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EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEE JOB SATISFACTION OF
KBZ BANKS IN MANDALAY

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KBZ BANKS IN MANDALAY

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ABSTRACT

The aim of the study is to analyze the effect of human resource management practices on employee job satisfaction of KBZ Banks in Mandalay. In this study, primary data and secondary data are used. The primary data are collected from employees of KBZ banks in Chan Mya Thar Zi Township, Mandalay with structured questionnaire by using seven-point Likert scale. This study covers 117 employees from five KBZ banks in Chan Mya Thar Zi Township, Mandalay. Cluster sampling method is used to determine the sample size. The obtained data are analyzed with descriptive statistics, reliability analysis and the multiple regression analysis. The findings show that training and development, compensation and benefits, and employee performance positively affect employee job satisfaction of KBZ Banks in Mandalay. Moreover, the results reveal that recruitment and selection has no significant effect on employee job satisfaction. According to the multiple regression analysis, performance appraisal is the most influential factor and followed by compensation and benefits, and training and development. It is recommended that human resource management practices should be reviewed from time to time because needs of the employees may change over time. This study can contribute to employer and especially human resource managers to make informative decisions regarding the development of their human resources.

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LIST OF ABBREVIATIONS

BCGE	-	Business Coalition for Gender Equality
EPF	-	Employees' Provident Fund
HR	-	Human Resource
HRM	-	Human Resource Management
SD	-	Standard Deviation
SPSS	-	Statistical Package for the Social Sciences
SOCSSO	-	Social Security Organization
VIF	-	Variance Inflation Factor

CHAPTER I

INTRODUCTION

The importance of banks in a nation's economic development is significant. Financial transactions such as receiving, transferring, lending, paying, and investing are all handled by banks. A bank is a type of financial organization that is authorized to accept deposits, loans, and investments. In this global competitive world, it is necessary to retain skilled workers in the organization by efficient HRM practices (Admsu & Desta, 2004). By offering banking customers superior services, a financial institution might gain a competitive edge. If a company wants to achieve in a market must have satisfied, motivated and skillful employees. Job satisfaction is an essential to the success of banking sector.

The implementation of HRM practices, by attracting and retaining top skill, KBZ bank can promote innovation, provide outstanding customer service, and ultimately establish a significant position in the rapidly changing banking industry. In today's competitive era of business environment, human resource management are considered as most essential role as machine and material for the success of banking sector. Businesses are experiencing difficulties in finding qualified candidates and making the best use of their human resources.

Since human resource management determines a company's success and sustainability, it is the most important factor to take into account. In recent years, a lot of banking organizations think that using HRM practices will help them achieve their goals directly, which will increase their competitiveness and success. This is because HRM is thought to be a good way to increase employee loyalty and satisfaction, which will increase the organization's effectiveness (Brewster et al., 2016). Establishing employee loyalty is just as important to an organization's success as meeting its financial profit targets.

It is believed that any successful firm must prioritize job happiness. An organization's most precious assets are its personnel who are content and pleased in their positions. It is true that happy workers are more motivated, produce better work, and have lower absenteeism and turnover rates. Therefore, it is the duty of human resource managers to comprehend the attitude of their personnel and their level of job

satisfaction. By understanding that, it will help them to attract high quality performers, train and manage them effectively (Azizan, 2015).

Job satisfaction is a vital opinion of the employees toward the organization and will affect their job performance. They will perform better when they are happy with their jobs. By determining the connection between HRM practices and employee job satisfaction, this study will improve HRM practices at KBZ Bank. Therefore, in order to increase job satisfaction and decrease employee turnover and intention to leave, KBZ Bank will implement improved HRM policies by updating current policies and processes (Azizan, 2015).

HRM practices try to develop and allocate human capital in the best possible ways in order to achieve long-term objectives; they provide them with many benefits and good environments that would boost employee's motivation, job satisfaction, and increase their performance (Bogdanova et al., 2008). Due to this rapid growth in banking sector, the demand for efficient and experienced human resources has increased in the manifold (Mizan et al., 2013). The purpose of this study is to examine how HR procedures at KBZ Bank affect the job satisfaction of employees. KBZ Bank sees great chances to collaborate with foreign investors as Myanmar's economy grows and opens up, serving as a vital link between the country's rapidly expanding cities, entrepreneurs, and local communities.

The purpose of this study is to investigate and determine the connection between KBZ Bank employees' work satisfaction and HRM practices. The findings presented in this study is helpful in understanding how KBZ Bank's HRM strategies affect employee satisfaction. Therefore, by looking into the facts supplied, the firm will adopt the best human resource management strategies. In addition, the data presented in this study may serve as a guide for the company as it implements improved work procedures.

1.1 Rationale of the Study

The primary financial institutions that are crucial to the nation's economy are banks. Myanmar's banking industry has been growing with a lot of private banks and opening more branches. Human resource management (HRM) in the banking sector is a continuous process that involves planning, organizing, directing, and controlling employee development. The goal of HRM is to help employees acquire the skills they need to perform their jobs well and with enthusiasm. The study aims to contribute to

the ongoing discourse on HRM effectiveness and its impact on employee satisfaction within the banking sector. Human resource management aims to achieve several goals, including attracting and retaining talented employees, ensuring a safe and healthy work environment, fostering employee development and engagement, managing workforce diversity, promoting fair and equitable practices.

Human Resource Management are also responsible for identifying and recruiting individuals with the right set of values and skills. Ensuring that the goals and moral principles of the company are shared by the employed staff. Employees' basic attitudes toward their jobs are referred to as job satisfaction. It refers to an individual's level of well-being and satisfaction in relation to their performance at work and its surroundings.

In the banking sector, rewards such as pay, promotions, and job security are critical factors that can impact employee job satisfaction. Banking industry needs to focus on generating job satisfaction among its employees and for this, the commercial banks need to implement effective HRM strategies based on the development needs of the employees and provide them with compensation, reward and a satisfactory salary.

1.2 Problem Statements of the Study

Myanmar is in the early stages of financial reforms which the government has made an economic priority. Modern banking and financial services in Myanmar are in their infancy stage. The rapid advancement of technology is causing a number of changes in the banking sector. Under the market economic system, banking industry is highly competitive. To achieve organizational goals whereby maximizing the value as well minimizing the cost within the organization, skillful staffs are required and this will only possible if the firms apply effective and efficient human resource practices.

Human Resource Management (HRM) is the most important area in any field of business. Unanticipated events can affect the practice of human resource management. Human resource management methods and processes are crucial for bank employees' personal and professional success. Therefore, management team needs to know how to effect for changing the human resources management system and the utilization of individuals to achieve organizational objectives. The management of KBZ Bank in Mandalay brought up a few concerns regarding the company's human resource procedures, which need to be rectified. Among these are

lower pay ranges in comparison to competitors in the market, inadequate staff training, a convoluted hiring and selection process, and subpar performance review procedures.

To improve employee job satisfaction, one needs to understand what they value the most. It explores the relationship between HR practices and employee job satisfaction, and further identifies the element of HR practices which strongly influence the employee job satisfaction. The result from this study may assist in the development of an effective human resources management performance program for the organizations. This study will be helpful for banking industry, to improve the job satisfaction of employees through implementing of HRM practices and to optimize the abilities of the employees in their day-to-day work. Therefore, this study explores how to improve employee job satisfaction by using HRM practices of KBZ bank in Mandalay.

1.3 Research Questions

How do human resource management practices affect employee job satisfaction of KBZ Banks in Mandalay?

1.4 Objective of the Study

The aim of the study is to analyze the effects of human resource management practices on employee job satisfaction of KBZ Banks in Mandalay.

1.5 Hypotheses of the Study

The hypotheses of the study are mentioned as follows;

H₁: Recruitment and selection has a positive effect on employee job satisfaction of KBZ Banks in Mandalay.

H₂: Training and development has a positive effect on employee job satisfaction of KBZ Banks in Mandalay.

H₃: Compensation and benefits has a positive effect on employee job satisfaction of KBZ Banks in Mandalay.

H₄: Performance appraisal has a positive effect on employee job satisfaction of KBZ Banks in Mandalay.

1.6 Method of Study

This study mainly employs primary data. A structured questionnaire with a seven-point Likert scale is used to gather primary data from employees of KBZ banks in Chan Mya Thar Zi Township, Mandalay. In this study, 117 employees are selected from all of the employees in five KBZ banks in Chan Mya Thar Zi Township, Mandalay. The cluster random sampling method is used to determine the required sample, and the branches of KBZ Banks are considered as clusters. Descriptive statistics, reliability analysis, and multiple regression analysis are used to examine the acquired data. Secondary sources of information are gathered from research journals, prior thesis papers, websites, and textbooks.

1.7 Scope and Limitations of the Study

This study only focuses on the effect of human resource management practices on employee job satisfaction of KBZ Banks in Mandalay. It is limited to employees of five KBZ banks in Chan Mya Thar Zi Township, Mandalay. This study covers 117 employees who are non-managerial. It focuses on human resource management practices used by KBZ banks. Data are collected during January 2025.

1.8 Background of the Study

Kanbawza (KBZ) Bank is one of the largest privately-owned banks in Myanmar, established in 1994 with a mission to promote financial inclusion and support national economic development (KBZ Bank, 2025). The bank's vision is to be the most trusted and innovative financial institution in Myanmar, providing world-class banking services that empower individuals and businesses. The mission cores on improving the quality of life for Myanmar people through accessible, secure, and customer-centric financial solutions. KBZ Bank's goal is to initiate sustainable growth while maintaining financial stability, customer trust, and social responsibility. The bank's objectives comprise expanding digital banking services, aggregating customer outreach, and supporting regulatory compliance.

KBZ Bank operates under a structured organizational structure led by a board of directors, with departments organizing with retail banking, digital banking, corporate banking, risk management, and compliance (KBZ Bank, 2025). KBZ Bank's strategy centers on digital transformation, innovation, financial inclusion, and partnerships to modernize Myanmar's banking landscape (KBZ Bank, 2025). KBZ

Bank's core values include integrity, innovation, customer focus, accountability, and community commitment, which guide its operations and long-term vision (KBZ Bank, 2025).

KBZ Bank embraces a leading market position in Myanmar's banking sector, commanding substantial customer trust and brand recognition due to the bank's long-standing presence and over 500 branches across the country. Despite being a market leader, KBZ faces intensifying competition from both traditional banks like AYA Bank and CB Bank, and developing fintech companies that are rapidly innovating with digital-first services. The launch of KBZPay marked a strong strategic change to maintain digital relevance, capturing a large share of the mobile wallet market (Naing, 2019).

At KBZ Bank, people are the most valuable resource, and ensuring they are motivated, engaged, and able to realize their aspirations is the priority. In 2018, KBZ Bank put in place a new human resources (HR) blueprint that redefines the frameworks, structures, policies, processes, tools, systems, reports, and governance that guide our HR approach. This includes the approach to hiring and benefits, training, promotions, and mobility. KBZ Bank has set short- and longer-term targets for each and provides clearly defined job roles and responsibilities. KBZ Bank ensures the HR blueprint is flexible and relevant.

The new blueprint also captures the key commitments, including to create equal opportunities for all, with no discrimination based on gender, sexual orientation, ethnicity or race, religion, or disabilities, and to design workplaces that meet both the professional and personal needs of our colleagues.

