

UNIVERSITY OF CO-OPERATIVE AND MANAGEMENT, SAGAING
DEPARTMENT OF MANAGEMENT STUDIES
HUMAN RESOURCE DEVELOPMENT PROGRAMME
MASTER OF BUSINESS ADMINISTRATION

IMPACT OF HRM PRACTICES ON EMPLOYEE JOB
SATISFACTION TOWARDS JOB PERFORMANCE OF UAB
BANKS IN MANDALAY

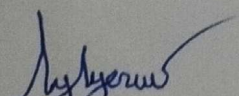
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JUNE, 2025

University of Co-operative and Management, Sagaing
Department of Management Studies
Human Resource Development Programme
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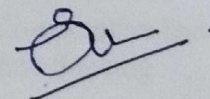
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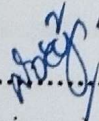
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ACCEPTANCE

This thesis entitled "Impact on HRM Practices on Employee Job Satisfaction towards Job Performance of UAB Banks in Mandalay" submitted by Ma Thet Su Mon (2MBA-075) has been approved by Board of Examiners in partial fulfillment of the requirements for Master of Business Administration in University of Co-operative and Management, Sagaing.

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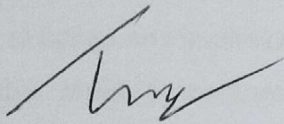


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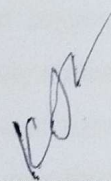
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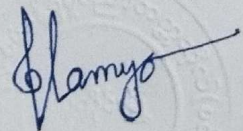
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ABSTRACT

This study aims to investigate the impact of human resource management practices on employee job satisfaction and employee performance at UAB banks in Mandalay. In the modern banking sector, employee satisfaction is a critical factor that directly affects organizational success and competitive advantage. In this study, primary data are collected through structured questionnaires using a seven-point Likert scale from 141 employees from 15 branches of UAB bank in Mandalay. Stratified random sampling with proportional allocation is used to ensure representation across different departments and job levels. Descriptive statistics, reliability analysis, correlation analysis, multiple regression analysis, and simple linear regression analysis are performed using SPSS software to assess the relationships among variables. The findings reveal that training programs and performance appraisal have the strongest influence. Furthermore, employee job satisfaction has an effect on employee performance at UAB banks in Mandalay. It offers helpful suggestions for bank management to design and implement HR strategies that not only attract and retain top talent but also build a motivated and high-performing workforce. This study recommends that UAB banks continue to invest in fair recruitment processes, comprehensive training programs, competitive compensation systems, effective performance appraisals, and meaningful reward mechanisms to sustain employee satisfaction and achieve long-term success.

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LIST OF ABBREVIATIONS

HOD	-	Head of Department
HRM	-	Human Resources Management
MLR	-	Multiple Linear Regression
OLS	-	Ordinary Least-Squares
SPSS	-	Statistical Package for the Social Sciences
SHRM	-	Strategic Human Resources Management
UAB	-	United Amara bank
VIF	-	Variance Inflation Factor

CHAPTER I

INTRODUCTION

In today's economy, banks are essential to the financial development of every country. The banking sector serves as a major foundation of the economy and holds great importance. Since banking is a labor-intensive industry, employees play a key role in helping banks stay competitive in the market (Hall, 2021). To achieve success, banks must rely on their human resources. Employees are the most important and valuable part of a bank. The more satisfied they are, the more they contribute to the bank's performance. Job satisfaction refers to how happy and content an employee feels with their job (Chiradeep, 2022). It is a positive emotional feeling that arises when a job matches personal work values. The overall success of the bank depends on employee job satisfaction. A bank can build a strong image only when its employees are satisfied and committed to their roles. To improve job satisfaction, it is important to focus on employee relationships, fair rewards, and clear responsibilities.

Employees in the banking sector acquire a great deal from routine activities, and the whole organization experiences a significant loss if they are dissatisfied with their work. Several previous studies have shown that workplace satisfaction influences multiple managerial aspects, such as commitment, employee turnover, organizational change, leadership style, and corporate culture. Simultaneously, all these variables impact the organization's performance.

Previous research also demonstrates the relationship between job satisfaction and organizational performance, job performance, and organizational commitment. The cumulative component of any employee's job satisfaction in the organization is operational performance. Organizations must maintain job satisfaction among their workers to boost performance. Organizations are more successful when their employees are more pleased with their work. In an organization that helps companies enhance their financial and non-financial results, human assets are essential, and organizations cannot increase their performance without them.

Human resource management practices play a crucial role in achieving an organization's goals and maintaining its competitive advantage. The success of an organization depends on several factors, but the most crucial factor that affects organizational performance is its employees. Human resources play an integral role in

achieving innovative and high-quality products and services. If the employees of an organization are satisfied with their jobs, the organization can achieve its goals more effectively. In any organization, HRM practices focus on the optimal utilization and management of human resources to achieve maximum output.

Job satisfaction of employees plays a vital role in job performance. It is essential to understand how employees can be retained by making them satisfied and motivated to achieve extraordinary results. Targets and achievements depend on employee satisfaction, which in turn contributes to organizational success and growth, enhances productivity, and improves the quality of work. It is indispensable for an organization to understand what employees feel, think, and wish, and to develop strategies to improve staff dedication and commitment. Through such initiatives, business outcomes can be improved, productivity can be enhanced, and commitment can be strengthened. Increasing staff satisfaction is a critical factor for the success of an organization.

Employee performance is a complex concept that plays an important role in the success of organizations. According to Bernardin and Russell (1993), it refers to the outcomes produced through assigned job tasks over a certain period, including what workers have achieved or failed to achieve. Bernardin (1993) explained that performance appraisal has evolved over time from focusing on individual traits, to behaviors related to the job, and then to actual results and achievements. Sonnentag and Frese (2002) described employee performance in terms of how well the work is done, how much is produced, and the ability to remain strong and productive while performing tasks. Anitha (2014) further added that employee performance directly affects organizational performance and success, both financially and non-financially.

Achieving better employee job performance requires the successful, effective, and efficient utilization of bank resources and competencies to create and sustain a competitive position both locally and globally. HRM policies on employee selection, training programs, performance appraisal, benefits, promotion, incentives, job design, participation, communication, employee security, etc., must be designed and implemented by HR management specialists with the help of HODs to achieve the following outcomes: competence, cooperation with seniors, effective communication, motivation, commitment, satisfaction, and employee retention all of which are critical within the workforce. For banks to remain competitive and sustainable, Human Resource Management (HRM) should be treated as an essential function within the organization. It should not be delegated to heads of departments who may lack the

specialized knowledge, time, or capacity required to handle the full responsibilities of a professional HR manager.

This study focuses on employee job satisfaction and performance at UAB bank, a leading private bank in Myanmar. The findings from this research may serve as a useful reference for the banking sector by identifying HRM practices that impact employee satisfaction and job performance.

1.1 Rationale of the Study

In today's competitive business environment, human resources are considered as vital as machines and materials for the success of an organization. Organizations face challenges in hiring and optimizing the use of scarce and available human resources. Human resources have the capability to convert machines and materials into output; therefore, they are regarded as the most valuable asset for achieving sustainable competitive advantage. A better understanding of the relationship between HRM practices such as performance appraisal, working conditions, training, employee participation, teamwork, compensation, and job satisfaction is essential for planning and prioritizing organizational goals.

The banking sector places great importance on employee satisfaction, recognizing its impact on improving performance and achieving business success. Due to the industry's fast-paced changes and high-stress conditions, it is essential to fully understand the factors influencing employee satisfaction. Judge and Bono (2001) found that satisfied employees are generally more engaged, productive, and motivated, which leads to better customer service and strengthens the organization's reputation. The banking industry also faces unique challenges, such as regulatory requirements and rapid technological change, which can lower employee morale (Bakker et al., 2008).

Beardwell et al. (1984) defined HRM as a strategic approach to the management of human resources that encompasses all management decisions and activities influencing the relationship between the organization and its employees. HRM is a unique approach to workforce management that seeks to attain competitive advantage through the strategic development of a highly committed and capable workforce using an integrated array of cultural, structural, and personnel practices. The success of banks results from their effective and systematic application of HRM practices. Therefore, this study focuses on exploring HRM practices and their effects on employee job satisfaction and job performance at UAB bank.

1.2 Problem Statement

Myanmar's banking industry is highly competitive. Human resources are one of the core values of any bank. As a result, the performance and job satisfaction of each employee can significantly affect the bank's growth rate. The job satisfaction of bank employees is influenced by various elements, including relationships with coworkers, fair rewards, and clear responsibilities, all of which contribute to overall employee satisfaction. When banks focus on improving employee satisfaction, both individual and organizational performance can be enhanced or sustained. The development of the banking industry plays a major role in supporting the country's economic growth. Since banking relies heavily on human labor, employee productivity is essential for industry progress. In every organization, employee performance is important because it supports overall effectiveness and contributes to achieving organizational goals. Job satisfaction is a key factor influencing how well employees perform. Similarly, strong employee commitment is closely linked to job satisfaction. To provide high-quality service and ensure customer satisfaction, banks need employees who are happy and engaged in their work.

In today's dynamic banking sector, the success and sustainability of financial institutions depend not only on technological advancement and capital strength but also on how effectively they manage and engage their human capital. In Myanmar's rapidly evolving economy, banks face increasing pressure to attract, retain, and develop talented employees capable of delivering consistent service quality and performance. Within this landscape, Human Resource Management (HRM) practices have emerged as key strategic drivers of employee satisfaction and productivity.

