95, followed by HRM practices aligning with employee expectations, career growth opportunities aligning with employee expectations, employees being satisfied with career growth opportunities, employees being satisfied with the bank's effective work environment, being satisfied with training practices, and employees being satisfied

with sala. All employee satisfaction practices are good, however most respondents are most satisfied with BIDV compensation and benefits meeting their expectations and least satisfied with BIDV bank salary and perks.

(f) Employee Retention

In this study, seven statements were prepared and asked to the respondents to determine the perception level of employee retention at the bank. Mean values of employee retention are shown in Table (4.9).

Table (4.9) Mean Value of Employee Retention

Sr. No.	Employee Retention	Mean	Std. Dev.
1	Employee exits a strong sense of loyalty toward BIDV bank.	3.94	0.647
2	BIDV bank holds significant personal value to its employees.	3.91	0.595
3	BIDV bank is seen as a good place to work by its employees.	3.89	0.608
4	Employees stay and work at for next few years because of career growth opportunities.	3.89	0.625
5	Employee would recommend this bank to the friends who are seeking employment.	3.89	0.615
6	BIDV bank is the best bank for an employee to work in current and future.	3.88	0.601
7	Employees plan to remain with this bank until they retire.	3.58	0.616
Overall Mean		3.85	

Source: Survey Data (2025)

Table 4.9 describes BIDV Yangon Branch staff retention data. The mean value of employee retention is 3.85, thus most respondents think the bank retains employees well. Specifically, employees exhibiting a strong sense of loyalty toward the bank has the highest mean value at 3.94, followed by BIDV bank holding significant personal value to its employees, employees staying because of career growth opportunities, employees seeing BIDV as a good place to work, employees recommending the bank to friends seeking employment, BIDV being the best bank to work at in the present and future, and employees planning to remain with the bank

until retirement. Although all employee retention practices fall within the high perception range, most respondents express the highest perception of loyalty toward BIDV bank, while they have the lowest perception of planning to remain with the bank until retirement.

4.5 Analysis on Human Resource Management and Employee Satisfaction

The results shown in Table (4.10) below are taken from SPSS version 27 and statistical results such as (t value, significance, R² value, adjusted R², F-value) of their independent variables.

Table (4.10) Regression Analysis on HRM Practices and Employee Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.936	0.581		1.611	0.012	
Training Practices	0.133***	0.107	0.127	1.237	0.000	1.118
Salary and Benefits	0.333**	0.117	0.327	2.836	0.020	2.147
Work Environment	0.459*	0.033	0.395	1.161	0.079	1.463
Career Growth Opportunities	0.601**	0.115	0.533	5.216	0.005	2.129
R Square	0.531					
Adjusted R Square	0.518					
F	11.860***					
a. Dependent Variable: Employee Satisfaction						

Source: Survey Data (2025)

In table 4.10, HRM practices and employee satisfaction are related, and the regression model has modest explanatory power with an adjusted R-squared of 0.518. This implies that the four HRM approaches under study account for 53.1% of employee satisfaction variation. The regression model is statistically significant at 0.001 with an F-value of 11.860***. The whole model is statistically significant (F = 11.860, p = 0.000), confirming that the HRM factors jointly affect employee happiness.

Career Growth Opportunities is the biggest indicator of employee happiness. The unstandardized coefficient ($B = 0.601$) and high t-value of 5.216 ($p = 0.005$) imply a significant positive connection. Career Growth Opportunities had the greatest influence ($Beta = 0.533$), according to the standardized coefficient. This shows that growth routes and promotion chances are important because employees who perceive greater professional progression opportunities are happier.

Salary and benefits also affect employee satisfaction ($B = 0.333$, $t = 2.836$, $p = 0.020$). Although the impact size is less than career opportunities, the Beta value of 0.327 suggests that salary affects satisfaction. This reflects the well-established understanding that financial rewards and benefits play a key role in how employees perceive their overall job experience and can significantly enhance motivation and retention.

