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**HRM PRACTICES, JOB SATISFACTION AND JOB
PERFORMANCE OF EMPLOYEES AT FIRST
PRIVATE BANK**

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MBF-58
MBF 5th BATCH**

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PERFORMANCE OF EMPLOYEES AT FIRST
PRIVATE BANK**

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requirements for the degree of Master of Banking and Finance (MBF)**

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ABSTRACT

This research seeks to determine the HRM practices at First Private Bank, assess how HRM practices influence employee job satisfaction, and evaluate the impact of job satisfaction on employee job performance at First Private Bank. Descriptive statistics and quantitative methods for research are utilized. A sample size of 237 employees is chosen using simple random sampling. Regression analysis is utilized to examine the data. This research analyzes compensation and benefits, workplace environment, relationships with colleagues, career growth, and promotion chances as HRM practices. The research reveals that compensation and benefits, work environment, relationships with colleagues, and career growth positively and significantly influence job satisfaction. Of all the factors, the relationship with colleagues is the most impactful on job satisfaction. Results also demonstrated that job satisfaction positively and significantly impacts job performance. To improve job satisfaction and performance, First Private Bank ought to create a positive work environment, establish training initiatives driven by needs evaluations, and carry out semiannual satisfaction surveys to assess the effectiveness of compensation. It must guarantee prompt resource availability by monitoring inventory and effectively convey promotion policies through official means like handbooks, websites, and staff meetings.

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CHAPTER 1

INTRODUCTION

Each organization aims to be the most powerful firm in its sector. This advantage relies on the accessibility of resources and their optimal utilization. Organizational assets can be classified into different types, including physical, financial, and human resources. Human resources are seen as the most essential and valuable asset, since other assets can be utilized effectively through the appropriate application of human resources (Abdulah & Juhani, 2006).

Many regard human resources as the essential and most valuable assets of an organization. Consequently, the workforce of an organization is the critical factor for achieving its objectives. Numerous elements contribute to enhancing or sustaining high employee satisfaction, which prudent employers should consider adopting (Ellickson & Logsdon, 2002). As the most crucial asset of the organization, an employee must feel satisfied to enhance productivity in their work rather than experience dissatisfaction (Spector et al., 1997). Consequently, banks are prioritizing HRM strategies to enhance employee job satisfaction and performance.

HRM practices denote the structured systems, policies, and methods that organizations utilize to recruit, nurture, inspire, and retain their workforce (Wright & McMahan, 1992). HRM practices generally encompass compensation and benefits, workplace atmosphere, interactions with colleagues, career growth, and opportunities for advancement.

Compensation and benefits denote the monetary and non-monetary rewards given to employees for their labor, including salaries, bonuses, insurance, and various incentives aimed at attracting and retaining talent (Milkovich et al., 2014). The working environment encompasses the physical conditions, organizational culture, and psychological climate where employees carry out their tasks, and it greatly influences employee welfare and productivity (Zohar & Luria, 2005). Interaction with colleagues encompasses the interpersonal relationships, communication, and teamwork among peers, which are crucial for nurturing a supportive and unified work environment (Chiaburu & Harrison, 2008). Career development is the method through which employees improve their skills and progress in their careers via training, mentorship, and learning opportunities offered by the organization (Noe et al., 2017). Tightly connected to this is the chance for promotion, which indicates the possibility for advancement within the company depending on performance, duration of service, or credentials, acting as a motivating factor and a sign of the organization's dedication to employee development (Dessler, 2020).

Positive Human Resource Management (HRM) practices are essential for promoting employee satisfaction in their roles (Guest, 2017). Employee job satisfaction reflects how content individuals are with their roles and workplace; maintaining high morale among staff is likely to enhance productivity. Job satisfaction for employees refers to their feelings and perceptions regarding their work and workplace. As a result, job satisfaction primarily revolves around fulfilling the individual's needs in the workplace (Togia et al., 2004).

Content employees are likewise more likely to exceed their official job responsibilities—termed organizational citizenship behaviors—which enhance a more effective and collaborative work environment (Organ & Ryan, 1995). Job performance signifies the degree to which an employee effectively executes the tasks and obligations related to their position, aiding in the overarching objectives of the organization (Campbell et al., 1993). It includes not only the quality and volume of work generated but also the behaviors and mindsets that promote organizational efficiency.

In Myanmar's financial sector, banks are crucial and significant for the nation's economic growth. The expansion of a nation in different areas is heavily impacted by the effectiveness of the banking system. More than twenty years ago, the Myanmar government implemented reforms to modernize its banking sector for a market-oriented and open economy. Currently, the quantity of commercial banks has significantly risen, particularly due to the appealing prospects of the banking market.

Organizations are employing different viewpoints and tactics to enhance employee job satisfaction. Many companies in developing nations associated satisfaction exclusively with compensation, which is the primary strategy (Anitha, 2011). This is insufficient; people's needs vary over time, and a comprehensive approach is suggested. Employee satisfaction is influenced by their perceptions of the work itself, the fairness and concern of management, the work environment, and the resources available for them to perform their tasks.

First Private Bank, founded in September 1991, is among Myanmar's first private banking institutions. First Private Bank Limited. (FPB) provides retail, corporate, and international banking products and services in Myanmar through a skilled and competent workforce.

1.1 Rationale of the Study

Employee performance is particularly vital for banks because of the trust-based and service-oriented characteristics of the financial sector. In the banking industry, staff frequently serve as the initial liaison between the organization and its clients, positioning

their effectiveness as crucial to service provision, client contentment, and brand image. Top-performing employees enhance precise financial dealings, efficient customer support, and prompt problem-solving—elements crucial for sustaining client confidence and operational effectiveness (Yang & Hwang, 2014).

Employee satisfaction is extremely important in an organization because it is foundational to productivity. If workers were content, they could produce higher quality performance more efficiently and contribute to increased profits. Content employees tend to be more inventive and imaginative, leading to discoveries that enable a business to develop and adapt favorably over time and in response to shifting market conditions.

Workers are the foundation of a company since they are the main drivers of productivity improvements. For an organization to reach its objectives, endure, and thrive, it must have the appropriate staff in the correct positions and at the right moments. HRM practices guarantee that employees are effectively engaged in the organization by explicitly outlining the nature of their roles and responsibilities, along with creating detailed job descriptions and specifications. Within the diverse practices of human resource management (HRM), compensation and benefits, workplace atmosphere, interpersonal connections, career advancement, and chances for promotion are commonly identified as essential factors influencing employee satisfaction.

Compensation and benefits are crucial in shaping employee job satisfaction in the banking sector, where workers frequently engage in challenging, high-responsibility duties in a highly regulated and competitive setting. When workers view their pay as fair—both in relation to their colleagues and in comparison to the market—they tend to express greater job satisfaction (Williams et al., 2006). Conversely, insufficient or erratic compensation practices may result in discontent, lower morale, and potentially increased turnover, which can be expensive for banks regarding human resources and service stability. Consequently, efficient compensation and benefits structures are vital not only for drawing in talent but also for promoting job satisfaction within the banking industry.

The work atmosphere is a crucial factor in employee job satisfaction, especially in the banking industry where staff often work under stress and manage delicate financial tasks. A constructive work atmosphere includes both the physical aspects like cleanliness, safety, ergonomics, and tools, as well as the psychosocial environment (Zohar & Luria, 2005). A negative work environment can lead to stress and health issues. Workers who feel content in their workplace tend to experience greater job satisfaction and produce more

positive results. Consequently, investing in a supportive and inspiring workplace is crucial for maintaining employee satisfaction within the banking sector.

Connections with colleagues play a crucial role in shaping job satisfaction among employees, especially in the banking industry, where teamwork, collaboration, and interpersonal communication are vital for service delivery and daily tasks. Supportive peer relationships foster a respectful and encouraging work environment, decreasing stress levels and improving employees' feelings of belonging (Chiaburu & Harrison, 2008). In banks, where staff frequently collaborate to oversee customer accounts, handle transactions, and maintain regulatory compliance, solid co-worker relationships promote knowledge exchange, minimize task-related conflicts, and enhance efficiency. Conversely, negative peer relationships may result in a harmful work atmosphere, diminished morale, and decreased productivity. Thus, promoting favorable interactions among colleagues is crucial for banks aiming to uphold high levels of employee satisfaction.

Career advancement plays a crucial role in employee job satisfaction within the banking industry, as workers pursue enduring professional development in a competitive and organized setting. Career development involves offering learning opportunities, training, skill improvement, mentorship, and clearly outlined routes for progression within a company (Noe et al., 2017). In banking, where positions frequently demand current financial knowledge, compliance understanding, and customer service skills, providing career advancement programs not only develops employees' essential abilities but also cultivates a feeling of growth and significance. Lee and Bruvold (2003) state that the perception of investment in staff development is closely linked to job satisfaction, as it indicates the organization's dedication to personal growth and achievement.

Opportunities for promotion significantly impact employee job satisfaction, particularly in the banking industry where career advancement and internal movement are typically anticipated. Promotion is commonly viewed as an official acknowledgment of an employee's performance, skills, and dedication, acting as a concrete reward for hard work and success (Dessler, 2020). Advancements frequently lead to employees feeling appreciated and acknowledged for their efforts. This feeling of acknowledgment boosts their job fulfillment.

This research examines HRM practices related to employee satisfaction and performance at First Private Bank. First Private Bank is an organization that engages in actions mainly for the fulfillment and productivity of its employees. The study aims to

enhance employee performance through HRM practices that focus on employee satisfaction. This research investigates how HRM practices influence employee satisfaction and how employee satisfaction impacts employee performance.

1.2 Objectives of the Study

The aims of this research are

- 1) To determine the HRM practices of First Private Bank.
- 2) To investigate the influence of HRM practices on employee job satisfaction at First Private Bank.
- 3) To assess the impact of job satisfaction on employee performance at First Private Bank.

1.3 Scope and Method of the Study

This research primarily examines the impact of HRM practices on employee job satisfaction and performance at First Private Bank. Descriptive statistics and quantitative research methods are utilized.

Both primary and secondary data will be utilized. First Private Bank has a total of 582 employees. According to the Yamane sample size formula, a total of 237 employees from all levels are chosen as the sample size using the simple random sampling method. Primary data is gathered using an online survey with a structured questionnaire featuring a 5-point Likert scale. Secondary data consists of reports from First Private Bank, pertinent textbooks, prior research studies, and online resources. Regression analysis is employed to examine the data.

1.4 Organization of the Study

This research consists of five distinct chapters. Chapter one introduces the study, covering the study's rationale, objectives, scope, methodology, and organization of the paper. Chapter two includes the theoretical background, past research, and conceptual framework of the study. Chapter three outlines the profile and HRM practices of First Private Bank. Chapter four discusses the evaluation of HRM practices related to employee job satisfaction and job performance at First Private Bank. Finally, chapter five includes the results and discussions, proposals, recommendations, and the necessity for future research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter discusses relevant theories, reviews literature on the concept of HRM, HRM practices, job satisfaction, and job performance. It subsequently outlines earlier research and the study's conceptual framework.