Despite this growing importance, a persistent gap remains between HRM implementation and employee outcomes in many local institutions. At UAB bank's branches in Mandalay, various HRM policies including performance appraisal, training and development, rewards, compensation and benefits, and recruitment and selection have been implemented to enhance employee well-being and organizational effectiveness. However, informal feedback suggest inconsistencies in employee perceptions of fairness, effectiveness, and satisfaction with these practices.

Despite implementing HRM policies such as recruitment, training, compensation, and performance appraisal, inconsistencies persist in employee perceptions of fairness, transparency, and alignment with their needs. Preliminary observations indicate dissatisfaction with compensation competitiveness, internal

promotion opportunities, and the perceived bias in recruitment, where external hires often receive preferential treatment over qualified internal candidates. These gaps undermine trust in HR systems, leading to disengagement, reduced motivation, and higher turnover risks. Without addressing these issues, UAB Bank may struggle to retain talent, sustain productivity, and maintain its competitive edge in Myanmar's dynamic banking sector. This lack of contextualized evidence presents a critical challenge for HR decision-makers at UAB bank. Without robust insights into which practices are most effective, HR strategies may be poorly aligned with employee needs, leading to disengagement, underperformance, and ultimately, increased turnover.

Therefore, this study seeks to address this gap by examining the influence of five core HRM practices performance appraisal, training programs, rewards, compensation and benefits, and recruitment and selection on job satisfaction and their subsequent impact on employee performance within UAB bank's Mandalay branches. By identifying which HRM practices are most strongly associated with satisfaction and performance, the study aims to provide data-driven recommendations for enhancing workforce effectiveness and long-term organizational success.

1.3 Research Questions

The research questions of the study are:

1. How do HRM practices influence employee job satisfaction of UAB banks in Mandalay?
2. How does employee job satisfaction affect employee performance of UAB banks in Mandalay?

1.4 Objectives of the Study

The specific objectives of the study are:

1. to analyze the impact of Human Resource Management (HRM) practices on employee job satisfaction at UAB banks in Mandalay.
2. to examine the influence of employee job satisfaction on their performance at UAB banks in Mandalay.

1.5 Method of Study

The research methodology adopted in this study includes descriptive analysis and quantitative techniques. The target population of this study is the employees of

UAB banks in Mandalay. The sample size is determined using the Taro Yamane formula. There are 220 employees at branches of UAB bank in Mandalay. Among them, employees from each branch are selected using a stratified random sampling method. Primary data are collected from 141 employees across 15 branches of UAB bank in Mandalay. Descriptive statistics, reliability analysis, correlation analysis, multiple regression analysis, and simple linear regression analysis are used in this study.

1.6 Scope and Limitations of the Study

This study primarily focuses on the effect of HRM practices on employee job satisfaction and employee performance of UAB bank in Mandalay. This study is limited to 15 branches of UAB bank in Mandalay and it is not included other banks in another region. This study cover employees in these branches. Due to time and cost constraints, this study focuses only on selected aspects of human resource management namely, recruitment and selection, training and development, performance appraisal, and reward and compensation and their effects on employee job satisfaction and performance in the banking sector, not studied customer service.

1.7 Hypotheses of the Study

The following hypotheses are presented for this study as follows:

H₁: Recruitment and selection have a positive effect on employee job satisfaction.

H₂: Training programs have a positive effect on employee job satisfaction.

H₃: Compensation has a positive effect on employee job satisfaction.

H₄: Performance appraisal has a positive effect on employee job satisfaction.

H₅: Rewards have a positive effect on employee job satisfaction.

H₆: Employee job satisfaction has a positive effect on employee performance.

1.8 Background of the Study

UAB bank, established in 2010, is recognized as one of Myanmar's leading private commercial banks. With a growing network of more than 82 branches across 54 townships, the bank offers a broad range of financial services, including consumer banking, corporate banking, trade finance, and investment banking. UAB bank is dedicated to humanizing the banking experience, fostering meaningful connections,

creating opportunities, and supporting positive transformation within Myanmar's financial industry.

The bank has earned several prestigious awards, including the title of "Best bank in Myanmar," and has introduced social initiatives such as "Be the Change Myanmar," which is dedicated to empowering women and children through community-focused programs. UAB bank's HR department prioritizes employee development, engagement, and workplace sustainability.

The bank invests in continuous learning, ensuring employees are equipped to meet evolving industry demands. Employees are encouraged to expand their financial knowledge through job rotations and professional development programs. UAB bank fosters a motivating work environment where employees feel valued and empowered.

UAB bank stands as a leading financial institution in Myanmar, celebrated for its innovative transformation and forward-thinking leadership in the country's dynamic banking landscape. UAB bank has earned us prestigious recognition, including being named Myanmar's Best bank by Euromoney in 2019, 2020, and 2022. Global Finance has also honored us as the Best bank in Myanmar for 2021, 2023, and 2024. UAB bank received the Excellence Award for Sustainable Finance at the ESG Business Awards in 2024.

UAB's achievements go beyond international acclaim. Domestically, UAB bank has secured 1st and 2nd place rankings in the Pwint Thit Sa Report (2020 and 2022), published by the Myanmar Centre for Responsible Business. In 2023, UAB bank was named one of Myanmar's Best Companies to Work for, chosen by employees in Job Net's Employees' Choice Awards.

Founded in 2010, UAB bank has grown rapidly, now serving an expanding customer base through more than 87 branches across 56 townships in Myanmar. UAB bank offer a full suite of financial services, including consumer banking, premier banking, SME banking, corporate banking, trade finance, and treasury services. UAB subsidiary, UAB securities, provides brokerage services, corporate and financial advisory, investment banking, and capital market activities.

UAB bank mission extends beyond traditional banking. UAB bank passionate about driving positive change in Myanmar by humanizing banking, connecting people, creating opportunities, and transforming lives. In 2017, UAB introduced the "Be the Change Myanmar" initiative, dedicated to empowering women and children as part of commitment to social impact. In 2020, UAB bank took this further with the

establishment of the UAB Foundation, solidifying dedication to responsible business practices and community engagement.

UAB bank's commitment to employee development is guided by its adoption of the 70–20–10 learning model, where 70% of learning is gained through experience such as on-the-job training and job rotations, 20% through interactions with others including mentoring and peer collaboration, and 10% via formal education like structured courses and workshops. This blended approach ensures comprehensive growth in both technical expertise and interpersonal skills. The bank offers formal training programs across all employee levels, including induction programs for new hires, leadership development for managerial prospects, compliance and risk management sessions such as digital banking workshops to address evolving industry demands. Lifelong learning is further promoted through initiatives like internal and external seminars, mentorship supported by HR partners, and strategic job rotations to expand professional capabilities. The bank's emphasis on continuous development is reinforced by performance-based development plans aligned with organizational goals. UAB's strong culture of support and inclusion, recognized by its 2020 ranking as one of Myanmar's Best Companies to work for reflects its alignment with employee aspirations and overall satisfaction. Training and development are not stand-alone activities but integral to UAB bank's strategic objectives, contributing to a future-ready workforce, elevated employee engagement, and enhanced organizational performance through effective HRM practices.

1.9 Organization of the Study

The study is structured into five chapters. Chapter one provides the introduction, including of the introduction, the rationale of the study, research questions, objectives of the study, hypotheses of the study, method of study, scope and limitations of the study, background of the study and the organization of the study. Chapter two presents the literature review and conceptual framework that support the study. Chapter three outlines the research methodology applied in the study. Chapter four analyzes the impact of Human Resource Management (HRM) practices on employee job satisfaction and their influence on employee performance. Chapter five concludes the study by presenting key findings and discussions, offering suggestions and recommendations, and outlining areas for future research.

CHAPTER II

LITERATURE REVIEW

This chapter presents the literature review and outlines the key theories and concepts that support the development of the study's theoretical framework.

2.1 Concept of Employee Performance

Employee performance refers to how effectively individuals complete their assigned tasks and contribute to achieving the goals and overall success of the organization. It involves several key aspects, including the quality and quantity of work, the level of creativity and initiative shown, and the ability to work independently as well as collaboratively within a team. Factors such as an employee's skills, motivation, leadership style, work environment, and organizational culture all influence performance. High levels of employee performance are essential for sustaining a competitive edge, promoting business development, and achieving long-term success.

One widely used approach to evaluating employee performance is the performance management system. This system includes setting clear goals, offering continuous feedback, and conducting regular performance reviews. Armstrong and Baron (2005) described performance management as a strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. Motivation plays a vital role in enhancing employee performance. For instance, Herzberg's Two-Factor Theory emphasizes that elements such as responsibility, achievement, and recognition are important in motivating employees and improving their performance (Herzberg, 1968).

The effectiveness of the organization's compensation management system and the performance of the company have a significant impact on employee morale and productivity (Yang, 2008). Businesses put a lot of work into pleasing their clients, but typically pay little attention to doing the same for their staff. However, in practice, clients aren't happy until the staff are happy. Because happy staff put in more effort and perform better, which leads to satisfied consumers (Ahmad, 2012). Contentment has an impact on employee motivation. Because happy employees put in more effort, which ultimately boost employee performance (Azar & Shafiqhi, 2013). Employee job

satisfaction and performance are essential for all types of organizations within the economy, not just for individual businesses (Kappagoda, 2012). Kappagoda's (2012) research specifically explored job satisfaction within the banking sector and its impact on both task performance and contextual performance. Furthermore, customer satisfaction is strongly influenced by how satisfied and well-performing bank employees are. Paul (2016) noted that employees who are satisfied with their jobs carry out their responsibilities effectively and interact with clients regularly, which helps to maintain high levels of customer satisfaction.