There is a comprehensive plan that reflects our organizational priorities and values and commitments to various international frameworks, including the United Nations' Sustainable Development Goals. It also considers best-in-class HR practices, the local culture, and the aspirations of our team. KBZ bank don't just meet regulatory requirements; it always aim to exceed its own set goals and objectives. This is how we ensure our employees feel valued, that KBZ Bank remain an employer of choice, and that we continuously drive towards its vision of being the best-managed bank in the world.

KBZ Bank is committed to hiring and retaining a diverse workforce and creating an inclusive workplace. It makes all aspects of personnel decisions based on

qualification, performance, and business needs. KBZ Bank is proud to be an equal opportunity employer, and it does not discriminate based on sexual orientation, national origin, disability status, age, marital status, or any other protected class.

A 2017 internal review showed a desire among employees for greater independence and control in order to better serve customers. This led to a decision to empower people at various organizational levels to pursue excellence in customer-driven initiatives. Their efforts feed into a performance management program (PMP), which rewards achievements with opportunities to grow. The result: customers win and people succeed.

KBZ Bank's training programs and coaching sessions consider future needs and systematically ready employees for them. The learning and development team identifies training needs across every organizational level, from core and leadership competencies to functional and technical competencies, and manages the delivery of training programs to develop the team.

KBZ Bank is a founding member of the Business Coalition for Gender Equality (BCGE) Association, a non-profit organization committed to promoting equal opportunities for both genders. The bank's management has participated in its workshops, including on anti-harassment, and remains committed to advancing gender equality at the workplace. KBZ Bank has received nearly 100 hours of training and workshops with BCGE for our members of senior management, team leaders, and employees. These trainings played a major role in improving our teams' understanding and awareness of workplace gender equality and D&I. BCGE also provided a big hand in developing and improving our HR policies, such as the code of conduct, whistleblowing policy, professional behavior policy, and non-discrimination policy.

As a pro-family organization, KBZ Bank provides 14 weeks of paid maternity leave and 15 consecutive days of paternity leave to new parents. Maternity leave can be taken partly before and partly after delivery, depending on the needs of individual employees.

1.9 Organization of the Study

This study has been divided into five chapters. The study's introduction, rationale of the study, problem statements of the study, objective of the study, method of study, scope and limitations of the study, background of the study as well as the organization of the study, are all included in the first chapter. An overview of the literature on human resource management is presented in chapter two. The study's research methodology is covered in chapter three. The analysis of the impact of HRM practices on employee job satisfaction of KBZ Banks is the main focus of chapter four. Chapter five includes conclusions regarding findings and discussions, suggestions and recommendations, based on the questionnaire results, implications of the study, and needs for further study.

CHAPTER II

LITERATURE REVIEW

The literature review on human resource management practices, including recruitment and selection, training and development, compensation and benefits, performance appraisals, and employee job satisfaction, is included in this chapter. Additionally, the studies' conceptual framework and empirical research are offered.

2.1 Theoretical Background

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each person. J. Stacy Adams, a workplace and behavioral psychologist, initially developed equity theory in 1969. Adams claimed that workers aim to preserve parity between their contributions to a job and the results they obtain from it in comparison to the perceived contributions and results of others (Adams, 1969).

John Stacey Adams developed the equity theory in 1963, while working as a research psychologist with the General Electric Company in Crotonville, New York. He developed and tested an equity theory of motivation. Equity can be defined as a ratio between the individual's job inputs (such as effort or skill) and job rewards (such as pay or promotion). People judge the equity of rewards by comparing them either to the rewards other are receiving for similar input or to some other effort reward ratio that occurs to them (Nzewi & Orogbu, 2009). It involves feelings, perceptions and comparative process. Adams' theory says that individuals want a fair relationship between inputs and outputs. Put simply, Adams' equity theory says that people want fair compensation for inputs across the working population of which they are members. When this is the case, individuals may remain motivated. When it ceases to be the case, individuals may cease to be motivated.

Equity theory, developed by J. Stacey Adams in 1963, is a psychological framework that examines motivation through the lens of fairness in the workplace. It posits that employees strive for a balance between what they what they contribute to their jobs (inputs) and what they receive in return (outputs). Perceptions of fairness play a critical role in this theory, as individuals assess their own inputs such as time,

effort and loyalty against the outputs they receive including pay, recognition and benefits.

When employees perceive an imbalance in this exchange, it can lead to feelings of dissonance, which may negatively impact their motivation and job satisfaction. This perceived inequity can manifest in several ways, prompting workers to alter their input levels, seek changes in compensation, or even reconsider their role within the organization. Different forms of equity comparisons exist, including job equity and market equity, which help individuals gauge fairness relative to their peers.

Ultimately, equity theory emphasizes the importance of perceived fairness in maintaining employee motivation and organizational effectiveness, as feelings of inequity can result in disengagement and loss of talent. Understanding this dynamic can help organizations foster a more equitable environment, potentially enhancing overall employee satisfaction and productivity.

2.2 Human Resource Management

According to Armstrong and Michael (2006), human resource management (HRM) is a strategic approach to managing personnel, who are the ones who help achieve the goal. Job analysis, human resource planning, selection, recruitment, orientation, training and development, compensation, performance evaluation, and labor relations are all considered "human resource management" (HRM) policies and practices (Dessler, 2007).

The people who work for a company are the focus of human resource management. Because of the dynamic character of people, managing them is a crucial and difficult task. Individuals differ in their thoughts, strategies, emotions, and actions. They are influenced by a variety of factors and vary greatly as a group. Because people are sensitive, feel, think, and act, they cannot be moved, controlled, or changed like a template in a room's design. Consequently, management staff must handle them delicately (Ganesan, 2014).

Human resource management (HRM) is the practice of managing an organization's workforce in a humane manner. Managers can see employees as a valuable resource when they use an effective HR strategy. It is a method by which a business can use its workforce to its benefit as well as for the personal development, advancement, and fulfillment of its employees. As a result, HRM is a system that

emphasizes the development of human resources, and when people are managed well, employees will feel valued in their jobs.

It is impossible to dispute the significance of human resources for any firm. It turns into the skeleton and cornerstone of any prosperous company. Managing staff in a corporation is a difficult task. The reason for this is that workers are seen as a vital resource that can provide a competitive edge. Since they are the most reliable source that may keep a company ahead of its competitors, employees are undoubtedly the organization's biggest asset. Prior studies have examined how effective human resource management can boost and maintain an organization's competitive edge (Khan, 2010). Thus, effective human resource management can contribute to the organization's success.

2.3 Human Resources Management Practices

Human resource management is a relatively modern concept. This involves a range of ideas and practices in managing people it is defined and described in a variety of ways. HRM is comparatively a new discipline to most countries but in the USA the term has been used for over fifty years as an alternative name for personnel management. For most of that time, the terms were used interchangeably. The techniques, procedures, and policies that affect employees' conduct, output, and attitudes are referred to as human resource management (Saifalislam, 2014).

Human Resource Management practices are a broad term that include related but different activities, functions, and processes directed at an enterprise's holistic view of human resources (Tangthong & Agahi, 2018). According to Dressler and Tan (2009), human resource management practices include analyzing human resource needs, screening, recruiting, training, rewarding, appraising as well as addressing issues related to fairness, safety and health, and labor relations. Four HRM practices such as performance evaluation, training, remuneration, and recruitment and selection are used in this study.

Human resource management practices are vital for successful implementation of HR policies effectively and efficiently to achieve the organization's goals (Mathis & Jackson, 2008). Likewise, practices of HRM are valuable for the organization to take practical measures for improving the efficiency of the workers and enhancing their commitment (Deb, 2006). Moreover, implementing HRMPs effectively leads to attracting, motivating, and retaining employees in order to enhance individual and

organizational performance (Pablos & Lytras, 2008). After reviewing the previous studies which have discussed the concept of HR practices and its relationship with explanatory variables in the organization, the researchers concluded that HR practices and the factors which affect HRMPs are differed across firms and countries.

2.3.1 Recruitment and Selection

It is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization (Biswas2012). Stonner et al. (2000) stated that the purpose of recruitment is to provide a group of candidate that is large enough to let managers select the employees they need. Nzuve (1997) referred to the discovery and development of the sources of required personnel so that sufficient number of candidates will always be available for employment in the organization. The purpose of recruitment is to seek out or explore, to evaluate, to induce and to obtain commitment from the prospective employees so as to fill up positions required for successful operation and organization.

Raghavi and Gopinathan (2013) defined it as the process of creating a group of qualified candidates for vacancies within organizations. In both professional and non-professional fields, employment will include an attempt to identify a diverse group of applicants with the necessary qualifications and capabilities, and inform them of available job opportunities. There are various methods of recruitment but for the sake of simplicity, they have been categorized under two broad headings.

Recruitment is the searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs (Georgia et al., 2013). Robbins and Coulter (2018) defined recruitment as locating, identifying, and attracting capable applicants. Meanwhile, the selection is screening job applicants to ensure that the most appropriate candidates are hired (Robbins & Coulters, 2018). Armstrong (2010) asserted that selection is the process of assessing the suitability of candidates by predicting the extent to which they will be capable of performing a role effectively.

Moreover, the selection is the process of selecting the best candidate from the pool of applicants recruited to fill the relevant job vacancy (Gamage, 2014). According to Moustaghfir et al. (2020), the guiding principle of recruitment and selection processes remains transparency, as the assessment of applications follows different procedures that build on job-related criteria, including various types of

interviews and considers giving feedback to both accepted and rejected applicants when such processes are completed.

The success of any organization depends upon the efficient manpower working in it. Recruitment and selection procedure plays a very important role in the present business concept. Since the company's functions starts with recruitment and selection, if it is not done in a systematic and effective way, all other functions will get affected. Recruitment forms the first stage in the process which continues with selection and betterment with the placement of the candidates. Recruitment and Selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. In short, Recruitment and Selection is the process of sourcing, screening, short listing and selecting the right candidates for the filling the required vacant positions.

2.3.2 Training and Development

An essential component of human resource management is training and development in organization that ensures the organizations have adequate human resources with capabilities needed for achieving goals effectively. It is one of the main pillars for the development of capabilities, improve skills, and update knowledge and increase competencies and performance of employees in organization. Its aim is to increase employee's ability to contribute to organizational effectiveness (Ferris & Buckley, 1996).

To increase quality of employees' performance, training is the process of civilizing the skills and knowledge of people which molds their thinking and hints. The researchers say that it is a constant process of deep concern for most of the studies. Training is vital and fertile for both employee and organizational improvement. To achieve individual development Employee training provides prospects to employees broaden their knowledge and capacities for more well-organized teamwork (Jun, 2006). According to (Saks, 2006), when workers receive self-growth training, the level of their job satisfaction is advanced than those without such training.

Martensen (2001) found that the development of individual competencies through various training programs has a favorable effect on worker satisfaction. When employees attended to training programs, they achieve self-confidence of making their jobs, they observe career development opportunities and they think that their

companies make investment in them (Jun, 2006). The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover (Anonymous, 1998).

Training is essential to the organization's expansion. The organization's most significant asset is its workforce. Indeed, employee competency has a direct impact on the organization's success. Many businesses think that staff training is costly and often overlook their training obligations, despite the fact that many firms are concerned about the benefits of training for the organization's growth.

According to Arlond (2005), training is a systematic and planned procedure that enhances an individual's capacity to carry out a task in order to accomplish a goal. The author illustrates how education and training are comparable. Additionally, he distinguished three key elements of training. The first part is arranged and planned. The process is the second element, and the ability to evolve is the final element.