Training Practices, despite having a positive regression coefficient ($B = 0.133$), presents a discrepancy between its low t-value (1.237) and the reported p-value of 0.000, which may suggest a reporting inconsistency or data entry error. Normally, a low t-value like this would not be statistically significant. Therefore, the true effect of training programs on satisfaction remains uncertain based on this output, and further review or reanalysis of the data is recommended to validate this result.

Finally, the Work Environment variable, although having a fairly high unstandardized coefficient ($B = 0.459$), does not achieve statistical significance ($t = 1.161$, $p = 0.079$). This implies that while the work environment may have a positive association with employee satisfaction, it is not a consistent or strong enough predictor in this particular model. In conclusion, the results highlight Career Growth Opportunities and Salary and Benefits as the most reliable predictors of employee satisfaction. Organizations looking to improve satisfaction should prioritize these areas, while also continuing to monitor and refine practices related to training and workplace environment to ensure they support overall employee well-being.

4.6 Analysis on Employee Satisfaction and Employee Retention

The results shown in Table (4.11) below are taken from SPSS version 27 and statistical results such as (t value, significance, R^2 value, adjusted R^2 , F-value) of their independent variables.

Table (4.11) Effect of Employee Satisfaction on Employee Retention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.247	0.204		20.804	0.000
Employee Satisfaction	0.509**	0.052	0.474	9.855	0.038
R Square	0.696				
F	4.474***				
a. Dependent Variable: Employee Retention					

Source: Survey Data (2025)

With an R-squared value of 0.696, the regression model for employee satisfaction and retention is highly explanatory. This suggests employee happiness alone explains 69.6% of employee retention variation. The model is statistically significant ($F = 4.474$, $p = 0.000$), proving that employee happiness affects retention.

In summary, the findings demonstrate that employee satisfaction is a significant and positively associated predictor of employee retention. Organizations seeking to reduce turnover and retain skilled employees should invest in strategies that improve satisfaction levels, such as career development programs, fair compensation, supportive work environments, and recognition systems. As this analysis shows, enhancing satisfaction is not only beneficial in itself but also plays a key role in strengthening organizational stability through better employee retention.

CHAPTER 5

CONCLUSION

In this chapter, findings and discussions based on analysis, suggestions based on findings and need for further studies of HR Management on employee satisfaction and retention are included.

5.1 Findings and Discussions

The study gathered responses from one hundred fifty individuals who were working at the BIDV Yangon Branch. The gender mix of the workforce reveals a workforce that is reasonably inclusive, with a little larger number of female respondents than male respondents. A majority of the workforce is comprised of individuals who are of middle-aged, and the majority of them have earned a bachelor's degree or above. The majority of respondents have been employed by the bank for two to six years. In addition, a significant proportion of the workforce is employed in upper-level or middle-level positions.

There is a positive organizational environment that is supported by successful human resource management, as indicated by descriptive statistics, which indicate that workers usually have favorable opinions of the HRM practices. Among the four categories of human resource management, the one that obtained the greatest degree of agreement was career growth possibilities. This indicates that workers place a high priority on having clear routes for professional development and progress within the finance institution. Closely following closely after, the levels of agreement with the work environment, as well as the wage and benefits, were both pretty high. Considering the relevance of competitive wages as well as a supportive, safe, and collaborative work environment, our findings underline the significance of these factors for employee happiness. When compared to the other components of human resource management, training practices had the lowest degree of agreement, despite the fact that they were still regarded in a good light. This indicates that there are chances to enhance training programs by better aligning them with employee requirements or extending access to growth opportunities.

These descriptive findings are supported by correlation analysis, which demonstrates that the perceptions of professional progression prospects have the highest link with employee happiness. In addition, there is a significant positive correlation between happiness and salary and benefits, which highlights the need to provide remuneration that is both just and satisfying. Despite the fact that training techniques and work environment are positively associated to satisfaction, they reveal a relatively lesser relationship to it. This may imply that their effect is more dependent on the context in which they are used.