2.2 Concept of Job Satisfaction

Job satisfaction is one of the basic attitudes that impact human conduct in the workplace (Newstrom & Davis, 1986). Therefore, organizational behavior researchers are keen on accurately measuring job satisfaction and understanding its relationships with people at work. According to Robbins, job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings (Robbins, 2013). In its most basic sense, job satisfaction is a positive emotional state resulting from the evaluation of one's job experiences. Job dissatisfaction occurs when one's expectations are not met. If an employee expects clean and safe working conditions, that employee is likely to be dissatisfied if the workplace is dirty and dangerous (Mathis & Jackson, 2010).

Job satisfaction refers to a complex and multifaceted concept that can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude an internal state. It could be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

Jobs are predictors of job behavior, such as organizational citizenship, absenteeism, and turnover. Job-satisfied employees feel satisfied and happy while working on jobs or after completing them. They develop some general public relations, customer relations, managerial, and administrative characteristics, which are important factors in providing satisfaction to employees. Many employees are satisfied with complex jobs, while others are satisfied with simple jobs (Mishear, 2003).

2.3 Human Resource Management (HRM) Practices

Human Resource Management (HRM) refers to the structured use of employee effort, knowledge, capabilities, and commitment to support the coordinated functioning of organizations, typically through employment agreements or other forms of contractual work (Watson, 2010). According to Tiwari and Saxena (2012), HRM practices involve managing the human resource pool to ensure their contributions align with the overall goals of the banking sector. Wang and Ling (2012) categorized HRM activities into key areas such as recruitment, workforce planning, training and development, employee motivation, and workforce maintenance. In this regard, all managers participate in HR responsibilities to some extent, such as conducting interviews, recruitment, employee selection, and staff training. As noted by Dessler (2013), most organizations have dedicated HR departments led by senior HR professionals.

Banks can adopt various HRM practices to support their growth and sustainability. These practices such as recruitment, selection, training, development, and performance appraisal should be applied in a consistent, meaningful, and strategic way to foster long-term employee commitment (Choudhary & Lamba, 2013). The concept of “strategic HRM” is often used to emphasize that effective HRM directly contributes to improved organizational performance. Studies by Becker and Huselid et al. (1998) have shown strong connections between sets of HR practices and business outcomes, particularly in boosting performance and employee satisfaction. A common finding in these studies is that HR practices positively influence employee behavior, leading to increased motivation, job satisfaction, and overall productivity at both individual and team levels (Guest et al., 2011). Although there are some studies that did not completely confirm these positive relationships (Guest et al., 2003), their research continues to support the main idea that HR practices affect employee behavior and generate positive effects on individual performance and therefore enhance enterprise-level performance (Jackson et al., 2014).

On the other hand, strategic HRM (SHRM) is defined as the complete set of management activities and tasks related to the development and maintenance of a qualified workforce. This workforce contributes to banking effectiveness. Strategic Human Resource Management (HRM) is aligned with the bank’s long-term goals and operates within a complex and constantly changing banking environment. The effectiveness of HRM depends on how well its practices are aligned with high-

performance work strategies. These strategies include selective staffing, employee training, active participation, comprehensive performance appraisals, and incentive programs linked to results. When these practices are strategically implemented, they help motivate employees by influencing their attitudes and meeting their needs. As a result, both personal and organizational performance improve, allowing the bank to achieve its goals and fully develop employee potential.

2.3.1 Recruitment and Selection

Ensuring that the right people are in the right place at the right time is a critical factor in gaining and maintaining a competitive advantage. Recruitment and selection have always been crucial processes for organizations (Tegegn, 2008). According to Beardwell (2004), the recruitment and selection process involves identifying, attracting, and choosing suitable individuals to meet an organization's human resource requirements. According to Itika (2011), managers responsible for recruitment and selection should be clear about the type of employees they are looking for. A lack of clarity may lead to poor selection criteria, which can result in recruiting the wrong person for the job. A sophisticated recruitment and selection system can ensure a better fit between an individual's abilities and the organization's requirements.

Martin (2011) conducted an investigation to explore the influence of HRM practices on job satisfaction, organizational commitment, and the intention to quit. HRM practices examined included recruitment and hiring, compensation and benefits, training and development, and supervision and evaluation. The research found a significant relationship between employees' perceptions of human resource practices and their intention to quit, with organizational commitment and job satisfaction serving as mediating factors.

2.3.2 Compensation

Compensation is very important for employees because it is one of the main reasons for which people work. Employees' living status in society, satisfaction, loyalty, and productivity are also influenced by compensation. Aswathappa (2008) argued that the organization should have better HR plans to motivate its employees. Majumder (2012) provided a deep insight into HRM practices and job satisfaction of employees in different private banks of Bangladesh. The findings suggest that most of the employees are dissatisfied with the compensation package, followed by reward and

motivation, career growth, training and development, management style, job design, and responsibilities.

Compensation is the remuneration received by employees in accordance with their achievements and services provided to organizations, both in financial and non-financial forms (Dessler, 2005). The form of financial compensation includes salary, incentives, and facilities such as insurance, allowances, pensions, and others, while non-financial compensation includes recognition, appreciation, praise, and so on (Dessler, 2005). A study conducted by Shaw (1998) showed that a properly designed salary system can have a positive impact on the performance of individuals, teams, and organizations. Not only does it have a direct impact, but it can also affect the performance of individuals through job satisfaction and motivation. Similarly, the study conducted by Dirk (2003) shows that salary affects the individual's performance at work through psychological variables, namely job satisfaction and motivation. Incentives are related to the performance of the individual.

Wiscombe (2001) stated that the method of incentives will make employees compete to improve work performance and foster healthy competition either within the group or organization. Additionally, incentives can also indirectly affect the performance of employees, as stated by Luo (2003). Digman (1990) stated that other compensation components, namely the types of facilities such as insurance, allowances, and pensions, are directly related to the performance and loyalty of individuals. Another study suggests that these types of facilities are not directly related to individual performance but rather influence it through other variables, namely job satisfaction and work motivation (Dunha & Formisano, 1992).

2.3.3 Training

A tool that enables greater operational efficiency in companies (Ray & Goppelt, 2011). It is also defined as a process of learning a sequence of programmed behavior. It is an application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job and prepares them for an intended job (Kumar, 2013).

Training is defined as an organized process through which employees' behaviors and feelings are changed in order to increase and improve their effectiveness and performance. Employee training or development means the planned and organized

effort by an organization to equip employees with specific knowledge, improve their skills and abilities, and change their attitudes (Salem, 2010).

Training is a process of positive adjustment with special trends that deal with individual behavior in professional or functional terms, in order to equip the individual with knowledge and expertise, collect the information they are missing, and provide them with behavioral patterns and appropriate skills, attitudes, and habits necessary to raise individual efficiency and increase productivity, thereby fulfilling the conditions required to work (Bosninih & Al-Farsi, 2003).

Training is aimed at improving the behavior and performance of individuals. There are different types of training programs, such as orientation training, job training, safety training, promotional training, refresher training, remedial training, etc., to enhance the skills of employees (Choudhary & Lamba, 2013). Training is one of the activities that raise the capabilities and skills of current and future workers; it differs from education in that training focuses on increasing the capabilities and skills to do a specific job, while education focuses on increasing knowledge and perceptions that are not necessarily linked to specific actions (Zuelv, 2003).

2.3.4 Performance Appraisal

According to Aswathappa (2006), performance appraisal is a formal, structured system of measuring and evaluating an employee's job-related behavior and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society benefit. From this definition, one can understand that performance appraisal is a process of identifying the performance gap of the employee and taking corrective action. Merit-based promotions refer to non-monetary rewards through which an organization tangibly signals its appreciation of quality work and achievements.

Rewarding employees based on their performance enhances firm performance and employees' job satisfaction. Agarwal (1999) found that high-performance organizations persistently sought to recognize and reinforce valuable contributions made by employees. Deeprouse (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 employees' ability and skills make employees more loyal to their work and become a source of pertinent workability for the employee.

Bull (2005) hypothesized the view that when employees experience success in mentally challenging occupations that allow them to exercise their skills and abilities, they experience greater levels of job satisfaction. Employees are definitely closer to their organization as their job can become the major satisfaction in their life after having proper rewards and promotions at their job.

2.3.5 Rewards

The term rewards refers to the benefits that employees receive from their employment (Kalleberg, 1977). Rewards are closely linked to important workplace attitudes such as commitment to the organization, motivation, and overall job satisfaction (Steers & Porter, 1991). In any organization, employee commitment to high performance is often sustained through fair and consistent compensation (Wang, 2004). Many companies that apply strategic compensation and recognition programs for their workforce report significant improvements. According to Bratton and Gold (1994), rewards include all forms of financial compensation, services, and benefits provided to employees as part of their employment agreement. These rewards encourage employees to perform better, strengthen their connection with the organization, and lead to higher levels of productivity and success.

There are two main types of rewards such as intrinsic and extrinsic. Extrinsic rewards are tangible and usually involve financial benefits such as bonuses, incentives, and promotions provided after a specific goal is achieved. In contrast, intrinsic rewards come from the internal satisfaction of completing a task, such as feelings of pride, joy, and accomplishment. These rewards reflect the employee's enjoyment and fulfillment gained from their work in a positive organizational environment. Regardless of the type, employees place high value on both intrinsic and extrinsic rewards, as both contribute to job satisfaction and enhanced performance.