In addition, Cascio (2006) described training as having a specific objective and outlining the proper method for completing a task. According to Collins (2007), training is a learning process that aims to improve an employee's performance in an activity by teaching them new concepts, abilities, rules, or attitudes. Training should be an application-driven process that aims to identify and develop abilities that are instantly useful in the given context, according to (Denisi & Griffin, 2008).

Additionally, according to Sornmerville (2007), training is the procedure that gives staff members the information and abilities needed to function inside the systems and standards set by management. Group of employees and trainers who are responsible for training should observe those participants during training and differentiate between quick and slow learners. Different methods of training can be chosen for different categories of participants. Qualified trainers or senior staff members with greater experience will readily recognize the skills and characteristics of the employees during the training. Training will therefore yield improved outcomes, which makes it useful for assessing employee performance.

2.3.3 Compensation and Benefits

Financial incentives given to employees in return for their services are known as compensation. Salary, commissions, earnings, bonuses, insurance, and other

benefits are examples of this (Rowman, 2006). According to Tan (2011), there are three types of compensation: base compensation, pay incentives, and indirect compensation. Base compensation is regular, fixed remuneration that can be either an hourly wage or a salary. While salaries are paid consistently regardless of the amount of hours worked, wages are paid to employees on an hourly basis. One scheme aimed to reward employees for their good work is pay incentives. Indirect compensation is the final element of compensation. Employee compensation packages, including health insurance, vacation time, and unemployment benefits, are used as indirect compensation.

In addition to more conventional, measurable components like salary, variable pay, and benefits, definitions of total reward (compensation) usually include more intangible, non-monetary components like opportunities for learning and growth, career advancement, the intrinsic motivation that comes from the work itself, the organization's quality of working life, and the opportunity to achieve and exercise responsibility.

Compensation is a systematic strategy to providing monetary value as an exchange for employees' labor, according to the Society of Human Resource Management (2012). In the company, pay serves as a bridge between the boss and workers. Capable, skilled, and experienced workers will be retained and drawn in by a competitive wage package.

Tan (2011) outlined the two objectives of pay management from both an organizational and individual perspective. From the organization's point of view, the goals of pay management are to hire qualified workers, keep good workers, reward good behavior, maintain internal equity, acknowledge accountability, increase administrative effectiveness, reduce expenses, and adhere to the law. The individual's goals with regard to remuneration, on the other hand, are to be treated fairly based on his own assessment, be able to support his cost of living, and be able to assist him throughout inflation.

In addition to pay, benefits are another form of indirect remuneration that employees get. The law requires employers to offer mandatory benefits to workers, such as the Employees' Provident Fund (EPF) and the Social Security Organization (SOCSO). The government also encourages employers to offer tax-deductible housing loans, insurance, and medical and hospitalization benefits. Benefit packages come in a

variety of forms, including leave, insurance, retirement, and termination benefits, among others (Tan, 2011).

2.3.4 Performance Appraisal

Aswathappa (2006) defined performance appraisal as a formal, structured process of measuring and assessing an employee's behavior and results related to their job in order to determine how and why they are currently performing on the job as well as how they can perform better in the future for the benefit of the organization, society, and the employee. According to this definition, performance evaluation is the process of determining an employee's performance gaps and implementing corrective measures. Merit-based promotions are non-cash incentives that a company uses to show its gratitude for exceptional work and accomplishments. Employee job satisfaction and company success are improved when employees get performance-based rewards.

Agarwal (1999) found that high-performance organizations persistently sought to recognize and reinforce valuable contributions made by employees. Deeprose (1994) viewed that good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee.

A component of performance management is performance appraisal. Reviewing and assessing employee performance is an ongoing activity. According to Chang (2006), one of the most important aspects of human resource management is performance appraisal. According to Eunmi and Juhee (2006), maintaining the fairness of the assessment system is the biggest obstacle managers have while evaluating the performance of their staff.

Performance assessment, according to Dessler (2008), is a system that establishes employee standards, evaluates and assesses employees' actual performance, provides feedback and coaching to help employees improve their performance, and assists employees in setting new goals for the future. According to Maimunah (2009), a performance evaluation is a formal, methodical process used to assess each employee's work performance over a predetermined period of time.

Promotion, salary adjustments, employee feedback, and career advancement are all goals of performance reviews (Conway & Monks, 2008). Performance reviews can also be used to identify an employee's areas of strength and weakness. This is beneficial for retaining talented workers and improving employee performance. Employee evaluation is a standard procedure in all organizations. It helps to keep both the organization and its people doing successfully (Karimi et al., 2011). According to Swiercz et al. (2012), some firms use performance appraisals to decide how to distribute salaries, promotions, and other benefits, while other organizations only use them to assess employee performance and attitudes.

2.4 Employee Job Satisfaction

Lawler (1973) defined job satisfaction as a person's affective reaction to his total work role. The factors leading to satisfaction of a job are achievement, recognition, work itself, responsibility, advancement, growth, and so on. Job satisfaction is a complex phenomenon with multiple facets. Job satisfaction is one of the most widely debated topics in the areas of organizational behavior and human resource management (Yildiz, 2016; Zeffane, 1994).

According to Shimizu et al. (2005), job satisfaction is the level of satisfaction achieved through the job itself, through facets such as sense of achievement, growth, self-esteem, independence, and sense of control. However, employee satisfaction leads to customer satisfaction. One of the main goals of service sectors is to achieve higher levels of customer satisfaction, and often employees act as a precursor to customer satisfaction.

Satisfied customers can be achieved if the employees are satisfied (Kukreja, 2017; Kotler, 2000; Pitt et al., 1999; Schultz, 2002). Satisfying employees can be easily achieved through internal marketing. However, various literatures show that selection and appointment, training and development, communication, compensation, retention policy, as well as organizational support, affect the contentment of workers in their jobs. Hoppock (1935) defined the concept of employee job satisfaction as the subjective reactions or satisfaction displayed by employees physically and mentally with regard to the working environment.

Job satisfaction is defined by Locke (1976) as a pleasant or upbeat emotional state brought on by one's work or experiences at work, or an employee's feelings and attitudes toward his or her job (Schlesinger & Zornitsky, 1994; Armstrong, 2003).

Furthermore, Armstrong (2003) mentioned that if people have favorable and positive attitudes towards their job, that means job satisfaction, and if they have unfavorable and negative attitudes towards their job, that means job dissatisfaction. Khuong and Tien (2013) defined employee job satisfaction as an emotional state that results from the appraisal of job experience.

Pantouvakis (2011) considered employee job satisfaction as a function of tangible and intangible aspects of internal service quality. Employee job satisfaction is generally described as the feeling of gratification or prosperity that employees procure from their job, whether they are happy to work or not, and perceive the jobs as meaningful (Griffin & Moorhead, 2013). Matzler and Renzl (2006) defined employee satisfaction as one of the most important drivers of employee service quality, productivity, and loyalty.

Satisfied workers work harder, are more motivated, and have higher morale (Eskildsen & Dahlgaard, 2000). Many studies revealed that internal service quality helps employees to do the jobs better, which makes them feel more satisfied (Chiang & Wu, 2014; Hallowell et al., 1996; Loveman, 1998; Nazeer et al., 2014; Pantouvakis, 2011). As employee knowledge and skills are intangible assets of any service organization, employee satisfaction has become an issue of utmost importance. The overall level of contentment is essentially the degree of work satisfaction on a number of different dimensions of work and affects the behavior of employees that, in turn, impacts upon organizational functioning (Spector, 1997; Singh et al., 2019).

2.5 Previous Studies

Previous studies on the effect of HRM practices on employee job satisfaction are presented in this section.

In the current research, the relationship between employee satisfaction and HRM practices has become closer to exponential growth. According to several experts, the turnover rate has to be decreased in businesses that have managed and viewed organizational procedures as an investment (Biason, 2020). The previous studies about how HRM practices that have influenced on the satisfaction of employees, both international and local, is previously proceeded and they focus on HRM practices including the satisfaction of employees.

Human resource management strategies' impact on Ethiopia Bank employees' happiness was examined by Ijigu (2015). The study shows that the training and development, evaluation and reward package have high positive correlations with the satisfaction of employees whereas there is a moderately favorable correlation between hiring and selection practices and workers' job satisfaction. Furthermore, the regression result demonstrates that job satisfaction of employee is significantly and positively impacted by recruitment and selection, training and development, performance appraisal and compensation package.

Osibanjo et al. (2011) investigated the relationship between employee job satisfaction and human resource management using data from the Nigerian banking sector. The whole Intercontinental and Eco Bank workforce was included in the study's population, and 200 people were chosen as the sample size. After testing the hypotheses, a valid conclusion that is, that HRM has an impact on employee job satisfaction was reached.

Masoodul et al. (2013) also looked into how HRM policies affected employee loyalty and satisfaction in Pakistan's government-owned public sector banks. Three HRM practices such as pay, empowerment, and the appraisal system were applied. According to their findings, employee empowerment was shown to be a significant component in building employee loyalty, while employee compensation was determined to be the most important factor in creating employee satisfaction.

The goal of Wright and Boswell's (2002) study was to ascertain the relationship between HRM practices and employee job satisfaction and attrition. The researchers' explicit goal was to understand how various HRM procedures, such as hiring, screening, training, and performance reviews, impact employees' job satisfaction and their intention to leave the organization. The study utilized a sample of 350 employees from various industries, including manufacturing and service sectors. Data were collected through a structured questionnaire that assessed HRM practices, job satisfaction, and turnover intentions. The questionnaire included both Likert-scale items and open-ended questions to capture a range of employee perceptions.

Multiple regression analysis was used to examine the data in order to ascertain how HRM practices affected employee satisfaction and intentions to leave. The researchers also employed factor analysis to identify underlying dimensions of HRM practices. According to the study, employee work satisfaction was positively impacted

by efficient HRM procedures, especially those pertaining to performance reviews, training and development, and equitable pay. Conversely, inadequate HRM practices were associated with higher turnover intentions. The results suggested that organizations implementing comprehensive HRM practices could reduce turnover by enhancing job satisfaction.

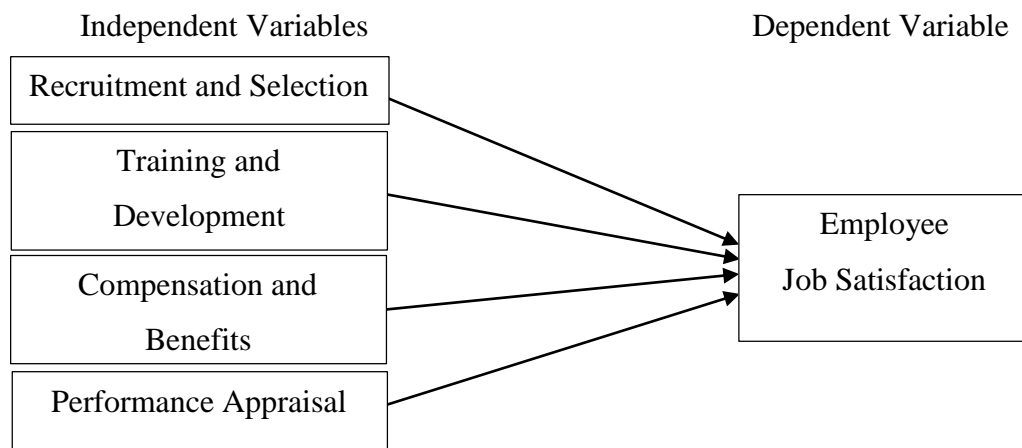
Previous research found that recruitment and selection have statistically significant on employees' behavior including job satisfaction (Georgia et al., 2013; Akafo & Boateng, 2015; Mugizi & Bakkabulindi, 2018; Halid et al., 2020). Moreover, a study by Hauret et al. (2020) also supports previous studies that recruitment and selection have a significant impact on job satisfaction.