2.1 Concept of HRM

Human resource management (HRM) encompasses all managerial tasks related to planning, recruiting, selecting, developing, utilizing, rewarding, and optimizing the potential of human resources to achieve the organization's objectives effectively (Wright, & McMahan, 1992). Human resource management (HRM) serves as both an academic concept and a corporate practice that focuses on the theoretical and practical methods of overseeing a workforce (Jashim, 2005).

As stated by Noe et al. (2006), human resource management encompasses the policies, practices, and systems that affect the behavior, attitudes, and performance of employees. HRM is the organizational function responsible for addressing matters concerning individuals, including compensation, recruitment, performance evaluation, organizational development, safety, wellness, employee engagement, communication management, and training (Heath field, 2006).

2.2 HRM Practices

Various studies indicated that distinct HRM practices influence job satisfaction. Certain practices include compensation and benefits, workplace atmosphere, interactions with colleagues, professional growth, and chances for advancement. A just compensation and benefits system makes employees feel appreciated for their efforts. A supportive work atmosphere and solid connections with colleagues encourage teamwork and lessen job-related stress. Opportunities for career advancement and development motivate employees to enhance their skills and maintain their loyalty to the organization, which ultimately boosts retention and overall efficiency (Robbins & Judge, 2019).

2.2.1 Compensation and Benefits

As stated by Werther and Davis (2003), employee compensation encompasses all types of remuneration or rewards received by employees. Compensation is the incentive that workers obtain in return for their efforts. It focuses on wages and salaries, pay increases, and comparable non-financial compensation for employee performance (Holt, 1993). A well-structured compensation system allows organizations to draw in qualified personnel needed and to keep and inspire the current workforce in achieving goals. The aims of the compensation system are to establish a reward framework that is fair to both employers and employees, ensuring that employees are drawn to their jobs and driven to perform well for the employer.

The primary benefit employees receive from their jobs is compensation (Decenzo & Robbins, 1999). In contrast, when pay is unrelated to performance, workers are inclined to seek higher-paying positions. Furthermore, when employees are unhappy with the type of compensation, their efforts towards achieving goals often decrease. In extreme situations, dissatisfaction with pay can diminish performance, provoke strikes, raise grievances, and result in various types of physical or psychological withdrawal, including absenteeism, turnover, more frequent visits to medical facilities, and deteriorating mental health (Werther & Davis, 1996).

2.2.2 Working Environment

The workplace atmosphere can influence social interactions among employees and also sustain connections between coworkers, managers, and the company. It outlines the surrounding conditions in which workers collaborate. A content, joyful, and diligent worker is the greatest advantage of any company. Successful outcomes and productivity in any organization rely on employee satisfaction, with the work environment being a crucial aspect that affects both satisfaction and motivation levels. Effective human resource management and fostering a positive work environment or culture impact not only employee and organizational performance but also the growth and development of the overall economy.

The idea of work environment is a truly all-encompassing one, incorporating the physical, mental, and social factors that define the working conditions. The work environment can have both beneficial and detrimental impacts on employees' mental health and well-being. The work setting can be characterized as the space where individuals are employed. It is a broad category that includes the physical environment (e.g., noise, tools,

temperature), essential aspects of the job (e.g., workload, duties, complexity), comprehensive business characteristics (e.g., culture, history), and additional business context (e.g., industry setting, employee relations). According to Lincoln and Kallerberg (1990), the connection between work, the workplace, and work tools indicates that the workplace is a fundamental component of work. Enhancing comprehension in the workplace relies on acknowledging that spaces possess diverse attributes: they serve various purposes and individuals have different work styles. Individuals work separately and engage with others, necessitating various workplace solutions. A supportive, inspiring, and enabling work environment fosters experiences that affect engagement by shaping how individuals perceive and perform their roles. Such an environment establishes conditions that promote high performance and positive discretionary behavior.

Luthans (2006) states that when employees experience favorable working conditions, it enhances their motivation by fostering a sense of safety, comfort, and encouragement. In contrast, unfavorable working conditions ignite a range of health issues in workers. The more pleasant the workplace is, the more productive the employees will become. A widespread notion in the research suggests that, to a degree, an individual's emotional condition is influenced by their interactions with the work environment. Individuals define themselves through their occupations, like being a doctor, lawyer, or educator. Consequently, an individual's personal well-being in the workplace is a highly important area of study (Judge & Klinger, 2007).

2.2.3 Relationship with Co-worker

The relationship with a co-worker can be described as the social and professional interactions with others in the workplace (Herzberg, 1966). Co-worker relationships pertain to the professional interactions and bonds employees share with one another in a workplace environment (Nalla et al., 2016). These connections are frequently founded on common objectives, duties, and job-related interests, varying from formal to informal. Coworker support refers to how much employees feel their colleagues are ready to offer them assistance related to their work. Workplace connections and interactions influence employee satisfaction and retention. Pessimistic views can result in feelings of isolation and loneliness, potentially triggering an employee's wish to quit.

Support from coworkers is essential for satisfaction and performance following an extended absence. Usually, employees find it challenging to reintegrate, but with assistance from their coworkers, the transition becomes significantly easier. Co-worker relationships

encompass the interactions and associations between people collaborating in the same department or team. Healthy relationships among co-workers are marked by shared respect, trust, collaboration, and assistance. Such connections can cultivate a feeling of fellowship, cooperation, and teamwork, enhancing job satisfaction and leading to better work results (Khoa et al., 2018).

2.2.4 Career Development

Career development refers to the series of activities or the continuous, lifelong process of advancing one's career. It typically pertains to overseeing one's career in either an intra-organizational or inter-organizational context (Baruch, 2004). It entails learning new skills, advancing to greater job responsibilities, transitioning careers within the same company, or relocating to another organization. Career progression is a key factor in ensuring employee satisfaction and retention within the organization. Career advancement creates chances that can be advantageous for both staff and organizations.

Career development addresses the essential nature of how individuals relate to their jobs and how employees connect with their organizations. A well-defined action plan equips employees for the future while maintaining an organization's capacity to address current and upcoming requirements. In the current competitive landscape, it is essential for organizations to establish a workplace that encourages growth and advancement. It is clear that this can be achieved by establishing a career development program within the organization. This will improve employee job performance, lead to greater job satisfaction, reduce employee turnover, and decrease employee complaints (Werther & Davis, 1992).

2.2.5 Promotion Opportunities

Promotional opportunities are defined as the chances that enable the advancement of job roles (Robbins, 2009). As a result of gaining promotional opportunities, individuals receive extra job duties and responsibilities. They must enhance their skills and capabilities to excel in their responsibilities and reach the intended objectives. Moreover, salaries are rising, and people receive benefits and incentives. Securing promotional opportunities is considered one of the main objectives for all employees. They execute their job responsibilities in a way that allows them to secure chances for advancement.

Promotions offer chances for personal development, greater responsibilities, and enhanced social standing. People who believe that promotion choices are made fairly and equitably are more inclined to feel job satisfaction. Promotion assumes the existence of

hierarchical roles within organizations that enable new employees to advance along a career path from entry-level to upper positions. At the beginning of their careers, employees are assigned specific ranks, and over time, they advance to top positions with increased salaries and benefits after meeting certain criteria (Magdalena & Rulyati, 2019). These requirements are grounded in organizations' promotion/incentive policies. These policies and/or management choices differ from one organization to another.

Promotion possibilities typically enhance job satisfaction, as workers who recognize evident routes for career growth often experience greater motivation, appreciation, and fulfillment in their roles, resulting in higher overall job satisfaction.

2.3 Job Satisfaction

Researchers and professionals have studied job happiness in several ways. Spector (1997) defines work satisfaction as how people view their job and its aspects. Elliston and Logsdon (2002) define job satisfaction as workers' enjoyment of their occupations. Employee work satisfaction is a feeling about several aspects of the employment.

Job satisfaction has been defined most generally by Locke (1976) as "a pleasurable or positive emotional state arising from the evaluation of one's job or job experiences." Additionally, work satisfaction involves emotional, cognitive, and behavioral factors (Ellickson & Logsdon, 2002). Emotions associated to work include boredom, worry, and enthusiasm. The cognitive part of job satisfaction include impressions of one's employment, such as intellectual challenge and stimulation. The behavioral part includes job-related acts like coming late, working extra, or claiming sickness to avoid work (Bernstein & Nash, 2008). Job happiness affects productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and life satisfaction (Landry, 1978).

When actual results are compared to intended ones, work satisfaction is an emotional response (Han et al., 2009). Carless (2004) defines it as job-related emotions. It is an emotional response to labor. Employee work satisfaction may improve organizational performance and productivity, hence it has been researched as an important value (Han et al., 2009).

2.4 Job Performance

Job performance is characterized as a result of a person's abilities, skills, and efforts in a specific context (Motowidlo et al., 1997). According to Porter and Lawler's definition,

job performance can be understood as the ability, skill, and effort applied to a job. Murray (1999) noted that employees' skills and abilities are generally constant in the short term, and he defines performance based on the effort an employee puts into their job, with greater effort leading to improved performance. Job performance reflects the actions employees undertake during their work hours. Nonetheless, these actions need to align with organizational objectives to be regarded as part of job performance.

Job performance refers to the individual's effectiveness in achieving specific goals outlined in established job descriptions (Rotundo & Sackett, 2002). It illustrates the actions and behaviors that employees regulate, which aid in achieving an organization's objectives. In a separate instance, Campbell et al. (1990) described job performance as observable behaviors exhibited by individuals in their work that are crucial for accomplishing organizational objectives, and these behaviors need to be connected to the organization's goals.

Job performance refers to the effective execution of responsibilities by a chosen individual or group, determined and evaluated by a supervisor or organization, according to established acceptable criteria while skillfully and efficiently using available resources in a dynamic environment. Consequently, job performance involves engaging in a series of tasks with the intent of achieving results and performance assessment, which is central to performance (Cook, 2008).

2.5 Related Theories

Theories of job satisfaction closely align with theories that explain human motivation. The most prevalent and notable theories in this field consist of Maslow's hierarchy of needs theory and Herzberg's motivator-hygiene theory.

2.5.1 Hierarchy of Needs

Maslow (1943) suggested a hierarchy of human needs, starting with physiological (survival) requirements and ending with creative and intellectual 'self-actualization' demands. Figure 2.1 shows Maslow's hierarchy.

Figure (2.1) Maslow's Hierarchy of Needs



Source: Maslow (1943)

Maslow believed that fundamental survival requirements must be met before higher-level demands. As people rise in the hierarchy, interpersonal and environmental impediments make it harder to meet their requirements. Physical requirements like hunger and thirst are vital to survival. Safety needs encompass not just physical protection and security, but also an individual's quest for personal stability, like having a stable job. Social needs pertain to intimacy, affection, and being accepted and supported by others, while selfish needs relate to an individual's desire for acceptance from both others and themselves. Self-actualization takes place at the pinnacle of the needs hierarchy, symbolizing an individual's pursuit of fully realizing their potential, which is fundamentally never entirely accomplished (Hadebe, 2001). Those needs that have been met, consequently, no longer serve as motivation for action.

Maslow's theory suggests that there are five sequential categories of needs, with the initial category comprising basic physical needs, known as Physiological needs. These consist of all the essential requirements for a person to survive, such as food, water, air, regulating body temperature, and the need for eliminating natural human waste. The subsequent set of needs will only be addressed once the initial basic needs have been met.