On the other hand, extrinsic benefits come from outside sources and factors like pay, money, and grades (Scott & Bruce, 1994). Extrinsic rewards are vital to people, but that doesn't mean they are the only thing that will keep them motivated (Mumford, 2000). According to one study, rewards are necessary to convert unhappiness among employees into happiness. It was shown that happy employees performed better because they were more engaged and diligent in their work (Mehmod, 2013).

2.4 Social Exchange Theory

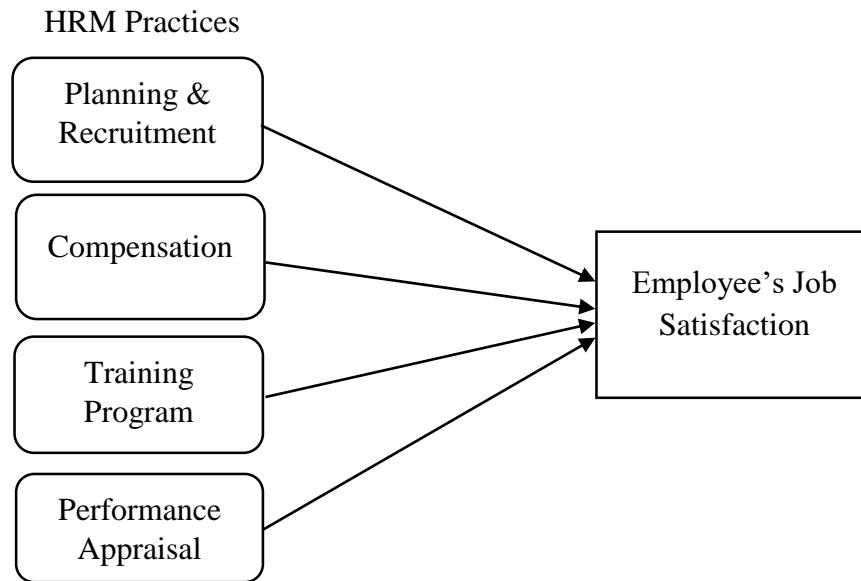
Regarding the background theory, the social exchange theory is used to implement this study. Social Exchange Theory (SET) is one of the fundamental theories that has presented a theoretical viewpoint in several disciplines such as anthropology and social psychology. It is known that the theory has roots which were early conceptualized by Thibault & Kelley (1959), Homans (1961), Blau (1964), and Emerson (1962, 1972), dating back to the 1920s (Malinowski, 1922). The main idea of exchange theory is a set of interactions that leads to obligations (Emerson, 1976). At this point, the findings from social exchange studies have made many contributions and provided benefits in order to understand workplace behaviors (Cropanzano & Mitchell, 2005). SET has been one of the main theories that provide a wide understanding of exchange dynamics at both the interpersonal and organizational level. Divided into two categories, namely social (SE) and economic (EE), exchange relationships have been found to be related to many organizational outcomes, including organizational commitment (OC), which can be defined as employees' attitude towards their organization.

According to Blau (1964), social exchange involves uncertain obligations, where doing a favor for another person creates an expectation of a future return. However, the timing and form of the return are often unknown. Therefore, trust is a central part of social exchange relationships. In contrast, Emerson (1981) noted that economic exchanges do not rely on trust, emotional connection, or commitment between individuals. Instead, they consist of one-time transactions focused primarily on financial value. As a result, social exchange is distinguished by its ongoing nature and the role of mutual trust, unlike the more transactional and limited scope of economic exchange. Social exchange emphasizes socioemotional aspects of the employment relationship (i.e., feelings of obligation and trust), while economic exchange emphasizes the financial and more tangible aspects of the exchange relationship.

2.5 Previous Studies

There are many papers that analyze HRM practices toward employee job satisfaction and HRM practices toward employee job performance. Among them, the

paper by Nooraldeen A. AlShaikhly (2017) and the paper by Riasat, Aslam, & Nisar (2016) are the main references for this study.



Source: Nooraldeen A. AlShaikhly, 2017

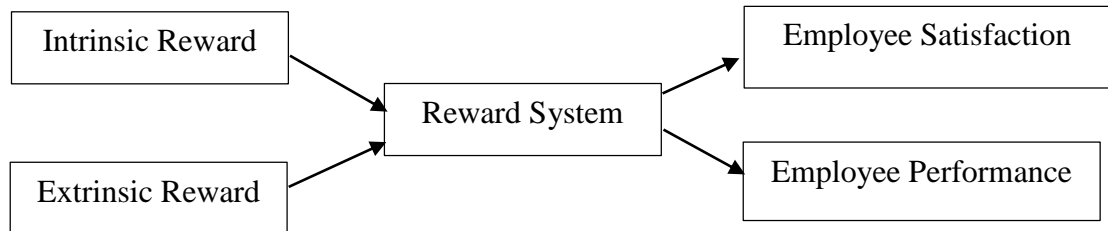
Figure 2.1 Conceptual Framework of Nooraldeen & AlShaikhly

According to Figure 2.1, Nooraldeen and AlShaikhly (2017) studied the impact of HR management practices on employees' satisfaction. It aimed to reveal the impact of human resource namely planning and recruitment, compensation, training programs, and performance appraisal in order to achieve the objectives of the study. Nooraldeen and AlShaikhly (2017) found that there are significant connections between HR Management and employee job satisfaction, and they found that the strategic alignment of HR Management is also a driver for firm performance.

Riasat et al. (2016) studied the relationship between intrinsic rewards, extrinsic rewards, reward systems, employee satisfaction, and employee performance. The objective of their study was about the impact of reward systems on employee satisfaction and performance.

According to Figure 2.1, Nooraldeen and AlShaikhly (2017) examined the influence of Human Resource Management (HRM) practices on employee job satisfaction. Their study focused on key areas such as workforce planning and recruitment, compensation, training programs, and performance appraisal to achieve the research objectives. The findings indicated a significant relationship between HRM practices and employee job satisfaction. Additionally, the study highlighted that aligning HRM strategies with organizational goals plays a role in enhancing overall firm performance.

Riasat et al. (2016) investigated how intrinsic rewards, extrinsic rewards, and the overall reward system affect employee satisfaction and performance. The main goal of their research was to assess the impact of reward structures on employee outcomes. The conceptual model based on their findings is illustrated in Figure 2.2.



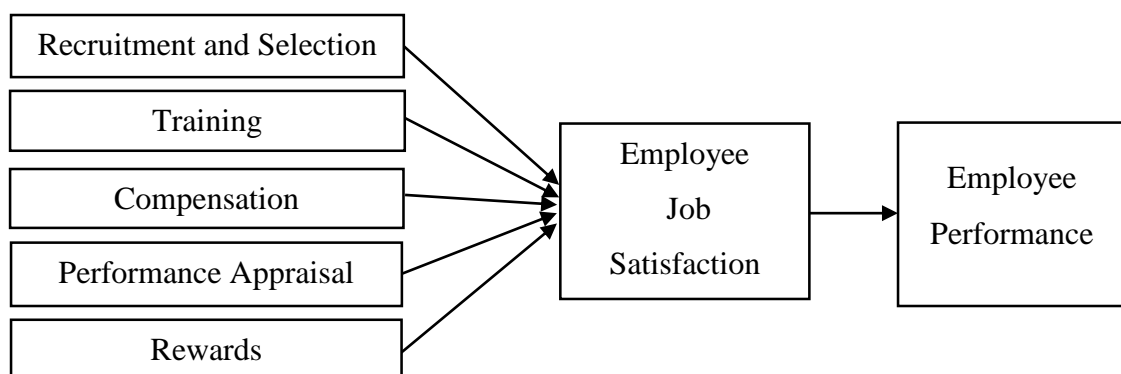
Source: Riasat, Aslam & Nisar (2016)

Figure 2.2 The Impact of Rewards on Employee Satisfaction and Employee Performance

2.6 Conceptual Framework of the Study

In this study, employees are asked to identify the Human Resource Management (HRM) practices currently implemented at UAB bank. They are then asked to express whether they are satisfied with these HRM practices. Finally, employees are asked whether they believe that organizational performance is influenced by employee job satisfaction. The purpose of this study is to explore the existing HRM practices at UAB bank and analyze how these practices affect employee job satisfaction and, in turn, influence employee performance. Based on insights from previous studies, the conceptual framework for this study is presented in Figure 2.3.

HRM Practices.



Source: Adaptation from Previous Studies, 2025

Figure 2.3 Conceptual Framework of the Study

CHAPTER III

RESEARCH METHODOLOGY

This chapter outlines the research design and methodology employed to collect the necessary data for the study. It includes a detailed explanation of the research design, methods of data collection, target population and sampling strategy, data analysis techniques, and the measurement items used to assess key variables.

3.1 Research Design

Research design is a framework for the collection and analysis of data to answer the research question and meet research objectives, providing reasoned justification for the choice of data sources, collection methods, and analysis techniques (Kothari, 2004).

Research design can be broadly classified into quantitative and qualitative research design. Qualitative research is implemented in cases where a relationship between collected data and observation is established on the basis of mathematical calculations. Theories related to a naturally existing phenomenon can be proved or disproved using mathematical calculations. Quantitative research is implemented in cases where it is important for a researcher to have statistical conclusions to gather actionable insights. Numbers provide a better perspective to make important business decisions.

In a descriptive research design, a researcher is solely interested in describing the situation or case under research study. It is a theory-based research design which is created by gathering, analyzing, and presenting collected data. Correlational research is a non-experimental research design technique which helps researchers to establish a relationship between two closely connected variables.