According to the findings, all HRM methods have an impact on the level of satisfaction and retention of employees. Among the components of human resource management, career growth possibilities have the most significant influence on employee retention, highlighting the need to have distinct routes to promotion. Next comes the atmosphere of the workplace, which emphasizes the importance of having a pleasant and encouraging atmosphere in the workplace. The need to provide remuneration that is both fair and competitive is further emphasized by the fact that salary and benefits also play a vital role. Training techniques are also an influence on employee retention, but to a smaller amount when compared to the other elements. According to these findings, the BIDV Yangon Branch ought to continue to place an emphasis on increasing career development and maintaining a healthy work environment, in addition to providing competitive compensation and effective training programs, in order to increase staff retention and promote the long-term success of the business. It is also a confirmation that the pleasure of employees has a favorable impact on the retention of employees. However, in order to enhance employee retention, it is vital to cultivate happiness through well-designed human resource management activities.

5.2 Suggestions and Recommendations

The outcomes of this study reveal that all four human resource management practices—career growth prospects, work environment, compensation and benefits, and training practices—have a favorable impact on employee retention at the BIDV Yangon Branch. There are also chances for career advancement. However, the standardized Beta coefficients in the regression analysis show that the degree of effect

fluctuates from variable to variable. This is a reflection of the dynamic nature of the relationship.

In the first place, it was discovered that the most significant HRM aspect that affects employee retention is the availability of career advancement chances. As a result, it is suggested that the BIDV Yangon Branch keep working to improve the initiatives that are responsible for career development. This may involve the establishment of clear promotion channels, the provision of chances for internal mobility, and the encouragement of employee participation in professional certification programs relevant to banking and finance. It is possible to dramatically increase an employee's long-term commitment to an organization on the basis of providing them with a clear vision for their career trajectory inside the firm.

Second, with regard to employee retention, the work environment was shown to have a somewhat substantial impact. Maintaining and further developing a pleasant and inclusive work environment is something that the bank must do in order to fulfill its obligations. Increased employee satisfaction may be achieved by the implementation of several initiatives, including the enhancement of communication channels, the promotion of team cooperation, and the implementation of policies that promote work-life balance. The physical circumstances of the workplace, the psychological safety of the employees, and the programs that promote employee well-being should also be given attention.

The third finding was that there was a favorable correlation between retention and compensation and benefits. In order for the bank to maintain this strength, it needs make certain that its remuneration packages continue to be competitive within the bank industry. The maintenance of employee trust and motivation may be facilitated by the implementation of transparent benefit rules, performance-based incentives, and regular wage benchmarking. Additionally, frequent assessments of incentive programs and non-monetary benefits may lead to continuing happiness and loyalty among employees.

Lastly, among the HRM factors, training methods revealed the least amount of effect, despite the fact that they continue to have a favorable association with employee retention. What this indicates is that there is a need for changes in this

particular area. There is a need for the BIDV Yangon Branch to explore developing training programs that are more in line with the jobs that workers play and the development requirements they have. It is possible to improve accessibility and relevance by providing a variety of learning formats, such as on-the-job training, workshops, and online learning platforms. It is also possible to reinforce a culture that is focused on learning by including supervisors in the process of assessing training progress and outcomes.

In conclusion, by prioritizing efforts based on the strength of impact found, beginning with possibilities for career advancement, then moving on to the work environment, income and benefits, and lastly training practices were the most effective way to accomplish this. A more targeted and efficient human resource management approach may be implemented by the BIDV Yangon Branch. This strategy will not only improve the level of pleasure experienced by employees, but it will also help the bank maintain a workforce that is both competent and motivated, which is essential to the bank's continuing success in Myanmar's highly competitive financial industry.

5.3 Need for Further Research

This study focuses on selected HRM practices, employee satisfaction, and retention of BIDV Yangon Branch. Future research should consider expanding the scope to include other HRM functions such as HR planning, performance management, and recruitment of foreign bank branches which are operating in Yangon for comprehensive understanding of the effect of HRM on employee satisfaction at the branches of foreign banking operating in Myanmar. Moreover, comparative studies on HRM practices and their effect of job satisfaction at foreign and domestic banks that are valuable to identify broader trends and best practices within the industry. Further research should also make on moderating effects leadership styles or organizational culture or organizational justice on the relationship between HRM practices, and employee satisfaction at private banks.