2.5.2 Resource-Based View Theory

The Resource-Based View (RBV) theory, created by Barney (1991), highlights that organizations gain and maintain competitive advantage through the effective management of internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Under this framework, human resources—specifically, skilled, motivated, and content employees—rank among the most essential strategic assets. Job satisfaction, which refers to how much employees feel happy and satisfied in their positions, is an essential element of human capital that enhances organizational effectiveness.

From an RBV viewpoint, job satisfaction transcends being a human resources result; it is a strategically important capability that impacts organizational performance. It serves as a means for enhancing other intangible assets like service quality, employee motivation, and organizational citizenship behaviors. This is especially clear in service-heavy industries such as banking, where customer experiences are directly influenced by the performance of employees. When bank workers are content with their work environment, pay, acknowledgment, and chances for advancement, they are more inclined to provide excellent services, address customer needs compassionately, and demonstrate lasting dedication to the organization. These actions enhance customer satisfaction, retention, and loyalty, strengthening the bank's competitive stance.

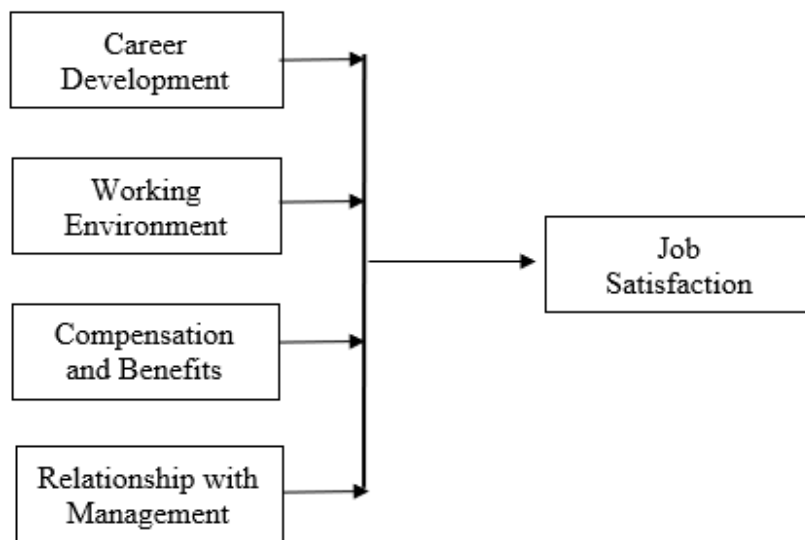
Content employees tend to exhibit increased productivity, stronger organizational loyalty, and greater innovation, all essential for sustaining a lasting competitive edge. In this context, job satisfaction serves not only as a result of HR practices but also as a factor that enhances capabilities, aiding in employee retention, service quality, and operational efficiency. Particularly in service-oriented industries such as banking, where customer experience largely depends on employee performance, job satisfaction emerges as a crucial internal asset that corresponds with the fundamental principles of the RBV. Consequently, organizations that intentionally promote job satisfaction via training, equitable rewards, and supportive work settings can turn human resources into a source of lasting competitive edge (Wright et al., 2001).

2.6 Previous Studies

In this research, three earlier studies aid in forming the conceptual framework. Yeshe (2016) investigated the elements affecting employee job satisfaction: A study on Dashen Bank in Addis Ababa. Yeshe (2016) sought to determine the overall level of job satisfaction among employees at Dashen Bank. The research examined four key factors—

work setting, pay and benefits, professional growth, and relationship with leadership—to assess employee satisfaction. Research designs that were both qualitative and quantitative were utilized. Among the different quantitative approaches, the researcher utilized an explanatory study to examine the connections among variables. In this research, 26 representative Area Banks were chosen via a stratified sampling method, and employees were selected using convenient random sampling. A total of 270 employees were part of the sample. Figure (2.3) illustrates the conceptual framework created by Yeshe (2016).

Figure (2.3) Factors Influencing Employee Job Satisfaction of Employees of Dashen Bank Addis Ababa



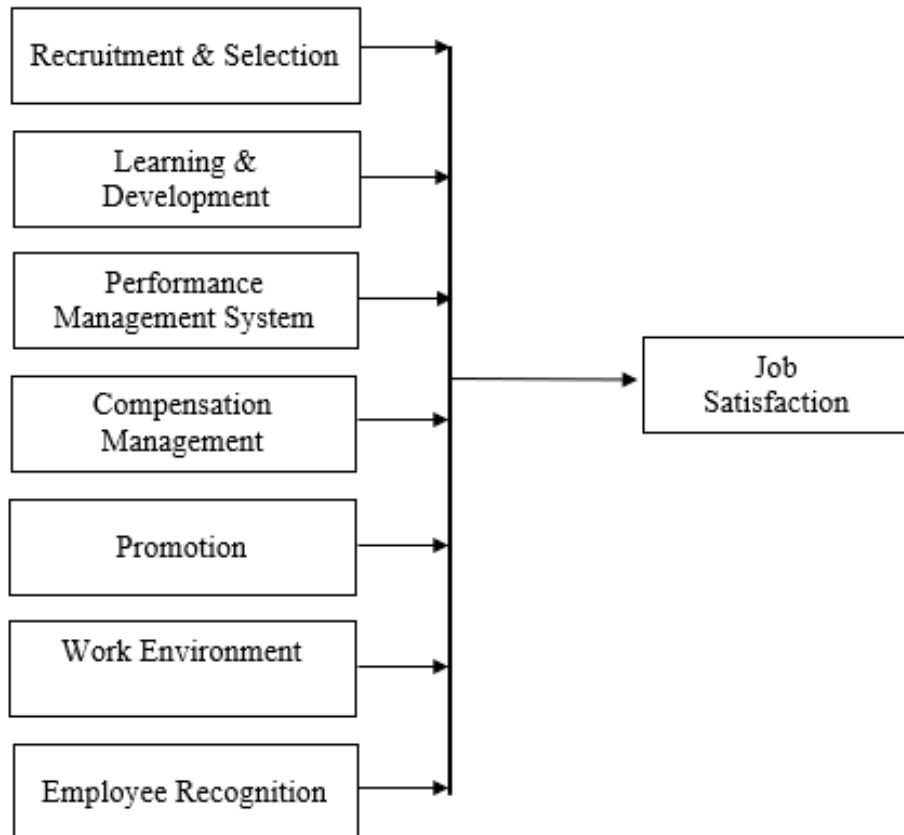
Source: Yeshe (2016)

The results of the regressions indicated that the working environment, career advancement, and relationships with management significantly and positively affect the job satisfaction levels of employees at Dashen Bank. In this research, compensation in monetary terms was determined to be unimportant. The findings indicate that the working environment, career growth, and relationship with management are key factors affecting job satisfaction.

Human resource management techniques at Hibret Bank S.C. affected work satisfaction, according to Yallew (2021). The study examined how HRM practices affect work satisfaction at Hibret Bank S.C. Quantitative surveys examined the relationship between independent variables (work environment, recruitment, learning and development, employee recognition, promotion, job security, performance management, and compensation) and job satisfaction. The research was descriptive and informative. Surveys

and documents provide quantitative and qualitative data. Yallew (2021)'s Conceptual Framework is shown in Figure 2.4.

Figure (2.4) Effect of Human Resource Management Practices on Job Satisfaction in The Case of Hibret Bank S.C



Source: Yallew(2021)

This research's focus group includes Addis Ababa branch and head office managers and clerical personnel. Simple random selection was used to send surveys to 357 workers, and 262 completed and returned them. This study used descriptive statistics for mean and standard deviation and inferential statistics for correlation and multiple regression. Hibret Bank had poor job satisfaction with salary, PMS, promotion, job security, and employee recognition, but good on learning and development, working environment, and recruiting. HRM strategies at Hibret Bank increased work satisfaction, according to correlation and regression research. Alemnew (2014) examined how work satisfaction influences Development Bank of Ethiopia employee performance. Alemnew explored how work happiness affects Development Bank of Ethiopia employee performance. A comprehensive sample of 230 bank workers was studied. Samples were given standardized

questionnaires to collect primary data for the study. Stratified and simple random probability sampling were used to choose samples. We used descriptive statistics, correlation, and regression to examine the study. Alemnew's conceptual framework is in Figure (2.5).

Figure (2.5) Impact of Job Satisfaction on Employee Job Performance at Development Bank of Ethiopia



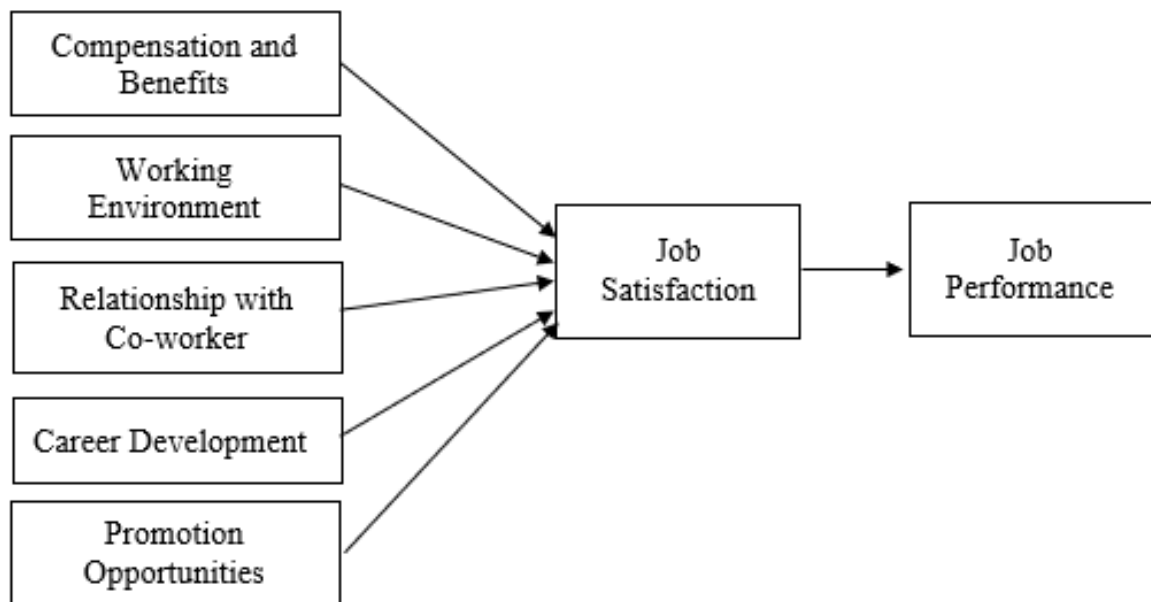
Source: Alemnew (2014)

Compensation, chances for promotion, colleagues, management, and the nature of the work were seen as factors influencing employee job satisfaction. Results showed that job satisfaction significantly enhances job performance. Moreover, there exists a moderately positive correlation among salary, advancement opportunities, colleagues, the nature of the work, and job performance, while there is a strong positive correlation between supervisors and job performance.

2.7 Conceptual Framework of the Study

The conceptual framework of the study is created by extensively referencing the three earlier studies. Figure (2.6) illustrates the conceptual framework of the research.

Figure (2.6) Conceptual Framework of the Study



Source: Own Compilation (2025)

In this conceptual model, the independent variables consist of compensation and benefits, work environment, coworker relationships, career advancement, and promotional opportunities. This research explores the connection between HRM practices and employee job satisfaction at First Private Bank. Moreover, it examines the connection between employee job satisfaction and job performance at First Private Bank.