Gupta and Shaw (2022) emphasized the key elements of HRM such as recruitment and selection, training and development, performance appraisal and compensation for the employee satisfaction. Supportive HRM practices tend to lead to higher levels of job satisfaction among employees (Sivapragasam & Raya, 2018), which is crucial for enhancing workplace performance (Chiaburu et al., 2017).

It was found that there was the positive and significant relationship between recruitment and selection, training and development, compensation policy, and performance appraisal, and employee job satisfaction in Nepalese commercial banks (Lama, 2022). According to Katou and Budhwar (2007), it was found that there was a clear link between recruitment and selection processes and various performance metrics, as well as employee satisfaction.

2.6 Conceptual Framework of the Study

Considering the comprehensive analysis of relevant literature and theoretical framework, the following conceptual model had been developed. The model used in the current study to analyze how independent variables affect dependent variable (employee job satisfaction). The conceptual framework of the study is shown in the following figure.



Source: Adaptation Based on Previous Studies (2025)

Figure 2.1 Conceptual Framework of the Study

Four components of HRM practices are included as independent variables such as recruitment and selection, training, performance appraisal and compensation and benefits in the conceptual framework. Dependent variables is employee job satisfaction. The purpose of this conceptual framework is to find out the connection between job satisfaction among employees and HRM procedures. This conceptual framework describes how HRM practices affect employee job satisfaction of KBZ Banks in Mandalay.

CHAPTER III

RESEARCH METHODOLOGY

This chapter explains the research technique, laying out the strategy that was employed to carry out the investigation. Descriptive statistics, reliability analysis, correlation analysis, multiple regression analysis, and sample and questionnaire design are all covered, along with research design, covering research framework and data collection methods.

3.1 Research Design

According to Kothari (2004), a research design involves establishing parameters for data collection and analysis. The aim is to ensure both significance and relevance to the study's objectives while also maintaining procedural efficiency. According to Ray et al. (1992), a well-designed study can yield reliable findings and recommendations. A study should have a research design that minimizes bias, maximizes the reliability of the data to be collected, and is consistent with the study's objectives. This study used reliability analysis and descriptive statistics as its research design.

In terms of the research methodology, this study employs quantitative techniques. To ascertain the effect of human resource management (HRM) practices on employee job satisfaction at KBZ Banks in Mandalay, descriptive and analytical research are conducted in accordance with this methodology. A variety of sources, including government publications, industry reports, journal articles, and organizational case studies, were used to gather secondary data.

The research design delivers as the blueprint for the study, outlining the overall plan for collecting, analyzing, and interpreting data. It ensures that the study is conducted systematically and that the research questions are addressed effectively. This study adopts a structured and scientific approach, guided by a positivist philosophy, a deductive approach, a survey research strategy, and a causal research design. These components work together to provide a robust framework for investigating the relationship between human resource management practices and employee job satisfaction. Each element of the research design is carefully chosen to

align with the study's objectives and to ensure the validity and reliability of the findings.

This study adopts a positivist philosophy, which emphasizes the use of observable and measurable data to test hypotheses. Rooted in the natural sciences, positivism operates on the assumption that reality is objective and can be studied independently of the researcher's influence. This philosophy aligns with quantitative research methods, as it seeks to uncover causal relationships between variables through empirical evidence and scientific methods (Saunders, 2012). By focusing on objectivity and measurable data, positivism ensures that the study's results are reliable and replicable. This approach is particularly suitable for this study, as it aims to generalize findings and establish universal laws about the relationship between human resource management practices and employee job satisfaction of KBZ Bank in Mandalay.

The study employs a logical methodology, which begins with the development of a theoretical framework and the formulation of hypotheses based on existing literature. This approach is commonly used in quantitative studies and aligns with the positivist philosophy, as it seeks to generalize findings from specific observations (Saunders, 2012). The study's hypotheses are based on accepted ideas regarding employee job satisfaction and HRM practices, and they are then verified by empirical data. The deductive approach ensures a structured and systematic investigation, allowing the researcher to draw conclusions that are logically consistent with the initial theoretical framework.

The applied research strategy is the survey research strategy, which is highly effective for collecting quantitative data from a large population. Surveys are particularly useful for identifying patterns, relationships, and trends, making them well suited for studies that aim to test hypotheses (Saunders, 2012). Employee impressions of HRM procedures, including hiring and selection, training and development, pay and benefits, and performance reviews, as well as their impact on job satisfaction, are gathered through surveys in this study. The researcher can make insightful inferences regarding the connections between independent and dependent variables by using established scales, which guarantee the data's trustworthiness.

The study engages a causal research design to identify cause-and-effect relationships between variables. This design is particularly relevant in positivist research, where the goal is to test hypotheses about how one variable influences

another (Saunders, 2012). The causal research design in this study enables the researcher to investigate how independent variables affect the dependent variable. By analyzing these relationships, the study aims to provide insights into how human resource management practices contribute to employee job satisfaction, offering practical implications for businesses.

3.2 Sampling Procedure

Creswell (2014) explained the essential aspects of population and sample followed in quantitative research design. The first step is to identify the people and size of the community. And then, determine the sampling technique. A researcher can select from a variety of sampling approaches. Certain designs are easier to implement and comparatively more accurate than others. A sample design that is acceptable for the research project and dependable must be chosen by the researcher. Prior to the collection of data, the sample design is decided.

The sampling unit of this study is employees of KBZ Banks in Mandalay. The extent (geographical boundary) was within Mandalay. In this study, employees KBZ Banks in Mandalay are targeted as population. Among the 43 branches of KBZ Banks in Mandalay, 5 branches of KBZ Banks which have 117 employees are selected. The sampling method used for this study is cluster sampling method. The period of data collection is during January, 2025.

3.3 Questionnaire Design

Section A and Section B are the two primary portions of the questionnaire used in this study. In order to guarantee that the data gathered is thorough and pertinent, each component is made to address particular facets of the study objectives. Section (A) focuses on the demographic profile of employees of KBZ Bank. It includes questions related to gender, age, marital status, education level, position, working experience, and monthly income (MMK). The purpose of these questions is to gather essential background information about the respondents, which can later be used to analyze how perceptions of human resource management practices influence employee job satisfaction. By collecting the demographic data, this study ensures a more nuanced analysis of the relationships between human resource management practices and employee job satisfaction at KBZ Banks in Mandalay.

Section (B) assesses the dimensions of human resource management practices, including recruitment and selection, training and development, compensation and benefits, and performance appraisal. The measurement items for these variables have been adapted from established scales in previous studies to fit the context of this research. Responses are recorded using a seven-point Likert-type scale, ranging from 1 = Strongly Disagree to 7 = Strongly Agree. This scale allows respondents to express their level of agreement or disagreement with each statement, providing a quantitative measure of their perceptions.

3.4 Data Collection Methods

Methods for gathering data are an essential component of the research design. Depending on the study's objectives, many data sources may be employed. Primary and secondary data are the two categories into which data collection techniques fall (Kothari, 2004). According to Kothari (2004), primary data is information that is first gathered and isn't subjected to any processing. In order to solve the problem and conduct the study, primary data is gathered.

Depending on the kind of data to be gathered, researchers can choose from a wide range of data gathering technologies. By distributing questionnaires to participants, primary data are utilized in this study to address the research issue. Respondents had to check the appropriate response for each item in the surveys. Limiting the responses to those pertinent to the field of investigation is the logic behind the study's design.

This method of gathering data was selected because it offers an effective way to gather statistically measurable data. Employees of KBZ Banks in Mandalay who have been chosen for the study are given questionnaires. Questionnaires are used to gather primary data. The benefits of employing questionnaires for this study include the ability to quickly and affordably gather sufficient data from a large number of respondents.

Any information pertaining to behavioral intention from a variety of disciplines, including online libraries and websites, journals, papers, books, and articles, as well as information from the library, can be considered secondary data. Descriptive statistics techniques are used for data analysis in order to display frequency tables and mean values as needed.

3.5 Data Analysis Method

Data analysis involves transforming the collected raw data into meaningful insights and information that can be understood either qualitatively or quantitatively (Alem, 2020). According to Kothari (2004), data analysis involves comparing the outcomes of various treatments across different groups and making decisions regarding the extent to which research goals have been achieved. The data from the questionnaire has been analyzed using statistical techniques in a variety of ways. The Statistical Package for Social Sciences (SPSS) is used to examine the data gathered from the respondents. This study used multiple regression analysis, reliability analysis, and descriptive statistics.

3.5.1 Descriptive Statistics

According to Bailey (1987) et al. (2007), descriptive statistics are essential for providing a clear representation of data and enhancing its presentation in a more organized and user-friendly way. According to Smith et al. (2005), these descriptive statistics include measurements of dispersion (like standard deviation (SD), range, and variance) as well as measures of central tendency (like mean, median, and mode). Two popular techniques in descriptive statistical analysis for elucidating the fundamental characteristics of the data gathered for research are mean and SD (Dancey & Reidy, 2004; Tabachnick & Fidell, 2007).

The mean is indicated by a greater SD value, while the majority of observations are near the mean when the SD value is smaller (Pallant, 2001). Higher mean values and smaller SD values can be used to support a wide claim (Tabachnick & Fidell, 2007). The means and standard deviations (SD) for the dependent and independent variables in this study were determined using descriptive statistics analysis. The variability has been measured using mean values.

Descriptive statistics summarize the key characteristics of a dataset, providing insights into overall trends and patterns. In this study, descriptive statistics were used to analyze the general characteristics of respondents' demographic profiles and perceptions of human resource management practices.

For this study, descriptive analysis was conducted to calculate the mean and standard deviation for both dependent and independent variables. The mean represents the average response, while the standard deviation indicates the variability in responses.

According to (Boone, 2012), the interpretation of seven-point Likert scale mean values is as follows:

- (1) 1.00 - 1.80 = Strongly Disagree
- (2) 1.81 - 2.60 = Disagree
- (3) 2.61 - 3.40 = Somewhat Disagree
- (4) 3.41 - 4.20 = Neutral
- (5) 4.21 - 5.00 = Somewhat Agree
- (6) 5.01 - 5.80 = Agree
- (7) 5.81 - 7.00 = Strongly Agree

3.5.2 Reliability Analysis

The constancy of an idea or a measure is referred to as reliability. Reducing the likelihood of skewed outcomes is the aim of reliability confirmation. Cronbach's alpha, an internal consistency statistic tool, is used to assess the reliability of measurements (Pallant, 2001; Gujarati & Porter, 2009). In order to correlate the responses to the scale items (questionnaire) in the instrument with each other, internal consistency is required. According to Saunders et al. (2012), it thus measures the consistency of responses across either a subgroup of the questions or all of the questions from your questionnaire.

One of the most widely used techniques to measure internal consistency is Cronbach's alpha. According to Selltiz et al. (1976), its alpha value consistently falls between zero (0) and one (1), making it the most efficient statistical instrument for evaluating the dependability of various variables. Greater reliability is indicated by a greater alpha value, and vice versa. The literature does not provide a single guideline that specifies the acceptable alpha value for internal dependability. Numerous investigations have found that alpha values of 0.70 or above are reliable (Selltiz et al., 1976; Nunnally, 1978; Bryman & Bell, 2011).