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APPENDIX – A

QUESTIONNAIRE

EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE SATISFACTION IN BIDV BANK

This survey questionnaire is to examine the impact of Human Resource Management (HRM) practices on employee satisfaction in BIDV Bank, with a focus on understanding how various HR initiatives influence employee perceptions, motivation, and retention. The data collected through this survey will be used exclusively for academic purposes, providing valuable insights into the relationship between HR strategies and organizational outcomes. Your participation and honest responses are highly appreciated, as they will contribute significantly to the development of knowledge in this field and help inform best practices for enhancing employee well-being and organizational effectiveness.

Part A: Demographic Information

Please tick (✓) the appropriate box or fill in the blanks.

1. **Gender:**
 - Male
 - Female
2. **Age Group (years):**
 - Years 25
 - 25 – 34
 - 35 – 44
 - 45 – 54
 - 55 and above

3. Educational Qualification:

- Bachelor's Degree
- Master's Degree
- Diploma
- Others (Please specify): _____

4. Years of Service at BIDV Yangon Branch:

- Less than 1 year
- 1–3 years
- 4–6 years
- More than 6 years

5. Current Position:

- Junior Staff
- Mid-level Staff
- Senior Staff
- Managerial Level

Part B: HRM Practices, Employee Satisfaction and Employee Retention

Please indicate your level of agreement with the following statements:

Scale:

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

Sr. No.	Particular	Agreeable Level				
I.	Training Practices					
1	The bank provides the trainings sessions following the need assessment.	1	2	3	4	5
2	The bank provides training programs that are relevant to employee job responsibilities.	1	2	3	4	5
3	The bank offers sufficient training to perform job tasks effectively.	1	2	3	4	5
4	The bank conducts the post training evaluation to assess the training effectiveness.	1	2	3	4	5
5	The bank uses effective training methods to deliver concepts, knowledge, skills of its employees.	1	2	3	4	5
6	Training sessions are regularly conducted at BIDV Yangon Branch.	1	2	3	4	5
7	Both on the job and off the job trainings are provided by the bank.	1	2	3	4	5

II.	Salary and Benefits					
1	The bank provides paid annual leave and vacation benefits.	1	2	3	4	5
2	The bank provides benefits (e.g., health insurance, allowances) that are meet personal needs of employees.	1	2	3	4	5
3	The bank provides compensation package depending on individual performance.	1	2	3	4	5
4	Salary is fair considering responsibilities and performance.	1	2	3	4	5
5	The bank offers competitive pay compared to similar organizations.	1	2	3	4	5
6	The bank provides satisfactory bonus to its employees.	1	2	3	4	5
7	The bank has transparent and clear benefit programmes.	1	2	3	4	5
III.	Work Environment					
1	The bank creates and provides safe and secure work place.	1	2	3	4	5
2	The bank offers comfortable and supportive working environment.	1	2	3	4	5
3	Relationships with co-workers are positive.	1	2	3	4	5
4	Supervisors promote a respectful and inclusive environment.	1	2	3	4	5
5	Necessary tools and resources are available to perform job duties.	1	2	3	4	5
6	The work environment promotes a healthy work-life balance.	1	2	3	4	5
7	Teamwork and collaboration are supported in the work environment.	1	2	3	4	5