Working definition

Compensation and Benefits denote the financial and non-financial rewards given to employees in return for their services at First Private Bank.

Working Environment pertains to necessary office tools, proper air flow, illumination, temperature, air quality, sound levels, and general tidiness at First Private Bank.

Relationship with Co-worker entails giving constructive feedback, actively working together on projects, offering support during difficult tasks, celebrating achievements collectively, and communicating openly at First Private Bank.

Career development involves having the chance and flexibility in the workplace to experiment with new concepts, manage multiple tasks, enhance knowledge and skills, and access further training opportunities at First Private Bank.

Promotion Opportunities denote a clear and transparent process, ensuring fair chances for advancement based on the performance of employees at First Private Bank.

Job Satisfaction indicates the level of contentment regarding compensation, work environment, relationships with coworkers, career development, and promotion prospects at the First Private Bank.

Job Performance involves completing tasks punctually, prioritizing effectively, managing time efficiently, assuming additional responsibilities, and pursuing challenging assignments at First Private Bank.

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CHAPTER 3

PROFILE AND HRM PRACTICES OF FIRST PRIVATE BANK

This section outlines the characteristics of First Private Bank. Furthermore, it outlines the vision, mission, and organizational framework of First Private Bank. Ultimately, it showcases the HRM Practices of First Private Bank.

3.1 Profile of First Private Bank

First Private Bank (FPB), founded in September 1991, is recognized as Myanmar's inaugural private financial entity created under the Financial Institutions Law. As a trailblazer in the nation's banking industry after the liberalization of financial services, FPB has been instrumental in rejuvenating private banking and aiding Myanmar's economic transformation. Based in Yangon, the bank offers an extensive array of banking services such as deposits, loans, remittances, foreign exchange, trade financing, and electronic banking solutions designed for both personal and business clients.

FPB dedicates itself to financial inclusion, innovation, and service focused on customers, aiding national economic growth via responsible banking methods. It functions under the regulatory supervision of the Central Bank of Myanmar and adheres to global standards in governance, risk management, and internal controls. Throughout the years, the bank has embraced contemporary banking technologies and broadened its branch network to enhance accessibility and operational effectiveness. By aiming to deliver secure, dependable, and ethical banking services, First Private Bank upholds a robust reputation as a trusted financial ally within Myanmar's developing financial environment.

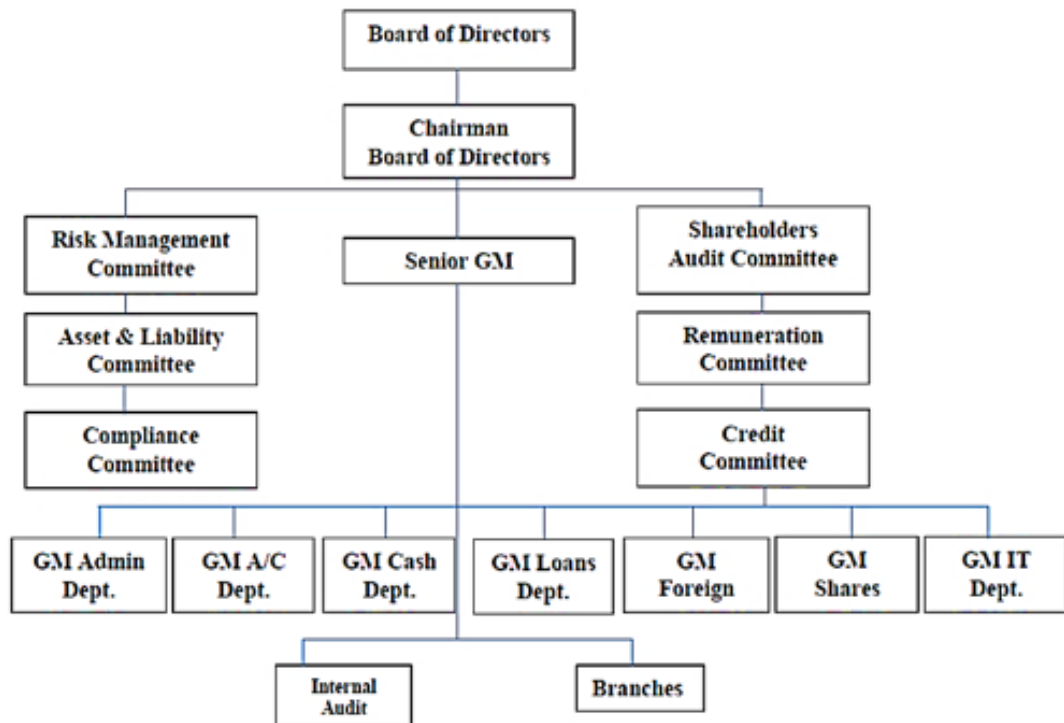
First Private Bank (FPB) aims to be a benchmark establishment marked by transparent, effective, and trustworthy corporate governance, maintaining elevated ethical and moral standards in Myanmar's banking industry. This vision illustrates FPB's dedication to integrity and quality in financial services. The bank aims to support national economic growth and social advancement by utilizing inclusive banking methods. FPB focuses on offering loans and financial consulting services to private sector businesses, fostering entrepreneurship and company development. It emphasizes financial inclusion by providing services to low-income people and neglected communities, thus contributing to

poverty alleviation and expanding financial access. By pursuing these mission-focused goals, FPB seeks to provide clear, effective, and reliable banking services that promote sustainable development and economic empowerment throughout Myanmar.

3.2 Organizational Structure of First Private Bank

To successfully achieve its vision and mission, First Private Bank (FPB) has formed several specialized committees overseen by its Board of Directors. These panels are organized to supervise essential operations like auditing, credit assessment, adherence to regulations, risk oversight, management of assets and liabilities, and employee compensation. Every committee has unique duties that aid in the strategic management and operational effectiveness of the bank. Figure (3.1) displays the Organizational Structure of First Private Bank.

Figure (3.1) Organizational Structure of First Private Bank



Source: First Private Bank (2025)

As shown in Figure (3.1), First Private Bank (FPB) has developed a detailed governance framework. The bank consistently works to improve its corporate governance

framework by strengthening its internal controls and accountabilities. This framework encompasses vital organizational entities like the Shareholders' General Meeting, the Board of Directors, the Supervisory Board, and Executive Management. Every one of these entities functions with distinctly outlined roles, responsibilities, and accountability systems, guaranteeing synchronized efforts and proficient supervision. Furthermore, FPB has enhanced the functional allocation among the authority, decision-making, supervisory, and executive bodies. As a result, the bank has established a strong governance framework defined by a logical decision-making approach, effective supervisory oversight, and consistent operational results.

With specialized committees supporting the Board of Directors and top management, First Private Bank (FPB) has a chairman and president. The Shareholders' General Meeting, Board of Directors, Board of Supervisors, and senior management have clear and systematic duties. The board and top management follow the bank's Articles of Association and procedural rules to provide checks, balances, and coordinated governance. They strive to improve company governance, risk management, internal controls, and operational efficiency and performance. These initiatives aim to deliver exceptional shareholder value.

(1) Special Committees of the Board of Directors

The FPB Board of Directors includes 16 members and 4 independent advisors. Shareholders appoint these directors at the annual general meeting, held once every year. The board includes six specific special committees: the Audit Committee for Shareholders, the Remuneration Committee, the Credit Committee, the Risk Management Committee, the Compliance Committee, and the Asset and Liability Committee.

(2) Responsibilities of the Board of Directors and Committees

The Board of Directors is responsible for making sure that every member understands their roles and responsibilities completely. Its role involves assessing if these responsibilities are being performed efficiently and if suitable goals and policies have been implemented. Furthermore, the board evaluates the existence of any conflicts of interest or self-serving actions. Continuous assessments are performed to verify that members comply with legal and regulatory requirements. Additionally, the committees are tasked with

providing recommendations on the compensation guidelines for board members and top executives, considering personal contributions, performance, and the overall success of the bank's strategic goals.

As per the Myanmar Financial Institutions Law, every bank is required to form a Shareholders Audit Committee made up of three shareholders. Since its establishment in 1992, FPB has adhered to this legal requirement. During each Annual General Meeting (AGM), shareholders choose three individuals to join the committee. The committee meets every three months to assess and analyze the bank's financial reports and overall results. After each meeting, it presents a comprehensive report to the Board of Directors. This committee functions as an extra level of oversight in addition to the Central Bank of Myanmar (CBM) audit, as well as external and internal audits. Its importance stems from its autonomous character, offering extra confidence and security to shareholders and prospective investors.

The Board of Directors appoints the Credit Committee, which includes all members of the board. A minimum of five directors is needed to hold its meetings. The committee's decisions and recommendations are sent to the next board meeting for formal approval. This committee is vital to the bank's credit processes by evaluating and deciding on the acceptance or denial of loan requests. Applications submitted by branch managers and headquarters loan officers are assessed according to set loan criteria and a credit scoring system. The committee frequently assesses and revises loan policies and procedures. Its efficiency is shown through its strict monitoring and management throughout the complete loan process. Significantly, the bank now shows no non-performing loans (NPLs), reflecting effective credit risk management.

In accordance with the updated Financial Institutions Law, banks must form an Asset and Liability Committee (ALCO). This committee acts as an important decision-making entity tasked with overseeing the bank's balance sheet, prioritizing the optimization of risk and return. ALCO manages the strategic approach to interest rate risk and liquidity risk, making certain that the bank's activities conform to the comprehensive risk management framework and strategic direction set by the Board of Directors. ALCO is pivotal in shaping business policies concerning pricing strategies for deposits and loans, in addition to establishing the ideal maturity profile for new assets and liabilities. Alongside overseeing the bank's risk exposure, the committee is responsible for evaluating the results

of its past decisions and monitoring the status of their execution. This guarantees a uniform alignment between risk management goals and strategic planning. The ALCO is tasked with articulating the bank's existing view on interest rate movements and applying this insight to shape its upcoming business strategies. Concerning funding policies, the committee determines the sources and structure of liabilities, along with the possible sale of assets. To perform this function successfully, ALCO needs to establish predictions regarding the future fluctuations of interest rates and identify a suitable funding mix. This encompasses managing fixed and floating rate funds, wholesale and retail deposits, money market and capital market financing, as well as domestic and foreign currency funding. Every bank determines how often ALCO meetings are held.

The Remuneration Committee is led by the highest-ranking director and consists of seven directors in total. This committee determines the compensation and perks for the directors. It is important to mention that the Chairman of the Board does not participate in the discussions of the committee. The Remuneration Committee functions autonomously and is selected by the Board of Directors.

The Chairman heads the Risk Management Committee, which includes the executive director, senior general manager, and additional senior management members, such as the leaders of operational departments. With the bank's ongoing expansion, there is a clear necessity to fortify this committee. FIRST PRIVATE BANK intends to create a separate risk management department that will directly report to the Board of Directors.