The main objective of the study is to assess the job satisfaction level of employees in UAB bank in Mandalay and to see its impact on the employee performance of the bank. This research employed both quantitative and qualitative research approaches because using a mixed approach could balance the bias of any single quantitative data (Creswell, 2009). In the research, descriptive, reliability analysis, correlation analysis, multiple regression analysis, and simple linear regression were applied. According to Sekaran (2001), descriptive research design is a theory-based design method which is created by gathering, analyzing, and presenting collected data in which it is carried out in order to be able to describe the characteristics of the

variables, while correlational research design is used to study a relationship between dependent and independent variables since this research aims to show the effect of job satisfaction on employee performance.

This study adopts a quantitative research design to examine the impact of Human Resource Management (HRM) practices on employee job satisfaction and their influence on job performance at UAB bank in Mandalay. A descriptive survey method is employed, using structured questionnaires based on a seven-point Likert scale to collect primary data. The sample consists of 141 employees selected through stratified random sampling from a total population of 220 staff members. Data analysis is conducted using SPSS software, incorporating descriptive statistics, reliability testing, correlation analysis, multiple regression, and simple linear regression to evaluate the strength and significance of the relationships among the study variables. Secondary data were also reviewed from academic journals, textbooks, and organizational reports to support the research framework and contextual understanding.

3.1.1 Research Framework

Primary sources of data collection were employed to generate data. Secondary data included the use of books, journals, and other printed materials, including internet sources, as supplementary evidence. The questionnaire was employed for data collection.

A quantitative research framework was used to investigate the impact of HRM practices on employee job satisfaction and job performance at UAB bank in Mandalay. This study explores how HRM practices in five key dimensions such as recruitment and selection, training programs, compensation, performance appraisal, and rewards influence job satisfaction and job performance. A structured questionnaire, using a seven-point Likert scale, was administered to a stratified random sample of 141 employees out of a population of 220, allowing for broad representation across roles and branches.

The questionnaire was simple and clear in grammar to enable the respondents to understand and respond to the research questions. The questionnaire was a seven-point Likert scale that examined how strongly the target respondents agreed or disagreed with statements. The survey questions used for this study consisted of three parts: part (1) demographic characteristics, part (2) employee perception of HRM practices, and part (3) Job satisfaction and employee performance. The reliability

analysis of the questionnaire is discussed in the next section. After collecting primary data, the survey data were entered into SPSS to analyze the results and test reliability. The study uses SPSS for data analysis, applying descriptive statistics, correlation analysis, multiple regression, and simple linear regression to evaluate the strength and significance of relationships between the variables.

3.1.2 Data Collection

Data for this study were collected from employees of selected branches of UAB bank in Mandalay. The purpose of the research was to examine the impact of Human Resource Management (HRM) practices on employee job satisfaction and employee performance. A descriptive research method, which is a quantitative approach aimed at collecting measurable data for statistical analysis, was employed to achieve this objective.

Both primary and secondary data were used in the study. Secondary data were obtained from reference books, academic research papers, international journal articles, relevant textbooks, and online sources. Primary data were collected using a structured questionnaire administered to 141 employees, selected from a total population of 220 staff members across 15 branches of UAB bank in Mandalay. The sample was chosen using a stratified random sampling method to ensure representativeness. The questionnaire was designed with a seven-point Likert-type scale to measure respondents' perceptions and attitudes toward HRM practices, job satisfaction, and performance.

3.2 Sampling Design

A sampling design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. A sample design may also lay down the number of items to be included in the sample, i.e., the size of the sample. The sample design is determined before data are collected. There are many sample designs from which a researcher can choose. Some designs are relatively more precise and easier to apply than others. The researcher must prepare a sample design which is both reliable and appropriate for the research study (Kothari, 2004). The stratified random sampling method is used in the study to get the sample from a population of the 15 branches of

UAB banks in Mandalay. To identify the sample size, the following formula of Taro Yamane (1967) is applied.

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

where,

n= the sample size

N= total population of party officials

e= accepted error limit (5%) on the basis of 95% confidence level.

In this case therefore:

$$N = 220$$

$$e = 0.05$$

Therefore,

$$n = \frac{220}{[(1+220)(0.05)^2]}$$

$$n = 141$$

A total number of 141 respondents were drawn from banks using the convenience sampling technique to select qualified staff in various units. In this study, a stratified random sampling method with proportional allocation is employed. Primary data were collected using the stratified random sampling method, whereas secondary data were obtained from academic papers, bulletins, journal articles, and credible internet sources.

In this study, the survey design was structured around the stratified random sampling method, a probability sampling technique ideal for obtaining a representative sample across various subgroups within the UAB bank workforce. The total population consisted of 220 employees from 15 different UAB bank branches in Mandalay. A total of 141 employees was selected from UAB bank branches in Mandalay. The stratified random sampling method was used to ensure that the selected participants represent a sample that yields relevant, reliable, and effective results aligned with the objectives of the study.

The population was stratified based on key characteristics such as branch location, position level, and department. A total of 141 people were selected from 15 branches of UAB banks in Mandalay: 3 worked for UAB bank as senior managers, 10 worked as managers, 56 as assistant managers, 27 as senior executives, 34 as

executives, and 10 as associates. Each of these strata represents a distinct subgroup that could influence job satisfaction and its impact on employee performance.

Therefore, the study includes 141 respondents who are existing employees of 15 branches of UAB bank in Mandalay. The sample size for each branch in Mandalay was determined by proportional allocation. Table (3.1) shows the sample allocation of selected branches of UAB bank in Mandalay.

Table 3.1 Sample Allocation of Branches in Mandalay

Sr. No.	Position	Total Employees	Sample Size
1.	Senior Manager	5	3
2.	Manager	15	10
3.	Assistant Manager	90	57
4.	Senior Executive	42	27
5.	Executive	53	34
6.	Associate	15	10
Total		220	141

Source: Survey Data, 2025

According to the above table, the population is stratified into six positions: Senior Manager, Manager, Assistant Manager, Senior Executive, Executive, and Associate.

3.3 Questionnaire Design

A questionnaire is a structured research instrument designed to collect information from respondents through a series of predetermined questions. It serves as a form of written interview and can be administered through various modes, including face-to-face interactions, telephone interviews, online platforms, or postal mail. Questionnaires offer a cost-effective, time-efficient, and practical method for gathering extensive data from a large sample population. In this study, all research constructs were measured using seven-point Likert-type scales to assess the degree of agreement or disagreement with specific statements. Additionally, a section of the questionnaire was dedicated to collecting demographic and background information about the respondents.

This study's questionnaire consists of three sections: Section A, Section B, and Section C. Each section is designed to address specific aspects of the research objectives, ensuring that the data collected are relevant and comprehensive.

Section A focuses on the demographic profile of UAB bank's employees. It includes questions related to gender, marital status, age, education level, branch, position level, years of service, and monthly salary range. The purpose of these questions is to gather essential background information about the respondents.

Section B assesses employee perceptions of HRM practices. Section C contains questions related to job satisfaction and employee performance. The measurement items for these variables have been adapted from established scales in previous studies to fit the context of this research: 10 items for employee performance and 12 items for job satisfaction. The scale of perception of HRM practices adopted comprises five components: 6 items for recruitment and selection, 6 items for training programs, 5 items for compensation, 5 items for performance appraisal, and 5 items for rewards. 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 Analysis

Various statistical techniques were employed to analyze the data collected through the questionnaire. The responses were processed using the Statistical Package for the Social Sciences (SPSS). In this study, the following analyses were conducted: descriptive statistics to summarize the data, reliability analysis to assess the consistency of the measurement items, Pearson's correlation analysis to examine relationships between variables, and both multiple and simple linear regression analyses to determine the strength and significance of the effects among key variables.

3.4.1 Descriptive Statistics

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 their perceptions of service quality. They are used to summarize data in an organized manner by describing the relationship between variables in a sample or population. Descriptive

statistics organize and present the characteristics of a dataset defined as a collection of responses or observations from a sample or an entire population. These summary measures provide a meaningful overview of the data, representing either the full population or a representative sample. Descriptive statistics are typically divided into two categories: measures of central tendency and measures of variability (or dispersion). Measures of central tendency include the mean, median, and mode, while measures of variability include the standard deviation, variance, minimum and maximum values, kurtosis, and skewness.

3.4.2 Reliability Analysis

Reliability of the primary data is very important because the study mainly depends upon the respondents' opinions. Research instruments were structured using easy and clear language to ensure respondents clearly understood what each question was intended to ask, and the sequence of questions was arranged to increase the probability of consistent responses. The full-scale survey was conducted with careful attention to validity, ensuring adherence to established scientific research procedures. Data were collected from appropriate and reliable sources, and the measurements were analyzed using suitable statistical tools. To evaluate the internal consistency of the questionnaire items, Cronbach's Alpha was applied, which is a widely accepted measure for assessing the reliability of scale-based instruments.

In quantitative research, reliability refers to the consistency, stability, and repeatability of results. That is, the results of a study are considered reliable if consistent outcomes are obtained in identical situations under different circumstances. However, in qualitative research, it refers to the consistency of a researcher's approach across different researchers and different projects (Twycross & Shields, 2004). Reliability concerns are often linked to subjectivity, as adopting a subjective approach in research can compromise the consistency and dependability of the findings (Wilson, 2010).

According to Nuryadi et al. (2017), reliability is defined as the consistency of research results when using various research methods under different conditions. In particular, the concept of reliability refers to the consistent scoring of items from questionnaires. In other words, a reliability test evaluates the accuracy of the measurement scale used in the research instruments. To test the reliability of the questionnaire, the Cronbach's Alpha Coefficient formula was applied:

- 0 = No Reliability
- > .70 = Acceptable reliability
- > .80 = Good reliability
- > .90 = Excellent reliability
- 1 = Perfect reliability

From the above statement, the results of the Alpha coefficient are > 60% significance level or 0.6, so the questionnaire is reliable and the results of the Alpha coefficient are < 60% significance level or 0.6, so the questionnaire is unreliable.