The term reliability describes the constancy and consistency of a measurement tool in producing accurate and repeatable results over time. It is a critical aspect of research, as it ensures that the data collected is free from random errors and can be trusted for making valid conclusions. Reliability assesses whether a product, system, or service performs its intended function effectively within a specified period and under defined conditions. In the context of research, ensuring reliability helps

minimize errors and reduces the risk of biased results, thereby enhancing the credibility of the study.

A major method for evaluating reliability is internal consistency, which determines how well different items within a scale measure the same concept. Internal consistency is particularly important in studies that use multi-item scales to measure complex constructs, such as service quality or customer loyalty. If the items in a scale are not consistent, the results may be unreliable, leading to incorrect conclusions.

The Cronbach's Alpha coefficient, which measures how closely the items on a scale are connected with one another, is the most often used indicator of internal consistency. A Cronbach's Alpha score of 0.70 or above is typically seen as indicating an adequate level of reliability, according Hair et al. (2019). Good values are those that fall between 0.70 and 0.80, and excellent values are those that fall above 0.80. Greater internal consistency among the scale's items is shown by higher values, which guarantees the measurement's stability and dependability.

Cronbach's Alpha was utilized in this investigation to assess the dependability of the scales measuring the dimensions of mobile banking service quality such as information quality, service quality and technology, customer satisfaction and customer loyalty. If the Cronbach's Alpha value for a scale is below 0.70, it suggests that the scale may need to be revised or that certain items should be removed to develop reliability.

3.5.3 Multiple Regression Analysis

Regression analysis is a set of statistical processes for estimating the relationships between a dependent variable (often called the outcome or response variable, or a label in machine learning parlance) and one or more error-free independent variables (often called regressors, predictors, covariates, explanatory variables or features).

A statistical method called multiple linear regression (MLR), or just multiple regression, makes use of a number of explanatory variables in order to forecast the value of a response variable. Modeling the linear relationship between the explanatory (independent) and response (dependent) variables is the aim of MLR. Since multiple regression incorporates more than one explanatory variable, it is essentially an extension of ordinary least-squares (OLS) regression.

Multiple regression analysis is a generally used statistical technique in research, particularly in marketing and business studies. It helps analyze the relationship between multiple independent variables and a single dependent variable, allowing researchers to assess the impact of various factors on an outcome. According to Hair et al. (2019), regression analysis provides valuable insights by determining whether independent variables significantly influence the dependent variable and to what extent they explain variations in the data.

Four independent variables, recruitment and selection, training and development, compensation and benefits and performance appraisal and one dependent variable, employee job satisfaction are compared in this study using multiple regression analysis. This analysis aids in determining whether there is statistical confidence in the independent variables' ability to explain the variance in customer satisfaction. A multiple regression model's general formula is:

$$Y = f(X_1, X_2, X_3, X_4 \dots, X_k)$$

Where,

Y = Employee Job Satisfaction

X₁ = Recruitment and Selection

X₂ = Training and Development

X₃ = Compensation and Benefits

X₄ = Performance Appraisal

The p-value will be used to assess the independent variables' significance. The likelihood that the observed association between the independent and dependent variables happened by chance is indicated by the p-value. Generally speaking, a p-value of less than 0.05 indicates that there is a statistically significant relationship between the independent and dependent variables. The explanatory power of the model was also evaluated by computing the R-squared (R²) value. The percentage of variance in the dependent variable (employee job satisfaction) that can be accounted for by the independent variables (performance appraisal, training and development, remuneration and benefits, and recruitment and selection) is known as the R-squared.

It ranges from 0 to 1, where a higher value indicates a better fit of the model. For instance, an R-square value of 0.70 means that 70% of the variation in customer satisfaction could be explained by the independent variable included in the model. However, since R-squared tends to increase with the addition of more variables, the

adjusted R-squared was used to provide a more accurate measure by accounting for the number of predictors in the model.

The F-value is another critical measure in multiple regression analysis. It tests the overall significance of the regression model by comparing the model's explained variance to the unexplained variance. A high F-value, along with a statistically significant p-value (typically < 0.05), indicates that the model is a good fit and that the independent variables collectively have a significant effect on the dependent variable.

Multiple regression assumes linearity, normality, and homoscedasticity. Regression assumes that variables have normal distributions as Non-normally distributed variables result in distorted relationships and significance tests. Visual inspection of data plots, skew, kurtosis, and P-P plots gives researchers information about normality. Also, outliers can be identified through visual inspection of histograms or frequency distributions or by converting data to z-scores (Osborne & Waters, 2002).

Homoscedasticity refers to when the variance of the error is constant at all levels of the independent variable. In the case where the error variance differs at different independent variable values, heteroscedasticity is indicated. Although a slight difference only has little effect on the significance test, it could also lead to serious distortions and seriously weaken the analysis. The assumption can be validated through visual examination of a plot of the standardized residuals by the regression standardized predicted values. Heteroscedasticity is indicated when the residuals are not evenly scattered around the line.

CHAPTER IV

ANALYSIS OF HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE JOB SATISFACTION

The analysis of how KBZ Bank' human resource management procedures affect workers' job satisfaction in Mandalay is covered in this chapter. It begins with an overview of respondents' demographic characteristics, followed by descriptive statistics of key variables. The overall mean values are examined to understand customer perceptions. A reliability test is conducted to ensure consistency in measurement. Furthermore, analysis is done on the connections between employee job satisfaction and HRM practices. This chapter's findings cover important light on the relationship between employee job satisfaction and HRM practices.

4.1 Demographic Factors of Respondents

The demographic characteristics of the respondents provide essential background information that supports contextualizing the findings of the study. In this research, the sample consisted of 117 respondents who were employees of KBZ Bank in Mandalay. Gender, age, marital status, education level, job title, work experience, and monthly income were among the demographic information gathered. The gathered data is presented in the form of tables that include the frequency and percentage rate findings of the respondents in order to give general demographic information about the employees. The following subsections contain the profiles of 117 employees of KBZ Bank in Mandalay.

4.1.1 Gender of Respondents

The gender of respondents is divided into two categories and presented in Table 4.1.

Table 4.1 Gender of Respondents

Gender	Frequency	Percent (%)
Male	40	34.2
Female	77	65.8
Total	117	100.0

Source: Survey Data, 2025

The majority of respondents, or 65.8% of the total, are female, as indicated in Table 4.1. The remaining respondents, or 34.2% of the total, are male. Consequently, there are more female respondents in this study than male respondents. Compared to men, women are more interested in this bank.

4.1.2 Age of Respondents

There are five age groupings for the respondents: 20–24, 25–29, 30–34, and 35–39. Table 4.2 shows the respondents' ages.

Table 4.2 Age of Respondents

Age (Years)	Frequency	Percent (%)
20-24	3	2.6
25-29	58	49.6
30-34	42	35.9
35-39	14	12.0
Total	117	100.0

Source: Survey Data, 2025

According to Table 4.2, the majority of respondents (49.6%) are between the ages of 25 and 29. The next largest age groups are 30-34 (35.9%) and 35-39 (12.2%). However, only 2.6% of the responders are between the ages of 20 and 24.

4.1.3 Marital Status of Respondents

Respondents' marital status was separated into two categories: range 1 (married) and range 2 (single). The respondents' marital status is shown in Table 4.3 below.

Table 4.3 Marital Status of Respondents

Marital Status	Frequency	Percent
Single	79	67.5
Married	38	32.5
Total	117	100.0

Source: Survey Data, 2025

Out of 117 respondents, the most respondents are single (67.5%) and followed by married (32.5%), as seen in Table 4.3 above. The results show that there are more single employees at this bank than married employees.

4.1.4 Education Level of Respondents

Respondents' educational backgrounds are separated into three categories: master, graduate and diploma. Table 4.4 displays the educational attainment of the respondents.

Table 4.4 Education Level of Respondents

Education Level	Frequency	Percent
Diploma Level	98	83.8
Graduate Level	1	0.9
Master Level	18	15.4
Total	117	100.0

Source: Survey Data, 2025

The responders with a diploma level of education are 83.8%, as shown in Table 4.4. The responders who have a diploma are therefore more likely to be employed by this bank. The majority of responders are non-managerial staff members.

4.1.5 Year of Service

Four categories are used to group employees' years of service: 2–5 years, 6–9 years, 10–13 years, and 14–17 years. In Table 4.5, this is displayed.

Table 4.5 Year of Service

Year of Service	Frequency	Percent (%)
2-5	41	35.0
6-9	67	57.3
10-13	7	6.0
14-17	2	1.7
Total	117	100.0

Source: Survey Data, 2025

Table 4.5 shows that 57.3% of respondents have 6 to 9 years of service, which is the most years of service, while 1.7% of respondents have between 14 and 17 years of service which is the least number of years of service.

4.1.6 Salary of Respondents

Employees' salaries are classified into two groups: between 300000 and 500000 kyats and between 500000 and 700000 kyats. The results are shown in the following table.

Table 4.6 Salary of Respondents

Salary (Kyats)	Frequency	Percent (%)
300000-500,000	80	68.4
500,000-700,000	37	31.6
Total	117	100.0

Source: Survey Data, 2025

According to Table 4.6, 68.4% of respondents receive a salary between 300,000 and 500,000 kyats per month, which is the highest salary, and 31.6% of respondents earn 300,000 to 500,000 kyats per month.

4.2 Reliability Analysis

The reliability of questionnaire items is tested using Cronbach's Alpha measurements. Reliability analysis of HRM procedures and employee job satisfaction at KBZ Banks in Mandalay was conducted following the survey. The degree of positive correlation between items in a set is indicated by the reliability coefficient (Sekaran & Bougie, 2016).

Table 4.7 Reliability Analysis

Sr. No.	Factors	No. of Items	Cronbach's Alpha
1.	Recruitment and Selection	9	0.980
2.	Training and Development	10	0.983
3.	Compensation and Benefit	11	0.984
4.	Performance Appraisal	9	0.984
5.	Employee Job Satisfaction	13	0.990

Source: Survey Data, 2025

The reliability test findings for the questionnaire items on hiring and selection, training and development, pay and benefits, performance reviews, and employee job satisfaction are compiled in Table 4.7. The outcome shows how reliable and consistent the variables in the analysis were.

According to Table 4.7, the reliability statistic for recruitment and selection is 0.980. The reliability statistics for training and development is 0.983. The reliability statistics for compensation and benefits and performance appraisal are 0.984 and 0.984, respectively. The reliability statistic for employee job satisfaction is 0.99. The reliability ranges are 0.9 and above. Therefore, the reliability for all variables is excellent, and all variables are having reliability and consistency.

4.3 Descriptive Statistics of the Variables

In this study, descriptive statistics are used to describe the mean values and standard deviation of the observed variables in addition to expressing the demographic aspects. Employee job satisfaction and HRM practices were the subjects of descriptive statistics calculated as means and standard deviations for respondents.

4.3.1 Mean and Standard Deviation of Recruitment and Selection

Respondents were asked to respond to nine statements on recruiting and selection. The mean and standard deviation for recruiting and selection are shown in Table 4.8.