The Compliance Committee includes the Senior General Manager, senior leadership, and branch supervisors. It informs the Chairman regarding overall compliance issues. This committee is tasked with overseeing compliance with all guidelines established by the Financial Action Task Force (FATF) and regulations periodically released by the Central Bank of Myanmar (CBM). It monitors the execution of the organization's code of conduct and compliance policies, which guide the bank's operations and the everyday behavior of its employees. Furthermore, the committee participates in the training and education of staff concerning compliance obligations.

3.3 HRM Practices of First Private Bank

First Private Bank (FPB) implements thorough Human Resource Management (HRM) strategies to aid its organizational objectives and improve employee performance

and satisfaction. These activities include hiring, training and growth, performance assessment, remuneration, and employee engagement.

3.3.1 Compensation and Benefits of First Private Bank

At First Private Bank (FPB), pay—which includes salaries and benefits—is purposefully connected to the performance of employees. The bank utilizes a pay system based on performance, rewarding high achievers with greater annual salary increases and granting eligibility for year-end performance bonuses, paid as a one-time lump sum.

Full-time employees working over 40 hours weekly are eligible for overtime pay in line with internal employment regulations. Throughout the COVID-19 pandemic, FPB showed its dedication to employee well-being by covering 50% of health insurance premiums for permanent employees.

FPB consistently evaluates its pay practices against market salary trends to stay competitive. It has created a clear salary framework, in line with job duties and performance results, allowing all employees to easily comprehend their compensation rights.

Table (3.1) Salary Range of First Private Bank

Position	From (Kyats)	To (Kyats)
On Job Training	200,000 Ks	250,000 Ks
Banking Operations Staff	300,000 Ks	500,000 Ks
Officer Level	400,000 Ks	600,000 Ks
Senior Officer/Executive	600,000 Ks	850,000 Ks
Assistant Manager	900,000 Ks	1,300,000 Ks
Manager	1,400,000 Ks	1,800,000 Ks
Senior Manager	1,800,000 Ks	2,200,000 Ks
General Manager	2,500,000 Ks	3,000,000 Ks

Source: First Private Bank (2025)

The Remuneration Committee oversees the bank's compensation policy, guaranteeing equity and consistency with the organization's goals. This organized and performance-focused system seeks to inspire employees, minimize turnover, and draw in talented individuals dedicated to advancing their careers long-term with the bank.

3.3.2 Working Environment at First Private Bank

First Private Bank (FPB) guarantees employment stability by implementing organized HR policies, providing permanent contracts, establishing clear promotion guidelines, and conducting regular performance assessments. Throughout the COVID-19 pandemic, the bank kept all employees by adopting flexible work options like shift rotations and some remote work. The administration department oversees ergonomics, supplying ergonomic chairs, suitable desk arrangements, and uniform computer equipment. Routine office evaluations are performed to ensure physical comfort and enhance productivity. Workload is tracked via an internal HR management system where department leaders allocate and monitor tasks weekly to guarantee equitable distribution and avoid excess. To ensure environmental comfort, the bank promotes proper air flow, adequate lighting, cleanliness, and noise management. Office areas are climate-controlled and well-kept, featuring frequent cleaning and aesthetic improvements. Finally, the bank guarantees the accessibility of work materials, allowing branch managers to order required supplies through an internal system, making certain that all employees have the resources to execute their tasks effectively.

3.3.3 Relationship with Co-worker at First Private Bank

First Private Bank (FPB) fosters positive relationships and teamwork among staff via a range of organizational practices. The bank promotes professional engagement through organized methods like interdepartmental discussions, frequent staff updates, and collaborative project teams. These setups seek to foster chances for official dialogue and joint problem-solving, thus enhancing collegial connections. To assist with seamless assimilation into the workplace, newly hired staff participate in a structured orientation and onboarding program that familiarizes them with colleagues and the company culture. Additionally, FPB utilizes a mentorship strategy, assigning seasoned employees to mentor junior staff, thus encouraging knowledge sharing and peer assistance. Supervisory personnel are also directed to foster an environment of mutual respect and collaboration by implementing effective team management and conflict resolution techniques. Alongside formal programs, the bank arranges regular social occasions, including employee appreciation days and yearly meetings, to promote casual engagement and friendship among staff.

3.3.4 Career Development at First Private Bank

First Private Bank (FPB) promotes career advancement by implementing organized programs and providing managerial assistance that foster employee development and

creativity. The bank has created official avenues, like suggestion boxes and regular feedback meetings, to gather employee ideas focused on enhancing work processes and services. Supervisors and team leaders receive training to assist and guide employees in their educational paths, frequently addressing personal development plans in performance evaluations. FPB provides a variety of training programs, such as workshops for technical skills, courses for leadership development, and seminars for compliance, all held quarterly and customized to job functions and career phases. The bank also offers access to outside certification programs and online learning platforms to improve employee skills. These initiatives are enhanced by rotational roles and project-driven assignments that enable employees to utilize new skills and acquire wider experience within the organization. FPB not only motivates its employees but also aligns their development with the bank's strategic goals.

3.3.5 Promotion Opportunities at First Private Bank

First Private Bank (FPB) enforces a clear and organized promotion policy aimed at maintaining fairness and equal opportunity throughout the organization. The criteria for promotion are clearly defined, primarily emphasizing employee performance, displayed skills, alignment with bank values, and potential for taking on leadership positions. These standards are created jointly by the Human Resources Department, working with senior management, to guarantee consistency with organizational objectives and employee anticipations. Promotion prospects are evaluated twice a year, usually during the mid-year and year-end performance reviews, enabling employees to be consistently assessed and considered for timely career advancement. FPB consistently shares its promotion policy via various channels, such as the employee handbook, internal newsletters, onboarding programs for new employees, and regular training sessions designed to enhance employee awareness and comprehension. In these planned performance evaluations, supervisors talk about promotion opportunities and requirements with employees, offering supportive feedback to help staff prepare for future growth. The bank promotes a meritocratic culture by guaranteeing that advancements are awarded only based on impartial evaluations instead of seniority or bias. Furthermore, FPB fosters inclusivity by guaranteeing that every employee, irrespective of their department or length of service, has equal access to developmental opportunities and qualifies for promotions if they fulfill the specified criteria.

CHAPTER 4

ANALYSIS OF HRM PRACTICES ON JOB SATISFACTION AND JOB PERFORMANCE OF EMPLOYEES AT FIRST PRIVATE BANK

This chapter consists of four sections, with the initial section detailing the research design. The second section outlines the characteristics of the respondents. The third section presents the descriptive statistics regarding HRM practices at First Private Bank. Furthermore, it provides an examination of how HRM practices influence job satisfaction. Ultimately, it showcases the evaluation of the impact of job satisfaction on job performance.

4.1 Research Design

This research concentrates solely on the impact of HRM practices on job satisfaction and job performance. Both primary and secondary data are mentioned. To obtain the primary data, a structured questionnaire utilizing a 5-point Likert scale was employed.

Based on the Yamane Formula (1967), a sample size of 237 employees is chosen using the simple random sampling technique. Organized. The Yamane formula for determining sample size is expressed as follows:

$$n = \frac{N}{(1 + Ne^2)} = \frac{582}{(1 + 582 (0.05)^2)} = 237$$

The variables in this formula are:

n = the sample size

N = the population of the study

e = the margin error in the calculation

A structured survey consisting of two parts. Section A requests demographic information from the respondents. In Section B, employee views on the HRM practices of the first private bank are gathered using a 5-point Likert scale. The survey was conducted from May 10, 2025, to May 24, 2025, using a Google form. This research employs descriptive and quantitative methodologies. Secondary data are obtained from First Private Bank records, previously published articles, earlier research studies, pertinent textbooks,

and global studies via internet sources. Regression analysis is utilized to examine the survey data to evaluate the connection between independent variables and the dependent variable.

4.2 Reliability Test

In research, reliability is the extent to which the findings of a particular study can be repeated or reproduced under identical conditions. Table (4.1) shows the outcome of the reliability test using Cronbach’s Alpha

Table (4.1) Reliability Test

Sr. No.	Variables	No. of Items	Cronbach’s Alpha
1	Compensation and Benefits	5	.816
2	Working Environment	5	.833
3	Relationship with Co-Worker	5	.805
4	Career Development	5	.852
5	Promotion Opportunities	5	.856
6	Job Satisfaction	7	.834
7	Job Performance	7	.885

Source: Survey Data (2025)

Based on the Reliability test, the Cronbach’s Alpha values for the variables examined in this research exceed 0.7. Therefore, the inquiries in the structured questions are coherent, and it can be inferred that the results are trustworthy and valid in this research.

4.3 Profile of the Respondents

To obtain primary data, 237 staff members of First Private Bank receive uniform questionnaires. The respondents' profiles are essential for recognizing the traits of the individuals. Table (4.2) displays the demographic information of the participants who completed the structured questionnaire.

Table (4.2) Demographic Data of the Respondents

No.	Item	Category	No. of Respondents	Percent
		Total	237	100.0
1	Gender	Male	135	57.0
		Female	102	43.0
2	Marital Status	Single	98	41.4
		Married	139	58.6
3	Age (Years)	20 or younger	10	4.3
		21~30	76	32.1
		31~40	84	35.4
		41~50	47	19.8
		Older than 50 years	20	8.4
4	Education Level	Lower than Bachelor's degree	15	6.3
		High School	30	12.7
		Bachelor's degree	142	59.9
		Master Degree	50	21.1
5	Job Position	Staff	122	51.5
		Supervisor	55	23.2
		Manager	42	17.7
		GM	18	7.6
6	Work Experience at First Private Bank	Less than 1 year	26	11.0
		1-3 years	83	35.0
		4-6 years	74	31.2
		7-9 years	54	22.8

Source: Survey Data (2025)

Table (4.2) shows that there are 135 males (57.0% of all respondents) and 102 females (43.0% of all respondents). The findings indicate that most of the respondents are male. These findings suggest that men participate more in the activities of First Private Bank than females.

The distribution of respondents' ages is as follows: 4.3% are 20 or younger, 32.1% are between 21 and 30 years old, 35.4% are aged 31 to 40 years, 19.8% are in the 41 to 50 age range, and 8.4% are over 50 years old. The findings suggest that most employees at First Private Bank are middle-aged individuals.

The majority of respondents are married, representing 58.6% of the total, whereas single individuals comprised 41.4% of the participants. This suggests that more married people are working at First Private Bank.

Concerning educational attainment, 15 respondents possess less than a bachelor's degree (6.3% of all respondents), while 30 respondents have finished high school (12.7%). Most of the participants hold a bachelor's degree (59.9%), whereas 21.1% possess a master's degree. The findings suggest that the majority of First Private Bank's employees are well-educated professionals.

The majority of respondents are staff, representing 51.5% of the total, whereas supervisors comprised 23.2% of those surveyed. In addition, 17.7% of those surveyed hold managerial positions, while 7.6% serve as general managers. This suggests that most employees at First Private Bank are comprised of staff members.

In total, 26 participants (11.0%) possess under 1 year of work experience, 83 participants (35.0%) have between 1 and 3 years of experience, and 74 participants (31.2%) boast 4 to 6 years of experience. Furthermore, 54 individuals (22.8%) have been employed at the bank for 7 to 9 years. According to the information, the majority of employees possess 1 to 6 years of professional experience, suggesting a workforce that is both youthful and skilled.