3.4.3 Correlation Analysis

Correlation analysis shows the association between two or more variables. Correlation coefficients are mathematical values that measure the strength of linear relationships between variables, ranging from -1 to +1. A higher absolute value of the correlation coefficient indicates a stronger association between variables. According to Gujarati and Porter (2009), three main types of correlation are commonly used in statistical analysis: Pearson correlation, Spearman correlation, and Kendall rank correlation. These methods are applied based on the nature of the data and the type of relationship being examined.

Correlation analysis is a statistical method used in research to assess the strength and direction of the linear relationship between two variables. Simply put, it calculates how much one variable changes in response to a change in the other. A high correlation indicates a strong relationship between two variables, while a low correlation suggests a weak relationship. A positive correlation means that as one variable increases, the other also increases, and vice versa. A negative correlation indicates that as one variable increases, the other decreases. No correlation exists when changes in one variable do not correspond to changes in the other.

3.4.4 Multiple Regression Analysis

Multiple linear regression (MLR), also known simply as multiple regression, is a statistical technique that uses several explanatory variables to predict the outcome of a response variable. The goal of multiple linear regression is to model the linear relationship between the explanatory (independent) variables and the response (dependent) variable. In essence, multiple regression is the extension of ordinary least-

squares (OLS) regression because it involves more than one explanatory variable. A multiple regression model includes several explanatory variables.

Multiple linear regression (MLR), also known simply as multiple regression, is a statistical technique that uses several explanatory variables to predict the outcome of a response variable. The goal of MLR is to model the linear relationship between the explanatory (independent) variables and the response (dependent) variable. In essence, multiple regression is an extension of ordinary least-squares (OLS) regression because it involves more than one explanatory variable.

Multiple linear regression extends this concept by incorporating multiple independent variables to predict a single dependent variable. The general form of the multiple regression model of the study is expressed as:

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

where,

Y = the value of the dependent variable

$X_1, X_2, X_3, \dots, X_k$ = the value of independent variables

3.4.5 Simple Linear Regression Analysis

Simple linear regression is a function that allows an analyst or statistician to make predictions about one variable based on the information known about another variable. Linear regression can only be used when there are two continuous variables: an independent variable and a dependent variable. The independent variable is the parameter used to calculate the dependent variable or outcome.

Simple linear regression analysis is a statistical technique used to examine the relationship between two continuous variables: one independent (predictor) variable and one dependent (outcome) variable. The objective is to determine whether changes in the independent variable can significantly predict changes in the dependent variable. The regression equation takes the following form:

$$Y = a + bX + \epsilon,$$

where,

Y = the dependent variable

a = the intercept

b = the slope coefficient,

X = the independent variable, and

ϵ = the error term.

The slope coefficient indicates the average change in Y for a one-unit increase in X (Field, 2013).

In this study, simple linear regression is employed to assess the impact of specific human resource practices (training and development) on employees' organizational commitment. By analyzing the linear relationship between these variables, the model helps to quantify the degree of influence and test the statistical significance of the predictor variable. This method is widely used in behavioral and management research due to its clarity and effectiveness in identifying trends between key variables (Cohen et al., 2003). A statistically significant regression coefficient suggests that the independent variable has a meaningful impact on the outcome, thereby providing useful insights for organizational decision-making.

3.5 Assumptions of Linear Regression

To apply the multiple linear regression method effectively, several key assumptions must be tested to ensure the reliability and validity of the analysis (Ho, 2014). These assumptions include linearity, multicollinearity, and independence of errors, homoscedasticity, and normality of residuals. Verifying that the data meet these criteria is essential for producing accurate and trustworthy results. The outcomes of the assumption testing are presented in Appendix B for reference.

Assumption 1: The residuals are normally distributed. This assumption can be tested by examining the P-P plot for the model. The closer the dots lie to the diagonal line, the more normally distributed the residuals are.

Assumption 2: The variance of the residuals is constant (homoscedasticity). This assumption means that the variance in the residuals (or the amount of error in the model) is similar at each level of the independent variables. The scatter plot should appear as a random array of dots.

Assumption 3: No multicollinearity exists among the independent variables. This assumption is essential in multiple regression analysis to ensure that the independent variables are not excessively correlated with one another. High correlations among predictors can distort the results, making it difficult to determine the individual effect of each variable.

Multicollinearity can be assessed in two main ways:

If the correlation coefficient between any two independent variables exceeds 0.80, it may indicate multicollinearity. In such cases, it may be necessary to remove or

combine variables that are too closely related. A more formal approach involves examining VIF and tolerance statistics. To satisfy the assumption: VIF values should ideally be below 10. Tolerance values should be above 0.20. These thresholds suggest that the independent variables are sufficiently distinct from one another.

CHAPTER IV

**ANALYSIS OF THE IMPACT OF HRM PRACTICES ON
EMPLOYEE JOB SATISFACTION TOWARDS EMPLOYEE
PERFORMANCE OF UAB BANKS IN MANDALAY**

This chapter presents the profile of respondents and an analysis of the determinants of employee job satisfaction in relation to employee performance at UAB banks in Mandalay, based on survey data. The first section describes the respondents' profile, along with the descriptive and reliability analyses of the factors affecting employee job satisfaction and performance. The second section presents the correlation and regression analyses using the survey data.

4.1 Demographic Characteristics of Respondents

The demographic characteristics of the respondents provide important contextual insights that support the interpretation of the study's findings. In this research, data were collected from a total of 141 respondents. The respondents' profile includes variables such as gender, marital status, age group, education level, branch affiliation, job position, length of service, and monthly salary. To present this background information effectively, the demographic data are summarized in tables that display both frequency counts and percentage distributions for each characteristic.

4.1.1 Gender of Respondents

In this study, respondents are categorized by gender into two groups: male and female. The distribution of gender among the participants is presented in Table 4.1, which shows the frequency and percentage for each category.

Table 4.1 Gender of Respondents

Gender	Number of Respondents	Percentage
Male	53	37.6
Female	88	62.4
Total	141	100.0

Source: Survey Data (March, 2025)

According to the gender distribution, the survey respondents consist of 62.4% which represents female respondents and male respondents (37.6%). As a result, UAB

bank has a higher proportion of female employees, reflecting the nature of the work environment.

4.1.2 Marital status of Respondents

The marital status of the respondents is categorized into two groups: single and married, as shown in Table 4.2.

Table 4.2 Marital Status of Respondents

Marital Status	Number of Respondents	Percentage
Single	80	56.7
Married	61	43.3
Total	141	100.0

Source: Survey Data (March, 2025)

In terms of marital status, 80 respondents (56.7%) are single, while 61 respondents (43.3%) are married. Therefore, the majority of employees at UAB bank are single.

4.1.3 Age of Respondents

In Table 4.3, age groups are categorized as follows: 25 years and under, between 26-30 years, between 31-35 years, between 36-40 years, between 41-45 years, between 46-50 years, and above 50 years.

Table 4.3 Age of Respondents

Age (years)	Number of Respondents	Percentage
25 and Under	79	56.0
26-30	18	12.8
31-35	12	8.5
36-40	14	9.9
41-45	5	3.5
46-50	10	7.1
50 and Above	3	2.1
Total	141	100.0

Source: Survey Data (March, 2025)

According to Table 4.3, the majority of respondents are 25 years and under, representing 56% of the total respondents. The second-largest age group is between 26-30 years (12.8%), followed by the age group between 36-40 years (9.9%). The smallest

age group is 50 years and above (2.1%). Therefore, the maximum number of respondents are below 25 years, and the minimum number of respondents are 50 years and above.

4.1.4 Education Level of Respondents

The educational qualifications of the respondents are categorized into three groups: undergraduate, diploma, and graduate levels. The distribution of these education levels among the total number of participants is presented in Table 4.4, which includes both frequency and percentage values for each category.

Table 4.4 Education Level of Respondents

Education Level	Number of Respondents	Percentage
Under-graduated	6	4.3
Diploma	6	4.3
Graduated	129	91.5
Total	141	100.0

Source: Survey Data (March, 2025)

According to Table 4.4, the largest group in terms of the education level of respondents is the graduate degree group, which has 129 respondents (91.5%). The education levels of undergraduate and diploma degree holders each have 6 respondents (4.3%). Therefore, the majority of respondents hold a graduate degree.

4.1.5 Position of Respondents

Table 4.5 presents the positions of the respondents, which are divided into six groups. This is shown in Table 4.5.

Table 4.5 Position of Respondents

Position	Number of Respondents	Percentage
Senior Manager	3	2.1
Manager	10	7.1
Assistant Manager	55	39.0
Senior Executive	29	20.6

Table 4.5 Position of Respondents (Cont;)

Position	Number of Respondents	Percentage
Executive	35	24.8
Associate	9	6.4
Total	141	100.0

Source: Survey Data (March, 2025)

Regarding positions, respondents are categorized into assistant manager, associate, executive, senior executive, manager, and senior manager positions. The assistant manager position makes up 55 respondents, representing 39%, while the associate position comprises 9 respondents, accounting for 6.4%. This indicates that the majority of positions at UAB bank in Mandalay are held by assistant managers.

4.1.6 Service Years of Respondents

The service years of respondents are sorted into four groups: under 3 years, 3-6 years, 6-9 years, and 9 years and above. The number of respondents by service years is described in Table 4.6.