IV.	Career Growth Opportunities					
1	The bank has career guidance program to enhance employee career.	1	2	3	4	5
2	The bank actively supports the career development of its employees.	1	2	3	4	5
3	The bank provides Internal promotion opportunities that are well communicated.	1	2	3	4	5
4	Current roles of employees provide opportunities for professional growth.	1	2	3	4	5
5	Managers of the bank do the career development discussions regularly with their employees.	1	2	3	4	5
6	Managers of the bank encourage their employees to carry out challenging roles for their personal development.	1	2	3	4	5
7	The bank provides opportunities to learn new skills relevant to its employee career goals.	1	2	3	4	5
V.	Employee Satisfaction					
1	HRM practices conducted by BIDV align with employee expectations.	1	2	3	4	5
2	Employees are satisfied with training practices.	1	2	3	4	5
3	Salary and benefits offered by BIDV match with employee expectations.	1	2	3	4	5
4	Employees are satisfied with salary and benefits provided by BIDV bank.	1	2	3	4	5
5	Employees satisfied with effective work environment of BIDV Bank.	1	2	3	4	5
6	Career growth opportunities offered by BIDV bank aligned with employee expectation	1	2	3	4	5
7	Employees are satisfied with career growth opportunities offered by BIDV Bank	1	2	3	4	5

VI.	Employee Retention					
1	BIDV bank is seen as a good place to work by its employees.	1	2	3	4	5
2	Employee exits a strong sense of loyalty toward BIDV bank.	1	2	3	4	5
3	Employees stay and work at for next few years because of career growth opportunities.	1	2	3	4	5
4	Employees plan to remain with this bank until they retire.	1	2	3	4	5
5	BIDV bank is the best bank for an employee to work in current and future.	1	2	3	4	5
6	Employee would recommend this bank to the friends who are seeking employment.	1	2	3	4	5
7	BIDV bank holds significant personal value to its employees.	1	2	3	4	5

APPENDIX - B

SPSS OUTPUT

Descriptives

DESCRIPTIVES VARIABLES=TP1 TP2 TP3 TP4 TP5 TP6 TP7
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TP1	150	3.00	5.00	3.9012	.53623
TP2	150	3.00	5.00	3.6115	.63249
TP3	150	3.00	5.00	3.8503	.62149
TP4	150	3.00	5.00	3.9032	.61021
TP5	150	3.00	5.00	3.9121	.61730
TP6	150	3.00	5.00	3.8228	.51932
TP7	150	3.00	5.00	3.6701	.62071
Valid N (listwise)	150				

Descriptives

DESCRIPTIVES VARIABLES=S&B1 S&B2 S&B3 S&B4 S&B5 S&B6 S&B7
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

DESCRIPTIVES VARIABLES=WE1 WE2 WE3 WE4 WE5 WE6 WE7
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WE1	150	3.00	5.00	3.6739	.63226
WE2	150	3.00	5.00	3.9014	.62130
WE3	150	3.00	5.00	3.9019	.61012
WE4	150	3.00	5.00	3.9128	.61692
WE5	150	3.00	5.00	4.9241	.51900
WE6	150	3.00	5.00	3.6196	.62020
WE7	150	3.00	5.00	3.9229	.64966
Valid N (listwise)	150				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
S&B1	150	3.00	5.00	3.8742	.60531
S&B2	150	3.00	5.00	4.2785	.63889
S&B3	150	3.00	5.00	3.6203	.88149
S&B4	150	3.00	5.00	3.9100	.56721
S&B5	150	3.00	5.00	3.8841	.62330
S&B6	150	3.00	5.00	3.8928	.62032
S&B7	150	4.00	5.00	3.8501	.58471
Valid N (listwise)	150				

DESCRIPTIVES VARIABLES=CGO1 CGO2 CGO3 CGO4 CGO5 CGO6 CGO7
 /STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CGO1	150	3.000	5.00	3.8896	.61460
CGO2	150	3.00	5.00	3.9529	.64866
CGO3	150	2.000	5.00	3.5908	.62631
CGO4	150	3.00	5.00	3.8905	.60796
CGO5	150	3.00	5.00	3.9072	.62255
CGO6	150	3.00	5.00	3.9129	.62757
CGO1	150	2.00	5.00	3.8821	.62330
Valid N (listwise)	150				