In conclusion, most of First Private Bank's employees are educated, middle-aged men who are married and primarily employed as operational staff with several years of experience. This suggests a dependable and proficient workforce enhancing the bank's overall performance.

4.4 Respondent Perception on HRM Practices

This section describes employee perceptions of HRM practices (compensation and benefits, work environment, relationships with colleagues) that impact job satisfaction. The structured questionnaire was transformed into a Google form and administered to 237 employees of First Private Bank. Primary data were gathered utilizing structured questions with a Five-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree) to assess the impact of HRM practices on job satisfaction. Table (4.3) displays the mean rating scale according to the contribution of Best (1977).

Table (4.3) Mean Rating Scale

No.	Mean Score	Interpretation
1	1.00 – 1.80	Very Low
2	1.81-2.60	Low
3	2.61-3.40	Moderate
4	3.41-4.20	High
5	4.21-5.00	Very High

Source: Best, 1977

Best (1977) recognized the average rating scale comprising score range and mean rating to analyze the primary data gathered through a structured questionnaire utilizing a 5-point Likert scale. This research utilizes the average rating score from Best (1977).

4.4.1 Respondent Perception on Compensation and Benefits

The compensation and benefits at First Private Bank are assessed through a documented policy, a fair package, equitable offerings across departments, sufficient provisions, and regular evaluations of compensation by the bank. Table (4.4) outlines the views of the respondents regarding the Compensation and benefits at First Private Bank.

Table (4.4) Mean Scores of Perception on Compensation and Benefits

No.	Compensation and Benefits	Mean Score	Std. Deviation
1.	Having a written compensation and benefit policy	4.65	0.56
2.	Having fair compensation and benefit package	4.56	0.57
3.	Having an equitable compensation and benefit package among departments based on employee performance.	4.27	0.61
4.	Having an adequate compensation and benefit package to cope with ongoing social life.	4.17	0.62
5.	Evaluating the effectiveness of compensation and benefit packages periodically.	4.06	0.86
	Overall Mean	4.34	

Source: Survey Data (2025)

Based on the highest mean score of 4.65, the majority of respondents strongly agree that First Private Bank has a documented compensation and benefits policy. The second highest rating, 4.56, indicates that respondents strongly believe the compensation and benefits package is equitable. A mean score of 4.27 suggests that participants strongly

believe the package is fairly allocated among departments according to performance. The fourth highest score, 4.17, shows that respondents strongly believe the current package sufficiently supports their social life. The minimum score, 4.06, indicates that respondents strongly agree the bank regularly assesses the effectiveness of its compensation and benefits. Achieving an average score of 4.34, most individuals strongly agree that the compensation and benefit practices at First Private Bank are efficient and positive.

4.4.2 Respondent Perception on Working Environment

The working environment at First Private Bank is assessed based on high job security, proper ergonomics and office equipment, a manageable daily workload, effective air circulation, tidy decor, minimal noise in the workspace, and the availability of adequate working materials. Table (4.5) outlines the respondents' views on the working environment of First Private Bank.

Table (4.5) Mean Scores of Perception on Working Environment

No.	Working Environment	Mean Score	Std. Deviation
1.	Having a high level of job security	4.27	0.80
2.	Arranging good ergonomics and office equipment	4.38	0.63
3.	Having a reasonable daily workload	4.34	0.63
4.	Having good air circulation, neat decorations, and no noise in the work area	4.23	0.69
5.	Providing sufficient working materials	4.16	0.84
	Overall Mean	4.28	

Source: Survey Data (2025)

Based on the highest mean score of 4.38, the majority of respondents strongly agree that the workplace features good ergonomics and organized office equipment. The second highest score, 4.34, shows that participants strongly agree their daily workload is manageable. A mean score of 4.27 indicates they strongly agree that job security within the organization is robust. The fourth score, 4.23, indicates a strong consensus that the workspace has proper air flow, tidy aesthetics, and low noise levels. The lowest score, 4.16, shows that participants strongly agree that the availability of work materials is adequate.

Having an overall mean score of 4.28, most respondents strongly agree that First Private Bank fosters a positive and supportive workplace.

4.4.3 Respondent Perception on Relationship with Co-Worker

The relationship with colleagues at First Private Bank is assessed based on friendly interactions with fellow workers, obtaining useful assistance from teammates during challenging tasks, collaborating with pleasant colleagues and contacts, enjoying a smooth rapport with coworkers, and having sufficient chances for formal engagement with other staff members. Table (4.6) outlines the respondents' views about their relationships with colleagues at First Private Bank.

Table (4.6) Mean Score of Perception on Relationship with Co-Worker

No.	Relationship with Co-Worker	Mean Score	Std. Deviation
1.	Having friendly interaction with other workers at First Private Bank	4.28	0.80
2.	Receiving helpful support from colleagues during work difficulties	4.23	0.81
3.	Working with good colleagues and contacts	4.25	0.62
4.	Finding it easy to get along with colleagues	4.19	0.65
5.	Receiving adequate opportunities for formal interaction with other employees	4.22	0.69
Overall Mean		4.24	

Source: Survey Data (2025)

With a mean score of 4.28, most respondents strongly agree that friendly interactions take place among employees at First Private Bank. The second highest score of 4.25 indicates strong agreement that their colleagues are good. A mean score of 4.23 suggests strong consensus that coworkers are supportive when encountering work challenges. The fourth score, 4.22, indicates a strong consensus that sufficient opportunities exist for formal interaction with fellow employees. The lowest score, 4.19, indicates that respondents strongly believe it is simple to collaborate with coworkers. In general, with an average score of 4.24, most participants strongly believe that relationships among colleagues at First Private Bank are constructive and collaborative.

4.4.4 Respondent Perception on Career Development

At First Private Bank, career development is gauged by the numerous opportunities available for exploring and implementing new ideas at the workplace, gathering suggestions for enhancements from staff, backing employees' learning initiatives from supervisors and team leaders, maintaining active programs to elevate employees' knowledge and skills, and offering consistent and pertinent training and development programs that motivate employees across all levels. Table (4.7) outlines the views of the respondents regarding career advancement at First Private Bank.

Table (4.7) Mean Score of Perception on Career Development

No.	Career Development	Mean Score	Std. Deviation
1.	Having many opportunities for exploring and trying out new ideas at work.	4.29	0.82
2.	Collecting ideas for improvements from employees at First Private Bank.	4.23	0.77
3.	Supporting employees' efforts to learn by supervisors and team leaders.	4.22	0.67
4.	Having active programs for upgrading employees' knowledge and skills at First Private Bank.	4.22	0.66
5.	Providing regular and relevant training and development programs energizing employees at all levels.	4.18	0.74
	Overall Mean	4.23	

Source: Survey Data (2025)

Achieving the highest average score of 4.29, the majority of respondents strongly agree that there are numerous opportunities to explore and experiment with new ideas at work. The second highest rating, 4.23, shows that participants strongly concur that First Private Bank consistently collects suggestions for improvement from its employees. A mean score of 4.22 indicates strong consensus that team leaders and supervisors back employees' learning initiatives. A score of 4.22 indicates a strong consensus that the bank provides active initiatives to enhance employees' knowledge and skills. The minimum score of 4.18 shows that participants strongly believe that consistent, pertinent training initiatives invigorate staff across all tiers. Generally, with an average rating of 4.23, most individuals strongly agree that the career development options at First Private Bank are beneficial and encouraging.

4.4.5 Respondent Perception on Promotion Opportunities

At First Private Bank, promotion opportunities are assessed based on a straightforward and clear promotion policy, defined criteria for advancement, effectively communicating the promotion policy of FPB to every employee, increasing employees' understanding of FPB's promotion policy, and guaranteeing equitable chances for promotion. Table (4.8) outlines the respondents' views on promotion opportunities at First Private Bank.

Table (4.8) Mean Score of Perception on Promotion Opportunities

No.	Promotion Opportunities	Mean Score	Std. Deviation
1.	Having a clear and transparent promotion policy.	4.28	0.72
2.	Accepting criteria for promotion.	4.21	0.80
3.	Clearly communicating the promotion policy of FPB to all employees.	4.14	0.73
4.	Raising employees' awareness of FPB's promotion policy.	4.19	0.68
5.	Ensuring equal chances for promotion.	4.22	0.65
	Overall Mean	4.21	

Source: Survey Data (2025)

With an impressive average score of 4.29, most respondents firmly endorse that there are plenty of chances to investigate and test new concepts at their workplace. The second highest score, 4.23, indicates that respondents largely agree that First Private Bank regularly gathers recommendations for enhancements from its staff. A mean score of 4.22 shows a strong agreement that team leaders and supervisors support employees' efforts in learning. A score of 4.22 signifies a robust agreement that the bank actively promotes initiatives to improve employees' knowledge and skills. The lowest score of 4.18 indicates that respondents firmly believe that ongoing, relevant training programs energize employees at every level. On average, with a rating of 4.23, many people strongly believe that the career advancement opportunities at First Private Bank are helpful and motivating

Table (4.9) Overall Mean Score

No.	HRM Practices	Mean Score
1.	Compensation and Benefits	4.34
2.	Working Environment	4.28
3.	Relationship with Co-worker	4.24
4.	Career Development	4.23
5.	Promotion Opportunities	4.21

Source: Survey Data (2025)

Based on the survey findings, every overall mean score for HRM practices exceeds 3.00, indicating a moderate level. The results indicate that employees view the HRM practices of First Private Bank favorably.

4.4.6 Respondent Perception on Job Satisfaction

Job satisfaction at First Private Bank is assessed based on contentment with the pay and financial rewards received, satisfaction with promotion and advancement opportunities, experiencing pride in performing the job, being content with the current role at First Private Bank, happiness with the pleasant and peaceful working environment, satisfaction with the camaraderie among co-workers, and trust in the overall reliability of services offered by FPB staff. Table (4.10) outlines the respondents' views regarding job satisfaction at First Private Bank.

Table (4.10) Mean Score of Perception on Job Satisfaction

No.	Job Satisfaction	Mean Score	Std. Deviation
1.	Being satisfied with the amount of pay and financial compensation received.	4.31	0.73
2.	Being satisfied with opportunities for promotion and advancement.	4.28	0.74
3.	Feeling a sense of pride in doing the job.	4.22	0.66
4.	Being satisfied with the current job at First Private Bank.	4.25	0.69
5.	Being satisfied with pleasant and peaceful working conditions.	4.21	0.80
6.	Being satisfied with how co-workers get along with each other.	4.25	0.74
7.	Being satisfied with overall aspects of benefits and allowances provided by FPB to employees.	4.19	0.69
	Overall Mean	4.25	

Source: Survey Data (2025)

The majority of respondents express a very high level of satisfaction regarding their pay and financial compensation, as indicated by the highest mean score of 4.31. The second highest average score, 4.28, shows that they are extremely satisfied with the chances for promotion and career growth. The third highest average score of 4.25 indicates that participants are extremely satisfied with their current job at First Private Bank and are also very pleased with the rapport among their colleagues. The subsequent average score of 4.22 shows they are extremely satisfied and possess a deep sense of pride in their work. The mean score of 4.21 indicates that respondents are extremely satisfied with their enjoyable and tranquil working environment. The minimum average score of 4.19 shows that participants are very pleased with the overall benefits and allowances offered by FPB. Based on the overall average score of 4.25, most respondents are extremely satisfied with their job and workplace at First Private Bank.