Table 4.6 Service Year of Respondents

Service Year (Years)	Number of Respondents	Percentage
Under 3	37	26.2
3 to 6	42	29.8
6 to 9	26	18.4
Above 9	36	25.5
Total	141	100.0

Source: Survey Data (March, 2025)

Based on the information presented in Table 4.6, the majority of respondents comprises those who have been in their present job for between 3 and 6 years, constituting 42 respondents, or 29.8% of the total respondents. Following this, 37 respondents, or 26.4% of the respondents, have accumulated under 3 years of service, while those with more than 9 years of experience make up 36 respondents, or 25.5% of the total respondents. Additionally, 26 respondents, or 18.4% of the total respondents, have 6 to 9 years of experience. The respondents with 3-6 years of experience constitute

the largest group, indicating a significant trend of employment and enduring organizational commitment within UAB bank.

4.1.7 Monthly Salary of Respondents

The monthly salary of respondents is divided into six groups: under 300,000 MMK, 300,000–400,000 MMK, 400,000–500,000 MMK, 500,000–600,000 MMK, 600,000–700,000 MMK, and above 700,000 MMK. The total number of respondents is shown in Table 4.7.

Table 4.7 Monthly Salary of Respondents

Monthly Salary (MMK)	Number of Respondents	Percentage
Under 300,000	14	9.9
300,000–400,000	35	24.8
400,000–500,000	32	22.7
500,000–600,000	18	12.8
600,000–700,000	15	10.6
700,000 and Above	27	19.1
Total	141	100.0

Source: Survey Data (March, 2025)

Salary groups in UAB bank were divided into six categories. Those earning less than 300,000 MMK comprise 14 respondents, accounting for 9.9%. The group earning 300,000–400,000 MMK has 35 respondents, representing 24.8%. The 400,000–500,000 MMK group has 32 respondents, representing 22.7%. The 500,000–600,000 MMK group has 18 respondents, representing 12.8%. The 600,000–700,000 MMK group has 15 respondents, representing 10.6%. Finally, the group earning above 700,000 MMK has 27 respondents, representing 19.1%. This summary underscores the demographic composition of UAB banks workforce, providing insights into its employee profile and organizational dynamics.

4.2 Employee’s Perceptions on Variables

Descriptive statistics, including mean values and standard deviations, were calculated for the variables. Responses were measured on a 7-point Likert scale (1 = Strongly Disagree, 7 = Strongly Agree). A mean value of 4.0 or higher indicates a positive perception, reflecting general agreement or strong agreement with the

statements. The tables display the mean and standard deviation for independent variables and the dependent variable. These results highlight respondents' perceptions of HRM practices on employee job satisfaction and employee performance at UAB banks in Mandalay.

4.2.1 Employee’s Perceptions on Recruitment and Selection

Recruitment and selection represent one of the key dimensions of Human Resource Management (HRM) practices examined in this study. The survey findings related to this dimension are summarized in Table 4.8.

Table 4.8 Employee’s Perceptions on Recruitment and Selection

Sr. No.	Descriptions	Mean	Standard Deviation
1	Attracting high-quality employees by the bank	5.62	0.833
2	Retaining high-quality employees by the bank	5.57	0.720
3	Informing about the qualifications, applicants are fully required to perform the job before being hired	5.58	0.767
4	Filling a vacancy internally rather than externally by organization	5.55	0.849
5	Participating in the selection process by respective department heads and HR managers	5.62	0.884
6	Being fair to the organization’s recruitment practice	5.54	0.858
	Overall Mean		5.58

Source: Survey Data (March, 2025)

As presented in Table 4.8, all items related to the recruitment and selection dimension received mean scores above 5, indicating an overall positive perception among respondents. Notably, the highest-rated statements are “Attracting high-quality employees by the company” and “Participation in the selection process by respective department heads and HR managers,” both achieving a mean score of 5.62. These results suggest that respondents strongly agree with these practices, reflecting a high level of satisfaction with the recruitment and selection processes at UAB bank. The high mean values for the statements indicate that the bank is effective in attracting high-quality employees and ensures active participation of department heads and HR managers in the recruitment process. This reflects strong planning and recruitment

practices. The bank should continue leveraging its strong employer brand and collaborative hiring approach to maintain and enhance its recruitment effectiveness. On the other hand, “Being fair to the organization’s recruitment practice” has the lowest mean value of 5.54. This suggests that the company should enhance internal mobility by promoting internal job opportunities, developing talent through training, and fostering a culture that supports career growth.

4.2.2 Employee’s Perceptions on Compensation

Compensation is measured with eight items. The mean value for each item, standard deviation and the mean value are presented in Table 4.9.

Table 4.9 Employee’s Perceptions on Compensation

Sr. No.	Descriptions	Mean	Standard Deviation
1	Providing employees with the type of benefits they need (salary, bonus, incentive, commission, cola, uniform, etc.)	5.37	0.797
2	Providing benefits that compare favorably in the sector by the bank	5.58	0.729
3	Using a fair incentive system by the bank	5.57	0.821
4	Rewarding based on employee performance	5.73	0.764
5	Being the bank’s compensation system is one of the reasons to retain my job	5.46	0.732
6	Being this organization’s salary and other benefits comparable to that of similar organizations	5.30	0.819
7	Using compensation programs on performance by the bank	5.69	0.708
8	Reviewing the bank’s compensation system is periodical.	5.70	0.826
	Overall Mean	5.55	

Source: Survey Data (March, 2025)

As shown in the above table 4.9, all statements related to compensations are accepted by respondents because the mean scores are above 5, indicating a positive perception. The mean value of “Rewarding based on employees performance” is the highest, with a mean score of 5.73. Therefore, this statement received the most agreement from respondents. This result indicates that performance-based rewards are effectively implemented and appreciated by employees. The bank should continue this

approach, ensuring fairness, transparency, and alignment with goals to maintain motivation and support a high-performance culture. In contrast, "Being this organization's salary and other benefits comparable to that of similar organizations" has the lowest mean value of 5.30. This suggests that employees view the organization's salary and benefits as less competitive. The bank should benchmark compensation against industry standards, adjust where needed, and clearly communicate the full value of its total rewards to improve employee satisfaction and retention.

4.2.2 Employee's Perceptions on Training

Respondents' perception on training is measured using nine items. The mean value for each item, standard deviation, and the mean value are presented in Table 4.10.

Table 4.10 Employee's Perceptions on Training

Sr. No.	Descriptions	Mean	Standard Deviation
1	Providing new employees with an orientation by the bank	5.48	0.858
2	Improving performance, the bank adopts continuous training	5.71	0.732
3	Planning ahead the bank for the training programs	5.70	0.765
4	Using advanced technology in training Programs by the bank	5.74	0.769
5	Implementing cross-departmental training programs, enabling employees to gain exposure to different functional areas and develop a broader skill set	5.60	0.717
6	Adoption innovative approaches in its training programs to enhance employee learning, engagement, and adaptability	5.73	0.745
7	Having training opportunities to learn and grow	5.60	0.792
8	Going through various training programs for every employee every year	5.80	0.668
9	Encouraging teamwork seminars by the bank	5.74	0.733
	Overall Mean	5.68	

Source: Survey Data (March, 2025)

As shown in the table, all statements related to reliability are accepted by respondents because the mean scores are above 5, indicating a positive perception. The mean value of “Going through various training programs for every employee every year’ is the highest, with a mean score of 5.80. Therefore, this statement received the most agreement from respondents, which indicates that the bank places a strong emphasis on employee development and training opportunities that are widely available and utilized. The bank should continue offering diverse, goal-aligned training programs, gather feedback for improvement, and promote a culture of continuous learning to support employee growth and performance. Alternatively, “Providing new employees with an orientation by the bank” has the lowest mean value of 5.48. This suggests that the onboarding process may be insufficient or lacking consistency. Therefore, to improve, the bank should implement a structured onboarding program, provide essential information and support, and gather feedback to enhance the new hire experience and integration.

4.2.3 Employee’s Perceptions on Performance Appraisal

Respondents’ perception on performance appraisal is measured with eleven items. The mean value for each item, standard deviation and the mean value are presented in Table 4.11.

Table 4.11 Employee’s Perceptions on Performance Appraisal

Sr. No.	Particular	Mean	Standard Deviation
1	Considering employees ‘accountable for their work by the bank	5.35	0.645
2	Providing feedback to employees by the bank.	5.55	0.681
3	Being aware of employees’ opinions by the bank.	5.60	0.978
4	Being perceived the bank’s evaluation system as fair and transparent by the respondents	5.35	0.821
5	Supporting actively employee development through structured training programs	5.67	0.681
6	Having the bank set realistic expectations about employees’ output	5.61	0.791
7	Being fair performance appraisal in this organization	5.69	0.738

Table 4.11 Employee’s Perceptions on Performance Appraisal (Cont.)

Sr. No.	Particular	Mean	Standard Deviation
8	Being informed about how performance evaluations are conducted	5.61	0.663
9	Being clearly communicated to employees, enabling them the objectives of the appraisal system to understand performance expectations	5.91	0.631
10	Conducting regular appraisal for promotion	5.57	0.768
11	Having a professional appraisal system by the bank	5.67	0.724
	Overall Mean	5.60	

Source: Survey Data (March, 2025)

The highest mean value is for “Being clear about the objectives of the appraisal system to employees.” The mean score of 5.91 is a very high value, indicating strong employee appreciation for the system. This suggests that employees have a good understanding of the performance appraisal process and its goals. Therefore, the bank should sustain this by maintaining clear communication, ensuring consistent evaluation practices, and using appraisal outcomes to support employee development and organizational growth.