Descriptives

DESCRIPTIVES VARIABLES=ES1 ES2 ES3 ES4 ES5 ES6 ES7

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ES1	150	2.00	5.00	3.9231	.65030
ES2	150	1.00	5.00	3.8948	.61491
ES3	150	1.00	5.00	3.9538	.64924
ES4	150	2.00	5.00	3.5929	.62639
ES5	150	1.00	5.00	3.8910	.60843
ES1	150	2.00	5.00	3.9122	.62310
ES2	150	1.00	5.00	3.9075	.62790
Valid N (listwise)	150				

Descriptives

DESCRIPTIVES VARIABLES=ER1 ER2 ER3 ER4 ER5 ER6 ER7
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ER1	150	3.00	5.00	3.8896	.60760
ER2	150	2.00	5.00	3.9429	.64726
ER3	150	2.00	5.00	3.8908	.62531
ER4	150	3.00	5.00	3.5805	.61616
ER5	150	3.00	5.00	3.8772	.60145
ER6	150	2.00	5.00	3.8889	.61527
ER7	150	2.00	5.00	3.9141	.59530
Valid N (listwise)	150				

Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
.752	7

RELIABILITY

/VARIABLES=S&B1 S&B2 S&B3 S&B4 S&B5 S&B6 S&B7
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Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
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RELIABILITY

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Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
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RELIABILITY

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Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
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RELIABILITY

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Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
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RELIABILITY

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Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
.735	7

CORRELATIONS

/VARIABLES=MTP MS&B MWE MCGO MES

/PRINT=TWOTAIL SIG

/MISSING=PAIRWISE.

Correlations

Correlations

		MTP	MS&B	MWE	MCGO	MES
MTP	Pearson Correlation	1	.466	.056	.522	.525
	Sig. (2-tailed)		.043	.626	.051	.046
	N	150	150	150	150	150
MS&B	Pearson Correlation	.466	1	.376	.082	.438
	Sig. (2-tailed)	.043		.108	.474	.042
	N	150	150	150	150	150
MWE	Pearson Correlation	.056	.376	1	.495	.514
	Sig. (2-tailed)	.626	.108		.000	.005
	N	150	150	150	150	150
MCGO	Pearson Correlation	.522	.082	.495	1	.427
	Sig. (2-tailed)	.051	.474	.000		.000
	N	150	150	150	79	150
MES	Pearson Correlation	.525	.438	.514	.427	1
	Sig. (2-tailed)	.046	.042	.005	.000	
	N	150	150	150	150.000	150

CORRELATIONS

/VARIABLES=MES MER
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

Correlations

MES

		Monitoring	MER
MES	Pearson Correlation	1	.738
	Sig. (2-tailed)		.042
	N	150	150
MER	Pearson Correlation	.738	1
	Sig. (2-tailed)	.042	
	N	150	150.000

Regression

REGRESSION

/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT MES
/METHOD=ENTER MPT MS&B MWE MCGO.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	MTP, MS&B, MWE, MCGO ^b		Enter

a. Dependent Variable: MES

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	.531	.518	.19218

a. Predictors: (Constant), MTP, MS&B, MWE, MCGO

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.752	1	.438	11.860	.000 ^b
	Residual	2.733	149	.037		
	Total	4.485	150			

a. Dependent Variable: MES

b. Predictors: (Constant), MTP, MS&B, MWE, MCGO

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	.936	.581		1.611	.012		
	MPT	.133	.107	.127	1.237	.000	.932	1.118
	MS&B	.333	.117	.327	2.836	.020	.915	2.147
	MWE	.459	.033	.395	1.161	.079	.903	1.463
	MCGO	.601	.115	.533	5.216	.005	.886	2.129

a. Dependent Variable: MES

REGRESSION

/MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT ResA
 /METHOD=ENTER ITA.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	MES ^b	.	Enter

a. Dependent Variable: MER

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 ^a	.696	.643	.23462

a. Predictors: (Constant), MES

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.246	1	.246	4.474	.038 ^b
	Residual	4.239	149	.055		
	Total	4.485	150			

a. Predictors: (Constant), MER

b. Predictors: (Constant), MES

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.247	.204		20.804	.000
	MES	.509	.052	.474	9.855	.038

a. Dependent Variable: MER