4.4.7 Respondent of Perception on Job Performance

Job performance at First Private Bank is assessed based on the effective and efficient use of the bank's materials and resources, adherence to the bank's rules and regulations, systematic job execution to manage performance effectively, achieving all set goals ahead of time, exerting extra effort in task completion, possessing comprehensive knowledge and understanding of responsibilities, and handling additional duties within the role. Table (4.11) outlines the respondents' views on job performance at First Private Bank.

Table (4.11) Mean Score of Perception on Job Performance

No.	Job Performance	Mean Score	Std. Deviation
1.	Using working materials and resources of the bank effectively and efficiently.	4.29	0.67
2.	Strictly following the bank's rules and regulations for organizational standards.	4.24	0.69
3.	Doing the job systematically to manage performance effectively.	4.22	0.72
4.	Performing all assigned tasks before the deadline.	4.21	0.74
5.	Expanding extra effort in carrying out the job.	4.25	0.76
6.	Having complete knowledge and understanding of tasks.	4.19	0.81
7.	Managing additional responsibilities in the job.	4.26	0.61
	Overall Mean		4.24

Source: Survey Data (2025)

Based on the highest average score of 4.29, a majority of the respondents strongly concur that they are utilizing the bank's working materials and resources effectively and efficiently. The second highest average score of 4.26 shows that the respondents strongly concur that they are capable of handling additional responsibilities in their work. The third highest average score of 4.25 indicates that the participants strongly agree that they frequently put in additional effort while performing their job. The subsequent average score of 4.24 shows that the respondents strongly concur that they are rigorously adhering to the bank's rules and regulations. A mean score of 4.22 follows, indicating that participants strongly concur that they perform their tasks systematically to manage performance efficiently. The mean score of 4.21 suggests that the respondents strongly concur that they achieve all agreed-upon goals ahead of time. The minimum average score of 4.19 shows that the participants strongly believe they possess full knowledge and comprehension of their responsibilities. Based on the overall mean score of 4.24, most respondents strongly agree that their job performance at First Private Bank is both effective and praiseworthy.

4.5 Relationship between HRM Practices and Job Satisfaction

This section explored the correlation between independent variables and dependent variables. Five independent variables included compensation and benefits, work environment, coworker relationships, career growth, and promotion chances. The variable that was dependent was job satisfaction. Table (4.12) displays the results of the correlation.

The Correlation matrix illustrated the connections among variables obtained through Pearson's coefficient. The Pearson correlation findings reveal multiple significant positive connections between the variables. Compensation and benefits show a moderate correlation with coworker relationships ($r = .357, p < .01$) and opportunities for promotion ($r = .317, p < .01$), and a weak yet significant correlation with Job Satisfaction ($r = .170, p < .01$).

Table (4.12) Correlation Matrix between HRM Practices and Customer Satisfaction

		CB	WE	RC	CD	PO	JS
CB	Correlation Coefficient	1.000	.047	.357**	.131*	.317**	.170**
	Sig. (2-tailed)	.	.468	.000	.044	.000	.009
	N	237	237	237	237	237	237
WE	Correlation Coefficient	.047	1.000	.073	.426**	.276**	.308**
	Sig. (2-tailed)	.468	.	.260	.000	.000	.000
	N	237	237	237	237	237	237
RC	Correlation Coefficient	.357**	.073	1.000	.110	.353**	.304**
	Sig. (2-tailed)	.000	.260	.	.092	.000	.000
	N	237	237	237	237	237	237
CD	Correlation Coefficient	.131*	.426**	.110	1.000	.107	.333**
	Sig. (2-tailed)	.044	.000	.092	.	.102	.000
	N	237	237	237	237	237	237
PO	Correlation Coefficient	.317**	.276**	.353**	.107	1.000	.175**
	Sig. (2-tailed)	.000	.000	.000	.102	.	.007
	N	237	237	237	237	237	237
JS	Correlation Coefficient	.170**	.308**	.304**	.333**	.175**	1.000
	Sig. (2-tailed)	.009	.000	.000	.000	.007	.
	N	237	237	237	237	237	237

Source: Survey Data, 2025

Note: **. Correlation is significant at the 0.01 level

The work environment demonstrates significant positive relationships with career advancement ($r = .426$, $p < .01$) and job satisfaction ($r = .308$, $p < .01$). Moreover, connections with colleagues, professional growth, and advancement prospects are all strongly linked to job satisfaction, suggesting that enhancements in these domains relate to increased employee contentment.

4.6 Analysis of HRM Practices on Job Satisfaction

To administer a standardized questionnaire by requesting 237 participants to identify the connection between HRM practices and job satisfaction. The data is analyzed using multiple regression, and the results are presented in Table (4.13).

Table (4.13) Effect of HRM Practices on Job Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.463	.208		2.220	.027	
Compensation and Benefits	.218***	.057	.224	3.803	.000	1.980
Working Environment	.177***	.051	.204	3.474	.001	1.961
Relationship with Co-Worker	.255***	.051	.285	4.996	.000	1.849
Career Development	.220***	.053	.244	4.165	.000	1.961
Promotion Opportunities	.017	.050	.019	.336	.737	1.906
R Square	.594					
Adjusted R Square	.586					
F value	67.719***					

Source: Survey Data (2025)

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

The multiple regression model applied in this research is statistically significant at the 1% threshold ($F = 67.719$, $p < 0.01$), suggesting that the set of independent variables significantly influences job satisfaction. The model accounts for 59.4% of the variation in job satisfaction ($R^2 = 0.594$), and the adjusted R^2 is 0.586, suggesting a strong fit.

Among the predictors, the relationship with coworkers significantly impacts job satisfaction at the 1% level, showing the strongest and most consistent positive effect. Career development is a factor at the 1% significance level, signifying a notable impact on improving job satisfaction. Compensation and benefits, along with the work environment, also serve as additional factors at the 1% significance level, indicating strong and significant positive impacts.

Nonetheless, chances for promotion do not notably affect job satisfaction, since the p-value is above the 10% threshold. These results emphasize the need for cultivating robust interpersonal connections, supporting employee development, and ensuring conducive work environments to enhance job satisfaction, whereas advancement opportunities seem to have a diminished impact.

4.7 Analysis of Job Satisfaction on Job Performance

To assess the connection between job satisfaction and job performance, organized surveys are gathered from 237 employees of First Private Bank. Regression is employed to assess the data, and the results are presented in Table (4.14)

Table (4.14) Effect of Job Satisfaction on Job Performance

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	1.326	.215		6.171	.000	
Job Satisfaction	.686***	.050	.664	13.604	.000	1.000
R Square	.641					
Adjusted R Square	.638					
F value	185.072***					

Source: Survey Data (2025)

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

The multiple regression model applied in this research shows statistical significance at the 1% level ($F = 185.072$, $p < 0.01$), suggesting that job satisfaction significantly affects job performance. The model accounts for 64.1% of the variation in job performance, with an adjusted R^2 of 0.638, demonstrating a robust fit.

Job satisfaction has been shown to impact job performance at the 1% significance level, indicating a strong and consistent positive influence. This discovery suggests that when workers report greater job satisfaction, their performance is expected to enhance considerably. Ultimately, the findings underline the significance of improving job satisfaction as a strategic method to enhance employee performance at First Private Bank.

CHAPTER 5

CONCLUSION

This chapter initially reveals the results and conversations. The findings lead to the presentation of suggestions and recommendations. Ultimately, the necessity for additional research is outlined.

5.1 Findings and Discussions

This comprehensive study examined how HRM policies affect employee job satisfaction and performance at First Private Bank. Structured questionnaires on a 5-point Likert scale are distributed to 237 First Private Bank employees using simple random sampling.

An examination of the demographic attributes shows that most respondents are male. The most significant age bracket is between 31 and 40 years old. Furthermore, the majority of participants possess a bachelor's degree and are employed as staff members with average work experience. Concerning marital status, most respondents are married, suggesting a reliable workforce that plays an active role in the bank's activities.

First Private Bank has a documented policy on compensation and benefits. The compensation and benefits offered by First Private Bank are considered reasonable. Moreover, the compensation and benefits package is fair across departments according to employee performance. The existing compensation and benefits package provided by First Private Bank is sufficient to manage the prevailing social life. It is also noted that First Private Bank regularly assesses the effectiveness of its compensation and benefit packages, even if slightly lower. Consequently, most of the participants hold a positive view regarding the compensation and benefit practices of First Private Bank.

The majority of respondents strongly believe that the work atmosphere at First Private Bank is well-structured with effective ergonomics and layout of office tools. The respondents also strongly agree that their everyday workload is reasonable and manageable. Moreover, they recognize a strong sense of job security within their organization and convey contentment with the physical environment of the workplace, encompassing air flow, tidiness, aesthetics, and lack of noise. Despite being somewhat reduced, participants continue to concur that the accessibility of work materials is adequate for aiding their responsibilities. Consequently, most respondents have a positive view of the working environment at First Private Bank.

Most respondents also strongly agree that there is a congenial interaction among employees at First Private Bank's workplace. Respondents also strongly agree that the individuals they work with or engage with regarding their job are kind and helpful. Moreover, they strongly agree that coworkers provide assistance during challenging situations at work and that they receive sufficient chances to engage formally with others. Even though somewhat reduced, the participants still concur that they find it easy to relate to their colleagues. Consequently, most of the respondents hold a positive view regarding their relationships with colleagues at First Private Bank

Based on the results, the majority of participants strongly agree that there is a friendly atmosphere among colleagues at First Private Bank. It is also discovered that coworkers are quite supportive when they face challenges in their work, and the individuals they interact with related to their job are positive. Moreover, participants strongly concur that they find it easy to interact with their coworkers. Even though somewhat diminished, they continue to concur that they have sufficient chances to engage with fellow employees in a formal manner. Consequently, most of the respondents hold a positive view regarding their relationship with colleagues at First Private Bank.

Most respondents strongly agree that the promotional policy at First Private Bank is straightforward and transparent. Respondents also think that everyone has an equal opportunity for promotion and that the promotion criteria are satisfactory to them. Moreover, they strongly concur that the promotion policy is widely recognized and brings awareness to employees. Even though it's somewhat reduced, they still largely concur that the promotion policy is effectively conveyed to all employees within the organization. As a result, most of the participants hold a favorable view regarding the equity and openness of promotion prospects at First Private Bank.

The majority of the participants strongly concur that they are pleased with the level of salary and financial remuneration they obtain. Respondents also express satisfaction with chances for promotion and career growth. Moreover, they feel very pleased with their current position at First Private Bank and convey joy at the way their colleagues interact with one another. Moreover, they experience a deep sense of pride in performing their work, and they concur that their working environment is enjoyable and calm. Participants also concur that the general features of benefits and allowances offered by FPB staff are reliable. Consequently, most respondents exhibit a high degree of job satisfaction and a favorable view regarding their work environment at First Private Bank.

It was discovered that a majority of the respondents strongly agree that they are utilizing the bank's materials and resources efficiently and effectively. It is also noted that participants could handle additional responsibilities in their work and frequently put in

extra effort in performing their tasks. Furthermore, they adhere closely to the bank's policies and guidelines, executing their tasks methodically to manage performance efficiently. Additionally, they are achieving all objectives established in advance ahead of the timeline and have full awareness and comprehension of their responsibilities. Consequently, most respondents exhibit a strong level of job performance and a positive view of their performance at First Private Bank.