Table 4.8 Mean and Standard Deviation of Recruitment and Selection

Sr. No.	Descriptions	Mean	Standard Deviation
1.	Advertising by using the company website to attract the right employees	6.27	0.750
2.	Selecting employees with required skills and capabilities to provide good service	6.20	0.779
3.	Recruiting current employees by promoting	6.13	0.896
4.	Recruiting high quality employees	6.13	0.924
5.	Using a measurement tool to evaluate the candidate's capabilities and skills	6.18	0.857
6.	Being unbiased and transparent for the organization's recruitment	6.22	0.811
7.	Recruiting employees with high experience	6.23	0.747
8.	Considering education level when recruiting employees	6.25	0.742
9.	Recruiting the employees with background of banking experience	6.19	0.890
Overall Mean		6.23	0.767

Source: Survey Data, 2025

According to Table 4.8, overall mean scores of recruitment and selection are shown as 6.23. This result is showing that current recruitment and selection programs are satisfactory for employees. These days, anyone can readily check the vacancy announcements posted by KBZ Bank on social media. Additionally, KBZ Bank offers

employment opportunities to recent graduates, which encourages them to contribute more to the organization's growth and gives them greater drive. KBZ Bank recruits candidates with high experience to achieve sustainable goals. In addition, KBZ Bank recruits the right person in the right place because the recruitment system is unbiased and transparent. According to the result, KBZ Bank should recruit current employees by promoting high-quality employees.

4.3.2 Mean and Standard Deviation of Training and Development

Respondents are required to respond to eight items regarding training and development. The mean and standard deviation for training and development are shown in Table 4.9.

Table 4.9 Means and Standard Deviations of Training and Development

Sr. No.	Descriptions	Mean	Standard Deviation
1.	Providing training to new employees to meet the required skills in the workplace	6.21	0.849
2.	Being a trained employee when they moved from one department to another	6.23	0.824
3.	Providing training through performance evaluation	6.25	0.860
4.	Communicating well with coworkers by receiving frequent training	6.25	0.753
5.	Being skilled with advanced knowledge by providing continual training	6.22	0.821
6.	Providing training related to the individual needs of each employee	6.21	0.839
7.	Providing training for employees at least once a year	6.21	0.839
8.	Conducting training evaluations after training	6.22	0.821
Overall Mean		6.23	0.768

Source: Survey Data, 2025

Table 4.9 shows that the employees are satisfied with KBZ Bank's training and development program, with an overall mean score of almost 6.23. KBZ Bank provides training through performance evaluation. Therefore, workers receive regular training, and they are always looking for top-notch instruction that will protect the

company's reputation. Additionally, they have the chance to acquire advanced skills and information. Training evaluations aid employees in developing their careers in addition to training. KBZ Bank gives new workers relevant on-the-job training before assigning them to roles. Conducting orientation in KBZ Bank should match the employees' expectations. Training should be closely related to the individual needs of each employee.

4.3.3 Mean and Standard Deviation of Compensation and Benefits

Eight statements about pay and benefits were to be answered by the respondents. Table 4.10 presents the mean and standard deviation for promotion opportunity.

Table 4.10 Mean and Standard Deviation of Compensation and Benefits

Sr. No.	Descriptions	Mean	Standard Deviation
1.	Having reward system so as to encourage employees to provide service	6.20	0.912
2.	Getting an annual bonus by everyone to enhance employees' performance	6.22	0.842
3.	Having chances for employees to promote based on their service years so that they perform actively	6.27	0.837
4.	Recognition for the work done to be effective in doing the job	6.20	0.843
5.	Providing additional advantages in order to improve the interesting in their jobs	6.24	0.827
6.	Providing excellent service are rewarded for their efforts	6.22	0.832
7.	Providing salary to its employees based on performance	6.23	0.875
8.	Getting promotion according to job performance	6.21	0.846
9.	Providing compensation and benefit by performance evaluation	6.26	0.781
10.	Providing enough leave for important family issues	6.21	0.879
11.	Having reward policy for employees with high working experience	6.21	0.856
Overall Mean		6.20	0.856

Source: Survey Data, 2025

The overall mean value for compensation and benefits is 6.2. Therefore, it can be said that employees comply with the policy on pay and benefits. KBZ Bank gives chances for employees to promote based on their service years. Employees are provided additional advantages, including allowances. Moreover, they receive salary and bonuses according to performance evaluation. It is found that employees get promotions according to job performance. Providing enough leave for important family issues is essential for employees. KBZ Bank should focus on recognition for employees for work done. The employees who provide excellent service are rewarded for their efforts. KBZ Bank should arrange a reward policy for employees with high working experience. Furthermore, the reward system needs to encourage employees to provide service.

4.3.4 Mean and Standard Deviation of Performance Appraisal

Nine statements are used to measure performance appraisal. Mean and standard deviation for the performance appraisal are shown in the following table.

Table 4.11 Mean and Standard Deviation of Performance Appraisal

Sr. No.	Descriptions	Mean	Standard Deviation
1.	Having formal appraisal system	6.25	0.730
2.	Having fair performance evaluation system	6.21	0.804
3.	Being accurate in evaluating performance	6.17	0.854
4.	Conducting performance appraisal periodically in the organization	6.22	0.811
5.	Helping to identify the strength and weakness of the employees through performance appraisal system	6.21	0.794
6.	Giving feedback to employees by the organization	6.25	0.798
7.	Being updated the performance appraisal system	6.20	0.779
8.	Helping to enhance performance by performance appraisal system	6.21	0.815
9.	Encouraging to perform effectively by performance appraisal system	6.21	0.815
Overall Mean		6.23	0.747

Source: Survey Data, 2025

As indicated in Table 4.11, the overall mean score is 6.23, indicating that their performance review system is operating efficiently and in a suitable state. After evaluating an employee's performance, KBZ Bank provides feedback so that they can identify their needs and have time to address them. Additionally, employees can manage the time to complete their performances because the performance appraisal system is completed within a specific time frame. The majority of staff are voluntarily upgrading KBZ Bank's present performance appraisal system in light of the current circumstances.

4.3.5 Mean and Standard Deviation of Employee Job Satisfaction

Perceptions of employee job satisfaction are measured by using thirteen statements. Table 4.13 shows the means and standard deviations for employee job satisfaction.

Table 4.12 Mean and Standard Deviation of Employee Job Satisfaction

Sr. No.	Descriptions	Mean	Standard Deviation
1.	Getting the pay is worth with the work	6.26	0.790
2.	Being satisfied with the benefits received	6.21	0.815
3.	Being proud for this work	6.29	0.683
4.	Being enjoy working with the colleagues	6.23	0.792
5.	Being satisfied with the chance to promote	6.25	0.776
6.	Being like working in this company	6.25	0.808
7.	Being satisfied with their chance for salary increase	6.26	0.770
8.	Being satisfied with the recognition according to performance	6.24	0.816
9.	Being satisfied with safe workplace for the staff	6.31	0.737
10.	Being satisfied with recruitment and selection system	6.26	0.814
11.	Being satisfied with performance evaluation	6.26	0.792
12.	Being satisfied with training programs	6.30	0.710
13.	Being satisfied with supervisor's support	6.27	0.784
Overall Mean		6.26	0.767

Source: Survey Data, 2025

According to Table 4.13, the overall mean score is also 6.26, which means that employees are satisfied with HR practices used by KBZ Bank. Employees like working in this bank and have the opportunity to promote their job knowledge. It is also found that employees are satisfied with the recruitment and selection system. Moreover, they are satisfied with the pay that is worth the work and are satisfied with the benefits, such as the bonuses and incentives provided by this bank.

It is also found that employees enjoy working with their colleagues, and they have good relationships with coworkers within their work. In addition, they are satisfied with a safe workplace for them. Employees are satisfied with performance evaluation. Moreover, it is found that employees are satisfied with their chance for salary increase, and they are proud of doing work in this bank.

4.4 Summary of Overall Mean Values of Human Resource Management Practices

The overall mean values of human resource management practices of the KBZ Banks in Mandalay are shown in Table 4.12.

Table 4.13 Summary of Overall Mean Value of Human Resource Management Practices

Sr. No.	Internal Marketing Practices	Overall Mean	Standard Deviation
1	Recruitment and Selection	6.23	0.767
2	Training and Development	6.20	0.856
3	Compensation and Benefits	6.23	0.768
4	Performance Appraisal	6.23	0.747

Source: Survey Data, 2025

As shown in Table 4.12, the mean scores of all variables is very high. It can be concluded that employees prefer the human resource management practices currently used by KBZ Banks.

4.5 Analysis of the Effects of Human Resource Management Practices on Employee Job Satisfaction

The findings of the impact of HRM practices on employee job satisfaction are shown in Table 4.14 in this section. Employee work satisfaction is the dependent variable in multivariate linear regression models, whereas recruiting and selection, training and development, promotion opportunities, and rewards and recognition are the independent variables. Measured and briefly displayed in the table are the R-squared, F-value, unstandardized beta coefficients, t-value, and significance value. The multicollinearity analysis by using variance inflation factors (VIF) is also checked and indicates that there are no variables exceeding the “rule of thumb” of 10 for VIF.

Table 4.14 Effects of Human Resource Management Practices on Employee Job Satisfaction

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	b	Std. Error	B			
(Constant)	0.555	0.279		1.990	0.049	
Recruitment and Selection	0.003	0.071	0.003	0.046	0.964	3.053
Training and Development	0.227*	0.124	0.227	1.831	0.070	8.977
Compensation and Benefits	0.300***	0.085	0.334	3.506	0.001	5.299
Performance Appraisal	0.389***	0.095	0.378	4.081	0.000	5.012
R	0.899					
R ²	0.808					
Adjusted R ²	0.801					
F-value	117.732***					

Source: Survey Data, 2025

*** indicates statistical significance at 1% level.

* indicates statistical significance at 10% level.

According to Table 4.14, regression analysis is conducted with employee job satisfaction and HRM practices such as recruitment and selection, training and development, and compensation and benefits as the independent variables. The model

of adjusted R^2 value of 0.801 indicates that 80.1% of variation in employee job satisfaction is explained by recruitment and selection, training and development, compensation and benefits, and performance appraisal and the sample size. Results show that the F-value is 117.732 and that the predictors or independent variables, namely recruitment and selection, training and development, compensation and benefits, and performance appraisal, combine together to predict employee job satisfaction in KBZ Banks in Mandalay. The value of significant is 0.000 $p < 0.001$, showing that all predictor variables combine to predict employee job satisfaction very well. The relationship between the independent variables and the dependent variable is significant at the 1% level.

The value of the regression coefficient between recruitment and selection and employee job satisfaction is 0.003 ($t=0.046$, $p=0.964$). This shows there is a positive relationship between recruitment and selection and employee job satisfaction, but it is not significant. The value of the regression coefficient between training and development and employee job satisfaction is 0.227 ($t=1.831$, $p=0.07$). This shows there is a positive relationship between training and development and employee job satisfaction at a 10% significance level. It could be explained that employee job satisfaction is high by providing more training.

The value of the regression coefficient between compensation and benefits and employee job satisfaction is 0.3 ($t=3.506$, $p=0.001$). This shows there is a positive relationship between compensation and benefits and employee job satisfaction at a 1% significance level. It could be explained that if employees get a high salary and bonus, they will be satisfied in their work. The value of the regression coefficient between performance appraisal and employee job satisfaction is 0.389 ($t=4.081$, $p=0.000$). This shows there is a positive relationship between performance appraisal and employee job satisfaction at a 1% significance level.

According to the above result, training and development, compensation and benefits, and performance appraisal are significantly associated with employee job satisfaction. Among them, performance appraisal is the most influential independent variable on employee job satisfaction. However, recruitment and selection are not significantly associated with employee job satisfaction. Therefore, job satisfaction of employees can improve through training and development, compensation and benefits, and performance appraisal.