The results offer significant understanding of the main elements affecting employee job satisfaction at First Private Bank. Compensation and benefits have been shown to impact job satisfaction at the 1% significance level, indicating a strong and statistically significant positive correlation. This suggests that workers place great importance on equitable and competitive salary offerings. Likewise, the work environment impacts job satisfaction at the 1% significance level, indicating a strong and significant positive effect, underscoring that a comfortable and supportive setting significantly enhances job satisfaction. The connection with colleagues also has a beneficial effect at the 1% significance level, suggesting that friendly relationships among employees are crucial for job satisfaction. Career development has been shown to positively impact at the 1% significance level, demonstrating that employees greatly value opportunities for growth and progression. Conversely, opportunities for promotion do not significantly impact job satisfaction, as they do not reach the acceptable level of significance. This finding shows that, in this situation, employees value compensation, environment, relationships, and development opportunities over chances for promotion. The results underscore the necessity of increasing pay, enhancing the workplace atmosphere, promoting good relationships among colleagues, and aiding career growth to significantly improve job satisfaction.

The results offer valuable understanding of the connection between job satisfaction and job performance for employees at First Private Bank. Job satisfaction has been shown to impact job performance at the 1% significance level, demonstrating a robust and statistically significant positive correlation. This suggests that workers who are more content with their roles generally achieve better performance. The beneficial impact emphasizes the significance of promoting job satisfaction to improve overall employee performance. The results highlight that enhancing job satisfaction can significantly lead to improved job performance in the organization.

5.2 Suggestions and Recommendations

According to the survey results, First Private Bank's management can modify its HRM practices to enhance employee job satisfaction and performance. Firstly, First Private Bank needs to focus on its relationships with colleagues as this is the most significant factor affecting job satisfaction. The bank ought to keep fostering relationships with colleagues, as it supports a positive and collaborative workplace. Moreover, First Private Bank ought to improve employees' capacity to interact with colleagues by advocating for teamwork, promoting respectful dialogue, and nurturing a cooperative work environment. The bank ought to enhance the chances for proper interaction among employees by scheduling regular meetings, collaborative efforts, and cross-departmental activities to bolster professional connections among staff. As a result, the workers will experience greater satisfaction.

To enhance career development, First Private Bank needs to keep giving employees chances to experiment with and pursue new ideas at work, as this fosters creativity and involvement. Furthermore, the bank must continue its approach of proactively collecting enhancement suggestions from staff, promoting a culture of engagement and ongoing growth. First Private Bank must offer consistent and pertinent training and development initiatives by initially performing training needs assessments to pinpoint particular skill deficiencies and ensure the programs align with employees' positions and career objectives. The bank needs to create personalized training programs suited for various departments and job levels, ensuring the material is relevant, interesting, and usable in everyday tasks. These programs need to be planned regularly all year long to encourage ongoing learning and growth. First Private Bank ought to engage qualified trainers, whether from within or outside the organization, to provide current industry knowledge and hands-on insights. Moreover, the success of these programs must be assessed via participant feedback and progress in performance to guarantee ongoing improvement. Acknowledging and rewarding employees for engaging in training can enhance their motivation and lead to increased job satisfaction throughout the organization.

First Private Bank ought to keep up a clear and easily accessible documented policy for compensation and benefits, as it fosters transparency and builds trust among staff. Additionally, the bank is urged to maintain its equitable compensation and benefits offerings, which are essential for fostering employee satisfaction. First Private Bank ought to perform anonymous employee satisfaction surveys biannually to collect genuine insights on whether the existing packages satisfy employees' financial and personal requirements.

It should additionally conduct yearly market benchmarking to assess its compensation frameworks and benefits—including allowances, bonuses, health insurance, and leave—against those of comparable financial institutions in Myanmar. To promote equity, evaluations based on performance must be integrated into the compensation review process, and focus group discussions with employees from various departments should be arranged to obtain greater understanding of benefit sufficiency. Moreover, the bank ought to offer compensation packages that align with living expenses and inflation patterns, allowing employees to fulfill their financial and social responsibilities. Providing extensive benefits such as healthcare, transport, housing aid, and educational assistance for children will greatly improve employees' well-being and contentment.

To enhance the workplace, First Private Bank ought to maintain a thoughtfully structured environment with excellent ergonomics and well-organized office tools, as it benefits employee comfort and productivity. Furthermore, the bank must ensure a manageable daily workload, crucial for promoting employee well-being and long-term job satisfaction. First Private Bank is advised to routinely evaluate departmental requirements and swiftly provide adequate tools, equipment, and resources, facilitated by a monitoring system to oversee inventory and tackle deficiencies. Regular employee feedback must be gathered to pinpoint significant gaps and guarantee effective, comfortable task execution. In case of power outages, the bank must ensure proper air circulation and a calm, tidy workspace by using solar-powered ventilation or backup fans and employing low-noise or soundproofed generators located in insulated enclosures. Through the execution of these strategies, First Private Bank can create a more positive working atmosphere that would improve job satisfaction and performance.

5.3 Need for Further Research

This research specifically aims to investigate the impact of HRM practices on employee job satisfaction and to evaluate how job satisfaction influences job performance at First Private Bank. It excludes HRM practices of other banks in Myanmar. Consequently, upcoming research should incorporate HRM practices from various banks to offer a wider and more thorough insight into the banking industry. Additionally, this research examines only specific HRM practices including compensation and benefits, work conditions, co-worker relationships, advancement opportunities, and career growth. Future studies should include more HRM aspects like work-life balance, leadership approaches, employee involvement, and organizational culture to achieve a broader understanding of what affects job satisfaction and performance in the banking sector.

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APPENDIX A

QUESTIONNAIRE

Dear Respondent,

The below mentioned questionnaire is for research title “HRM Practices, Job Satisfaction and Job Performance of Employees at First Private Bank”. Please tick your response for the following questions. Your time and effort to complete this survey will be appreciated. The information you provide will be kept confidential and will only be used for research purpose.

Part (A) Demographic Factors

1. Gender:

Male

Female

2. Marital Status:

Single

Married

3. Age:

20 or younger

21-30 years

31-40 years

41-50 years

Older than 50 years

4. Education Level:

Lower than Bachelor's degree

Bachelor's degree

Other, please specify _____

High School

Master Degree

5. Job Position:

Staff

Supervisor

Manager

GM

Other, please specify_____

6. How long have you worked in this organization?

Less than 1 year

1-3 years

4-6 years

7-9 years

Above 9 years

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

Index: 1 = strongly disagreed

2 = disagreed

3 = neutral

4 = agreed

5 = strongly agreed

Please rate your influencing rate over the following Perceived Value items.

I. Compensation and Benefits

No.	Particular	1	2	3	4	5
1.	First Private Bank in which I am working has a written compensation and benefit policy.					
2.	Compensation and benefit package available from First Private Bank is fair.					
3.	Compensation and benefit package available in First Private Bank is equitable with among the departments based on employee's performance.					
4.	The current compensation and benefit package being offered by First Private Bank are adequate to cope with the ongoing social life.					
5.	First Private Bank periodically evaluates the effectiveness of compensation and Benefit packages.					

II. Working Environment

No.	Particular	1	2	3	4	5
1.	The level of job security in my organization is high.					
2.	The work environment is having good ergonomics/arrangement of office equipment.					
3.	The amount of my daily workload is reasonable.					
4.	The work area has good air circulation, neat and tidy decorations, and no noise.					
5.	Availability of working materials is enough.					

III. Relationship with Co-Worker

No.	Particular	1	2	3	4	5
1.	There is friendly interaction with other workers at the work place in First Private Bank.					
2.	Colleagues are very helpful when I encounter difficulties with my work.					
3.	People with whom I work or meet in connection with my work are good.					
4.	It is easy to get along with my colleagues.					
5.	I receive adequate opportunity to interact with other employees on a formal level.					

IV. Career Development

No.	Particular	1	2	3	4	5
1.	There are many opportunities to explore and try out new ideas at work.					
2.	First Private Bank actively collects ideas for improvements from employees.					
3.	Supervisors/ team leaders support employees' effort to learn.					
4.	First Private Bank has active programs to upgrade employees 'knowledge and skills.					
5.	Regular and relevant training and development programs energize employees at all levels.					

V. Promotion Opportunities

No.	Particular	1	2	3	4	5
1.	Promotion policy are clear and transparent.					
2.	Criteria for promotion are acceptable to me.					
3.	Promotion policy of FPB are clearly communicated to all employees in the organization.					
4.	Promotion policy of FPB get awareness of employees.					
5.	Everyone has an equal chance to be promoted.					

Part (C) Job Satisfaction

No.	Particular	1	2	3	4	5
1.	I am satisfied with the amount of pay and financial compensation I receive.					
2.	I am satisfied with opportunities of being promoted to a better position and advancement.					
3.	I feel a sense of pride in doing my job.					
4.	I am satisfied with my current job at First Private Bank.					
5.	I am satisfied that my working condition is pleasant and peaceful.					
6.	I am happy with the way my co-workers get along with each other.					
7.	I am happy that overall aspects of benefits and allowances provided by FPB to employees are trustworthy.					

Part (D) Job Performance

No.	Particular	1	2	3	4	5
1.	I am using the bank's working materials and resources effectively and efficiently.					
2.	I am strictly following the bank rule and regulation for organizational standards.					
3.	I do my job in systematic way to manage my job performance effectively.					
4.	I perform all assigned tasks before the deadline.					
5.	I often expand extra effort in carrying my job.					
6.	I have complete knowledge and Understanding of my tasks.					
7.	I could manage more responsibilities in my job.					

APPENDIX B
SPSS OUTPUT

Effect of HRM Practices on Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.594	.586	.23888

a. Predictors: (Constant), Promotion Opportunities Mean, Career Development Mean, Relationship with Co-Worker Mean, Working Environment Mean, Compensation and Benefits Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.322	5	3.864	67.719	.000 ^b
	Residual	13.182	231	.057		
	Total	32.504	236			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Promotion Opportunities Mean, Career Development Mean, Relationship with Co-Worker Mean, Working Environment Mean, Compensation and Benefits Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.463	.208		2.220	.027		
	Compensation and Benefits Mean	.218	.057	.224	3.803	.000	.505	1.980
	Working Environment Mean	.177	.051	.204	3.474	.001	.510	1.961
	Relationship with Co-Worker Mean	.255	.051	.285	4.996	.000	.541	1.849
	Career Development Mean	.220	.053	.244	4.165	.000	.510	1.961
	Promotion Opportunities Mean	.017	.050	.019	.336	.737	.525	1.906

a. Dependent Variable: Job Satisfaction Mean

Effect of Job Satisfaction on Job Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664 ^a	.641	.638	.28741

a. Predictors: (Constant), Job Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.287	1	15.287	185.072	.000 ^b
	Residual	19.411	235	.083		
	Total	34.699	236			

a. Dependent Variable: Job Performance Mean

b. Predictors: (Constant), Job Satisfaction Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.326	.215		6.171	.000
Job Satisfaction Mean	.686	.050	.664	13.604	.000

a. Dependent Variable: Job Performance Mean