Furthermore, diagnostic plots (histogram, normal P-P plot, and scatterplot of residuals) confirm that the assumptions of normality and homoscedasticity are satisfactorily met. The histogram displayed a bell-shaped distribution, and the P-P plot showed most points aligning closely with the diagonal reference line, indicating that residuals are normally distributed. The scatterplot of standardized residuals against predicted values showed no systematic pattern, suggesting that variance in residuals is consistent across all levels. These results validate that the model assumptions were fulfilled, and the regression analysis is appropriate for interpretation.

All Variance Inflation Factor (VIF) values for the independent variables were below 10, indicating that no serious multicollinearity issues are present in the model. Therefore, the regression coefficients are considered stable and reliable.

According to the above result, training and development, compensation and benefits, and performance appraisal are significantly associated with employee job satisfaction. Among them, performance appraisal is the most influential independent variable on employee job satisfaction. However, recruitment and selection are not significantly associated with employee job satisfaction. Therefore, job satisfaction of employees can improve through training and development, compensation and benefits, and performance appraisal.

4.6 Achieving Hypothesis Testing

To achieve the objectives of this study, multiple regression analysis was conducted to test the proposed hypotheses. The findings from the regression analysis are summarized below.

The results indicate that recruitment and selection have a significant influence on employee job satisfaction, as evidenced by a standardized beta coefficient of 0.003, a t-value of 0.046, and a significance level of 0.964 (>0.1). Therefore, H_1 is rejected.

Moreover, training and development has a significant influence on employee job satisfaction, with a standardized beta coefficient of 0.227, a t-value of 1.831, and a significance level of 0.07 (<0.1). As a result, H_2 is also accepted.

On the other hand, compensation and benefits also have a significant influence on employee job satisfaction, with a standardized beta coefficient of 0.3, a t-value of 3.506, and a significance level of 0.001 (<0.01). Therefore, H_3 is accepted.

Finally, performance appraisal has a significant influence on employee job satisfaction, with a standardized beta coefficient of 0.389, a t-value of 4.081, and a significance level of 0.000 (<0.01). As a result, H₄ is also accepted.

To conclude, the findings suggest that all four human resource management practices, such as recruitment and selection, training and development, compensation and benefits, and performance appraisal, have a statistically significant and positive impact on employee job satisfaction at KBZ Banks in Mandalay. Among these, performance appraisal is the most influential factor, highlighting its critical role in enhancing employee job satisfaction in the organizational context.

CHAPTER V

CONCLUSION

This chapter is the conclusion of the study, in which the discussion is based on the results or findings. In addition, this chapter concludes by presenting the suggestions and recommendations and needs for further research as found by the study.

5.1 Findings and Discussions

The human resource management practices of KBZ Banks in Mandalay are identified by using descriptive statistics. According to the results of the demographic factors of respondents, there are more female respondents than male respondents. It can be concluded that females are more interested in this bank compared to males. In terms of respondents' age, most of the respondents are between 25 and 29 years old. The result shows that the majority of employees are single. It is found that single respondents are more working in this bank than married respondents.

Moreover, the majority of respondents are at the diploma level. It can be concluded that most employees are non-managerial employees. Regarding work experience, most respondents have between 6 and 9 years of service. According to the result, it can be concluded that the working experience of employees is suitable. It is found that most of the respondents get salaries between 300,000 and 500,000 kyats.

In this study, the effects of human resource management practices on employee job satisfaction are analyzed. According to the multiple regression analysis results, performance appraisals have the most significant effect on employee job satisfaction, followed by compensation and benefits and training and development. It is found that performance appraisal leads to employee job satisfaction. However, recruitment and selection have no significant effect on employee job satisfaction.

It is found that performance appraisal is the most influential factor affecting employee job satisfaction. The performance appraisal system of KBZ Bank identifies the strengths and weaknesses of employees. After appraisal by an immediate supervisor, giving feedback to employees is very helpful for those who have needs and requirements for their performances. Employees are immediately aware of which abilities require additional practice, and they also know that there are no

misunderstandings or disagreements in the appraisal process, which makes it more equitable. Periodically conducting appraisals allows employees to get ready for the next performance review by preparing their abilities and requirements.

The findings reveal that compensation and benefits are the second most influential factor that influence employee job satisfaction. An effective salary and benefits plan is a type of retention strategy used by growing companies to keep their top workers. The results show that KBZ Bank gives chances for employees to promote based on their years of service. Employees are provided additional advantages, including allowances. Moreover, they receive salary and bonuses according to performance evaluation. It is found that employees get promotions according to job performance. Providing enough leave for important family issues is essential for employees.

It is found that training and development is the third most influential factor among the other factors. Providing effective training for employees is positively related to higher employee job satisfaction. KBZ Bank has well-developed training programs for employees. This is an effectiveness for employees' job satisfaction because the employees believe these kinds of trainings can bring not only self-motivation but also help in their working efficiency. In addition, they have the chance to learn advanced knowledge and skills. Besides training, employees get career development by training evaluations. KBZ Bank gives relevant on-the-job training to new employees before assigning them to the position.

The findings show that recruitment and selection have no significant effect on employee job satisfaction. According to the results of perceptions of employees, the recruitment and selection process is enough to sustain and advance employee work satisfaction. In addition to having excellent personnel, those with varying educational backgrounds and banking experience are also chosen to motivate them to approach their work environment. During the hiring process, open positions are transparently posted on social media, giving all applicants equal chances. Furthermore, it is found that KBZ Bank is using social media for vacancy announcements, which can be easily checked by everyone nowadays.

Human Resource Management (HRM) practices are related to each other, and all the components are concerned with employees' job satisfaction. Human resource management (HRM) practices are crucial components that must be developed for any firm to grow. They serve as the organization's primary cornerstones. Effective human

resource management (HRM) techniques can foster a welcoming and unquestionably happy work environment for staff members.

5.2 Suggestions and Recommendations

The human resource management procedures employed by KBZ Banks in Mandalay have been demonstrated in this study. The following suggestions are made in light of the results, which would enable KBZ Banks to enhance employee job satisfaction and HRM procedures.

Even if the current method for performance appraisal is formal, equitable, and fair, it nevertheless needs to be changed to reflect the evolving nature of the workplace. Moreover, it is suggested that KBZ Banks should establish an effective human resource management system in their workplace and use more attractive human resource management practices than the currently used practices.

Concerning compensation and benefits, employees with excellent service should be rewarded for their efforts. Moreover, KBZ Bank should arrange a reward policy for employees with high working experience. In order to enhance employee job satisfaction, the banking sector should provide employees with more attractive bonuses and incentives than the current ones. It is recommended that KBZ Bank should develop attractive compensation and benefits in order to increase employee job satisfaction in the current workplace. Furthermore, the compensation and benefits system should be updated and maintained to be attractive for employees.

The results of training and development show that the employees are satisfied with the training and development program of KBZ Bank. Conducting orientation in KBZ Bank matches with the employees' expectations. Furthermore, training is closely related to the individual needs of each employee. It is suggested that the current training and development program of KBZ Bank should be maintained.

According to the result of multiple regression analysis, employees are not satisfied with the recruitment and selection system. Therefore, the recruitment and selection program of KBZ Bank should be unbiased and transparent to recruit the right person in the right place. In addition, KBZ Bank should recruit current employees by promoting high-quality employees. It can be recommended that KBZ Bank should employ a better recruitment system than the existing one and maintain the current situation of employee job satisfaction.

The results show that employee job satisfaction is positively impacted by human resource management strategies, including performance reviews, pay and benefits, and training and development. It means that the human resource management practices are important to enhance their job satisfaction. Therefore, KBZ Bank should emphasize more training and development, compensation and benefits, and performance appraisal to get more job satisfaction.

A reputable company like KBZ Bank should periodically conduct employee satisfaction surveys to prevent unfavorable effects on turnover and maintain a strong retention system.

5.3 Implications of the Study

The results of an analysis of KBZ Bank's human resource management (HRM) procedures show that openness, impartiality, and equality in hiring and selection are important components of job satisfaction and should be maintained. Additionally, it places the appropriate person in the right place to help KBZ Bank improve.

All employees should have access to adequate training programs from the company. Indeed, there was a positive correlation between job satisfaction and training. Workers will feel demotivated and less satisfied with the company if they believe they are not receiving enough training. As a result, the company should be concerned about this matter. The company should keep a systematic record of the training lists of its staff. The business should make sure that the employees are receiving training that is appropriate for their job scope and that the participants' names are not repeated in comparable courses. In summary, the firm should expand its human resource development division and set aside enough funds for training.

The second conclusion is that the company should review and assess its benefits and compensation plans in light of the market and its rivals. This is to guarantee that the organization's benefit and pay packages are current and competitive enough to keep workers. The findings also showed a substantial correlation between work satisfaction and pay and benefits. Therefore, employers should pay their workers a fair wage, but they shouldn't use this as the sole justification for keeping them on board. Employees should value the financial incentives as well. In order to improve a performance culture within the banking industry, awards should be based on performance.

The third conclusion is that the business should have a systematic way of assessing employee performance. The company should also provide adequate information regarding the performance review process. The technique may be performed correctly because the staff members are well-known. The company should also carry out study and decide which performance evaluation system is best for the company. To help employees become more motivated and perform better, a manager or supervisor should also address their issues and offer coaching. After the evaluation process, an interview allows the superior and subordinate to pinpoint and improve their areas of weakness.

The study's ultimate conclusion is that it can help employers and human resource managers in particular make well-informed decisions about the advancement of their workforce. The results will assist them in proactively identifying both classic and modern HRM approaches that will preserve workforce productivity and equip and keep their diverse staff. Because employee demands might vary over time, human resource management procedures should be reviewed periodically.

5.4 Needs for Further Study

Furthermore, the respondents from other industries in other regions were the only focus of this study. Future studies ought to use a larger sample size and not limit their attention to headquarters. This is because more trustworthy results can be reflected by responders from different places. In order to obtain trustworthy data after providing the responder with more information about the question, it is also advised that the researchers employ a variety of methods, such as in-person or telephone interviews. It is time-consuming, but it can reduce responder falsification. Future studies should include other banks and other industries with other variables like industrial relations, employee relations, and occupational safety and health to find out how these relate to job satisfaction.

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APPENDICES

Questionnaire

Dear Respondents,

This questionnaire survey is intended for my research to fulfill a Master of Business Administration (MBA) degree at the University of Co-operative and Management, Sagaing. I am doing research on "Effect of Human Resource Management Practices on Employee Job Satisfaction of KBZ Banks in Mandalay."

Section A: Demographic Profile

Fill in the following questions in the space provided by putting a tick [✓].

1. Gender
Male Female

2. Age ----- years

3. Marital Status
Single Married

4. Education
Diploma
Bachelor
Master

5. Position
Managerial Level
Non-managerial Level

6. Working Experience ----- year

7. Salary
Below 300,000 Kyats
Between 300,000 and 500,000 Kyats
Between 500,000 and 700,000 Kyats
Above 700,000 Kyats

Section B: Human Resource Management Practices and Employee Job Satisfaction

Please tick (✓) one box per statement according to the scale stated below.

Note 1 = Strongly Disagree

2 = Disagree

3 = Somewhat Disagree

4 = Neither Agree nor Disagree

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

Sr. No.	Recruitment and Selection	1	2	3	4	5	6	7
1.	This company utilizes company website to attract the right employees (e.g., advertising in newspaper)							
2.	Employees with required skills and capabilities are selected to provide good service.							
3.	This company recruits current employees by promoting.							
4.	The organization recruits high quality employees.							
5.	This company uses measurement tool to evaluate the candidate's capabilities and skills.							
6.	The organization's recruitment is unbiased and transparency.							
7.	This company recruits employees with high experience.							
8.	The organization's recruitment considers all education levels of employees.							
9.	The organization also recruits the employees with background of banking experience.							

Sr. No.	Compensation and Benefits	1	2	3	4	5	6	7
1.	Reward system in this hospital encourages employees to take a great health care.							
2.	The organization gives annual bonus by everyone to enhance employee performance.							
3.	Employees have the chance to promote based on their service years so that they perform actively.							
4.	Employees receive recognition for the work done to be effective in doing the job.							
5.	The organization provides additional advantages in order to improve the interesting in their jobs.							
6.	The employees who provide excellent service are rewarded for their efforts.							
7.	Salary for employees is based on performance.							
8.	The organization provides promotion according to job performance.							
9.	Compensation and benefit is provided by performance evaluation.							
10.	Employees receive enough leave for important family issues.							
11.	The organization provides reward policy for employees with high working experience							

Sr. No.	Training and Development	1	2	3	4	5	6	7
1.	New employees are trained to meet the required skills in the workplace.							
2.	If one employee is moved from one department to another, the supervisor trained this employee.							
3.	Employees are provided training through performance evaluation.							
4.	As I receive frequent training, I am able to communicate well with my coworkers.							
5.	As the organization gives me continual training, I am skilled with advanced knowledge.							
6.	Training is closely related to the individual needs of each employee.							
7.	The organization gives training for employees once a year at least.							
8.	The organization conducts training evaluation after training.							

Sr. No.	Performance Appraisal	1	2	3	4	5	6	7
1.	The organization arranges formal appraisal system.							
2.	Performance evaluation system is fair.							
3.	The organization conducts performance evaluation accurately.							
4.	Performance appraisal is done periodically in the organization.							
5.	Performance appraisal system helps to identify the strength and weakness of the employees.							
6.	The organization gives feedback to employees.							
7.	The performance appraisal system should be updated.							
8.	Performance appraisal system helps to enhance performance.							
9.	Performance appraisal system encourages to performance effectively.							

Sr. No.	Employee Job Satisfaction	1	2	3	4	5	6	7
1.	The pay I received is worth with my work.							
2.	I am satisfied with the benefits.							
3.	I am proud for my work.							
4.	I am enjoy working with my colleagues.							
5.	I am satisfied with the chance to promote.							
6.	I like working in this company.							
7.	I am satisfied with their chance for salary increase.							
8.	I am satisfied with the recognition according to performance.							
9.	I am satisfied with safe workplace in my organization.							
10.	I am satisfied with recruitment and selection system.							
11.	I am satisfied with performance evaluation.							
12.	I am satisfied with training programs.							
13.	I am satisfied with supervisor's support.							

Statistical Outputs

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	40	34.2	34.2	34.2
	Female	77	65.8	65.8	100.0
	Total	117	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23	1	.9	.9	.9
	24	2	1.7	1.7	2.6
	25	9	7.7	7.7	10.3
	26	8	6.8	6.8	17.1
	27	13	11.1	11.1	28.2
	28	8	6.8	6.8	35.0
	29	20	17.1	17.1	52.1
	30	10	8.5	8.5	60.7
	31	12	10.3	10.3	70.9
	32	9	7.7	7.7	78.6
	33	4	3.4	3.4	82.1
	34	7	6.0	6.0	88.0
	35	7	6.0	6.0	94.0
	36	6	5.1	5.1	99.1
	37	1	.9	.9	100.0
	Total		117	100.0	100.0

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	79	67.5	67.5	67.5
	Married	38	32.5	32.5	100.0
	Total	117	100.0	100.0	

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	98	83.8	83.8	83.8
	Bachelor	1	.9	.9	84.6
	Master	18	15.4	15.4	100.0
	Total	117	100.0	100.0	

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-managerial Level	117	100.0	100.0	100.0

Year of Service						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	2	11	9.4	9.4	9.4	
	3	11	9.4	9.4	18.8	
	4	8	6.8	6.8	25.6	
	5	11	9.4	9.4	35.0	
	6	11	9.4	9.4	44.4	
	7	18	15.4	15.4	59.8	
	8	22	18.8	18.8	78.6	
	9	16	13.7	13.7	92.3	
	10	5	4.3	4.3	96.6	
	11	1	.9	.9	97.4	
	12	1	.9	.9	98.3	
	14	1	.9	.9	99.1	
	15	1	.9	.9	100.0	
	Total		117	100.0	100.0	

Salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	300000-500000	80	68.4	68.4	68.4
	500000-700000	37	31.6	31.6	100.0
	Total	117	100.0	100.0	

Reliability Statistics	
Cronbach's Alpha	N of Items
.980	9

Item Statistics			
	Mean	Std. Deviation	N
Recruitment and Selection	6.27	.750	117
Recruitment and Selection	6.20	.779	117
Recruitment and Selection	6.13	.896	117
Recruitment and Selection	6.13	.924	117
Recruitment and Selection	6.18	.857	117
Recruitment and Selection	6.22	.811	117
Recruitment and Selection	6.23	.747	117
Recruitment and Selection	6.25	.742	117
Recruitment and Selection	6.19	.890	117

Reliability Statistics	
Cronbach's Alpha	N of Items
.984	11

Item Statistics			
	Mean	Std. Deviation	N
Compensation and Benefits	6.20	.912	117
Compensation and Benefits	6.22	.842	117
Compensation and Benefits	6.27	.837	117
Compensation and Benefits	6.20	.843	117
Compensation and Benefits	6.24	.827	117
Compensation and Benefits	6.22	.832	117
Compensation and Benefits	6.23	.875	117
Compensation and Benefits	6.21	.846	117
Compensation and Benefits	6.26	.781	117
Compensation and Benefits	6.21	.879	117
Compensation and Benefits	6.21	.856	117

Reliability Statistics	
Cronbach's Alpha	N of Items
.983	10

Item Statistics			
	Mean	Std. Deviation	N
Training and Development	6.21	.849	117
Training and Development	6.23	.824	117
Training and Development	6.25	.860	117
Training and Development	6.25	.753	117
Training and Development	6.22	.821	117
Training and Development	6.21	.839	117
Training and Development	6.21	.839	117
Training and Development	6.22	.821	117

Reliability Statistics	
Cronbach's Alpha	N of Items
.984	9

Item Statistics			
	Mean	Std. Deviation	N
Performance Appraisal	6.25	.730	117
Performance Appraisal	6.21	.804	117
Performance Appraisal	6.17	.854	117
Performance Appraisal	6.22	.811	117
Performance Appraisal	6.21	.794	117
Performance Appraisal	6.25	.798	117
Performance Appraisal	6.20	.779	117
Performance Appraisal	6.21	.815	117
Performance Appraisal	6.21	.815	117

Reliability Statistics	
Cronbach's Alpha	N of Items
.990	13

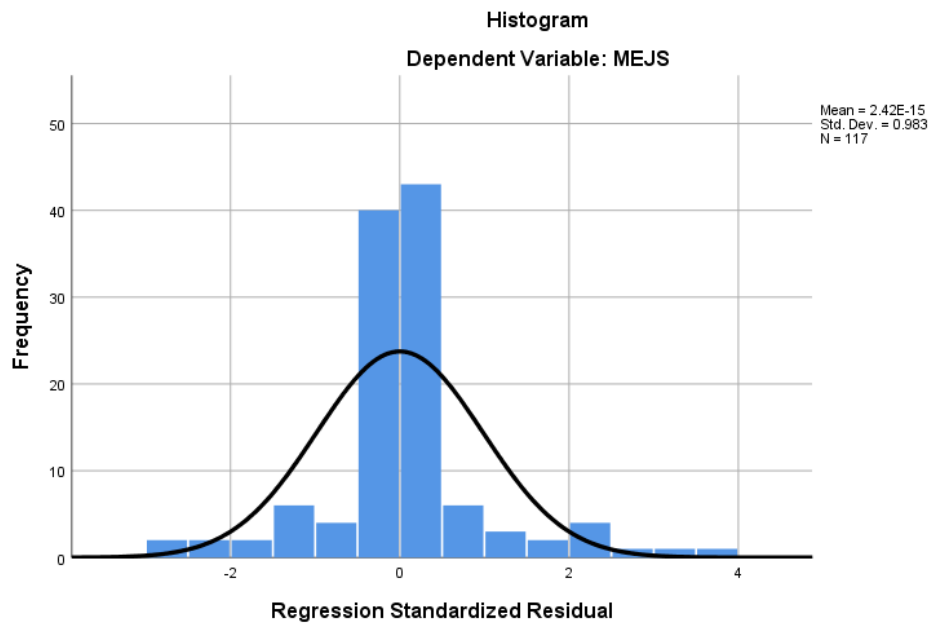
Item Statistics			
	Mean	Std. Deviation	N
Employee Job Satisfaction	6.26	.790	117
Employee Job Satisfaction	6.21	.815	117
Employee Job Satisfaction	6.29	.683	117
Employee Job Satisfaction	6.23	.792	117
Employee Job Satisfaction	6.25	.776	117
Employee Job Satisfaction	6.25	.808	117
Employee Job Satisfaction	6.26	.770	117
Employee Job Satisfaction	6.24	.816	117
Employee Job Satisfaction	6.31	.737	117
Employee Job Satisfaction	6.26	.814	117
Employee Job Satisfaction	6.26	.792	117
Employee Job Satisfaction	6.30	.710	117
Employee Job Satisfaction	6.27	.784	117

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 ^a	.808	.801	.34226
a. Predictors: (Constant), MTD, MRS, MPA, MCB				
b. Dependent Variable: MEJS				

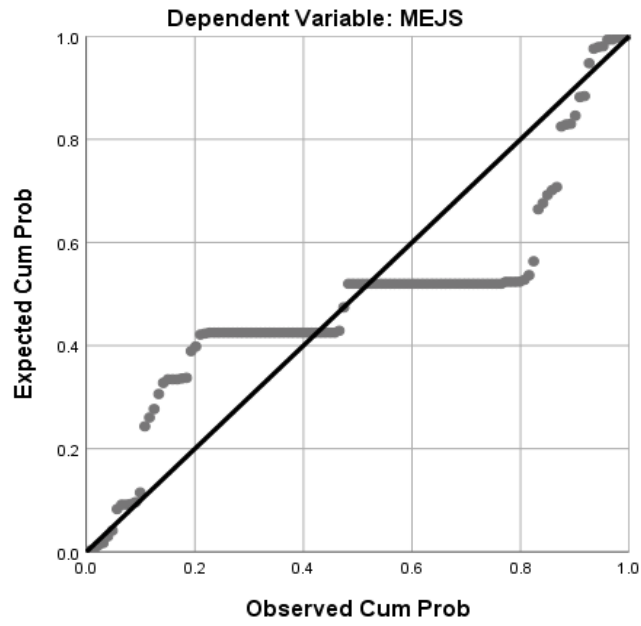
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.166	4	13.792	117.732	.000 ^b
	Residual	13.120	112	.117		
	Total	68.286	116			
a. Dependent Variable: MEJS						
b. Predictors: (Constant), MTD, MRS, MPA, MCB						

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.555	.279		1.990	.049		
	MRS	.003	.071	.003	.046	.964	.328	3.053
	MCB	.300	.085	.334	3.506	.001	.189	5.299
	MPA	.389	.095	.378	4.081	.000	.200	5.012
	MTD	.227	.124	.227	1.831	.070	.111	8.977

a. Dependent Variable: MEJS



Normal P-P Plot of Regression Standardized Residual



Scatterplot