On the other hand, “Considering employees accountable for their work by the bank” and “Being the bank’s evaluation system is fair and honest” are the two statements with the lowest mean score of 5.35. According to the lowest mean values, the bank should address concerns among employees regarding fairness and accountability in the performance appraisal process. To improve, the bank should increase transparency, ensure consistent and unbiased evaluations, train managers effectively, and involve employees in the appraisal process.

4.2.4 Employee’s Perceptions on Rewards

Rewards are measured with five statements, and this study’s survey collected the data for it, as shown in Table 4.12.

Table 4.12 Employee’s Perceptions on Rewards

Sr. No.	Descriptions	Mean	Standard Deviation
1	Providing the benefits, the employees need by the organization	5.61	0.791
2	Feeling motivated to increase performance when employee receive a non-financial reward	5.35	0.821
3	Employees tend to perform better when their contributions are acknowledged by their supervisors or the organization as a whole.	5.68	0.805
4	Respondents perceive that the organization consistently acknowledges staff achievements when key performance indicators (KPIs) are met.	5.61	0.791
5	Providing the benefits packages (like medical insurance, paid vacation) by this bank is good	5.72	0.768
	Overall Mean		5.59

Source: Survey Data (March, 2025)

As shown in the above table, the mean scores of all statements are above 5.0, indicating a positive perception. The mean value of "Providing the benefits packages (like medical insurance, paid vacation) by this bank is good" is the highest, with a mean score of 5.72. Therefore, this statement received the most agreement from respondents. This suggests that employees are satisfied with the bank’s benefits offerings. To sustain this, the bank should continue offering competitive benefits, regularly review them, clearly communicate their value, and consider flexible options to meet diverse employee needs.

Among the surveyed items under the performance appraisal dimension, the statement “Feeling motivated to increase my performance when I receive a non-financial reward” received the lowest mean score of 5.35. This suggests that non-financial rewards may not be perceived as highly motivating by employees. To address this, the bank should consider customizing non-financial reward systems to better reflect individual preferences and values. Strengthening recognition initiatives such as offering personalized praise, career development opportunities, or symbolic rewards

could enhance the motivational impact and more effectively align with employee expectations.

4.2.5 Summary of Employee’s Perceptions on HRM Practices

The following table presents the overall mean values for the key independent variables examined in this study, namely: planning and recruitment, compensation and benefits, training, performance appraisal, and rewards. These mean scores reflect the general perceptions of respondents regarding each HRM practice dimension and serve as a basis for interpreting their influence on employee satisfaction and performance.

Table 4.13 Summary of Employee’s Perceptions on HRM Practices

Sr. No.	Particulars	Overall Mean
1	Recruitment and Selection	5.58
2	Compensation	5.55
3	Training	5.68
4	Performance Appraisal	5.60
5	Rewards	5.59

Source: Survey Data (March, 2025)

According to Table 4.13, the five independent variables gained the “agree” level of employee job satisfaction. The training program achieved the maximum overall mean value of 5.68. This indicates that respondents agree that having training closely aligned with the individual needs of each employee is essential and the bank is successfully investing in employee growth. Therefore, the bank should expand training opportunities through advanced methods such as e-learning platforms, workshops, and cross-functional learning. Moreover, it should track training effectiveness by linking it to performance outcomes and career progression.

On the other hand, compensation and benefits showed the minimum overall mean value of 5.55, which is relatively lower compared to other variables. The minimum mean value for the compensation and benefits variable indicates that employees are not fully satisfied with the organization’s current pay and benefits structure. This could impact motivation, retention, and overall employee job satisfaction.

4.2.6 Perceptions on Employee Job Satisfaction

Employee job satisfaction is measured using seven items. The mean value for each item, standard deviation and the overall mean value are presented in Table 4.14.

Table 4.14 Perceptions on Employee Job Satisfaction

Sr. No.	Descriptions	Mean	Standard Deviation
1	Receiving recognition for employee's contributions when job outcomes are positive	5.41	0.708
2	Being satisfied with the autonomy to take initiative in how their job responsibilities are carried out	5.70	0.654
3	Coming to job with independent thought and action	5.68	0.805
4	Being satisfied with the success achieved in a career	5.60	0.727
5	Being satisfied with the level of employment security provided by the organization	5.83	0.727
6	Being the employees' salaries distributed fairly compared to their expertise and educational level	5.50	0.713
7	Being satisfied with the organization's training programs	5.64	0.730
	Overall Mean		5.62

Source: Survey Data (March, 2025)

According to survey data, the mean value (including the overall mean) ranges between 5.41 and 5.83; employee job satisfaction is at the "agree" level. Respondents agree that they have positive feelings towards the bank and their work. They also express satisfaction with their responsibilities and roles at work, as well as with the support provided by the bank. Furthermore, employees are satisfied with the employment security the organization provides in their roles. This is a strong positive factor contributing to overall employee job satisfaction and organizational commitment. Therefore, the bank should support job security with career development programs that demonstrate long-term investment for employees.

4.2.7 Perceptions on Employee Performance

Employee performance is measured using ten items. The mean value for each item, the standard deviation and the overall mean value are presented in Table 4.15.

Table 4.15 Perceptions on Employee Performance

Sr. No.	Descriptions	Mean	Standard Deviation
1	Respondents indicated that they consistently meet or exceed their performance goals at UAB bank.	5.43	0.679
2	Respondents reported feeling motivated to consistently give their best effort at work each day.	5.67	0.702
3	Respondents reported achieving a high level of satisfaction with their job performance at UAB bank.	5.86	0.789
4	Respondents indicated that they receive regular feedback on their performance from supervisors.	5.85	0.609
5	Respondents demonstrated a clear understanding of their roles and responsibilities at UAB bank.	5.61	0.744
6	Respondents reported being able to effectively manage their workload and meet deadlines at UAB bank.	5.79	0.712
7	Respondents indicated that they receive clear guidance from leadership, which supports their ability to perform job responsibilities effectively.	5.67	0.734
8	Feeling that employee's skills and abilities are utilized to their fullest potential at UAB bank.	5.73	0.572
9	Being able to collaborate effectively with colleagues to achieve performance goals.	5.68	0.768
10	Receiving adequate support from supervisors to help employees achieve their performance targets.	5.70	0.673
	Overall Mean		5.70

Source: Survey Data (March, 2025)

According to survey data, the mean value (including the overall mean) ranges between 5.43 and 5.86, indicating that employees generally agree that the organization is performing well. It suggests that employees recognize the organization's success in areas such as achieving objectives, maintaining productivity, and delivering value.

To maintain this positive perception, the bank should continue monitoring performance closely, align employee efforts with strategic goals, and communicate performance achievements regularly to keep morale and engagement high.

4.2.8 Reliability Analysis

To assess the reliability of the variables used in this study specifically HRM practices, employee job satisfaction, and employee performance Cronbach's alpha coefficients were calculated. Generally, a Cronbach's alpha value below 0.60 is considered poor, values above 0.70 are deemed acceptable, and values exceeding 0.80 indicate good internal consistency. The Cronbach's alpha values for each construct are summarized in Table 4.16.

Table 4.16 Reliability Analysis of Variables

Sr. No.	Particulars	Number of Items	Cronbach's Alpha Value
1	Recruitment and Selection	6	0.732
2	Compensation	8	0.852
3	Training	9	0.798
4	Performance Appraisal	11	0.883
5	Rewards	5	0.855
6	Employee Job Satisfaction	7	0.844
7	Employee Performance	10	0.884

Source: Survey Data (March, 2025)

According to Table 4.16, the Cronbach's Alpha values of (recruitment and selection, compensation, training, performance appraisal, rewards, employee job satisfaction and employee performance) are 0.732, 0.852, 0.798, 0.883, 0.855, 0.844 and 0.884 respectively. All Cronbach's Alpha values are greater than 0.7 in this study. Therefore, all variables have an excellent acceptable level for further analysis.

4.3 Relationship between HRM Practices on Employee Job Satisfaction towards Job Performance of UAB Banks in Mandalay

The relationship between HRM practices and employee job satisfaction was tested using two tailed Pearson correlation analysis. The correlation coefficient (r) ranges from -1.00 to +1.00. A correlation coefficient of -1.00 or +1.00 indicates perfect correlation. Correlation is the statistical technique that shows whether and how strongly pairs of variables are related. There are positive or negative relationships between those variables. A positive value indicates positive relationship while negative value indicates negative relationship. If the value is positive, it means that as one variable gets increases, the other also gets increases. If the value is negative, it means that as one

variable gets increases, the other gets decreases. To analyze the relationship between independent and dependent variables, correlation analysis is applied. The values of Pearson Correlation can be interpreted as follows:

The absolute value of r between 0.1 - 0.4 means weakly correlated.

The absolute value of r between 0.5 - 0.7 means moderately correlated.

The absolute value of r between 0.8 - 0.9 means strongly correlated.

After the reliability test, the correlations of the independent variables (planning and recruitment, compensation and benefits, training programs, performance appraisal and rewards) are tested to show their correlation with dependent variable employee job satisfaction.

Table 4.17 Relationship between HRM Practices on Employee Job Satisfaction

Sr. No.	HRM Practices	Pearson Correlation Coefficient	P-value
1	Recruitment and Selection	0.282 ***	0.001
2	Compensation	0.725***	0.000
3	Training	0.784***	0.000
4	Performance Appraisal	0.885***	0.000
5	Rewards	0.749***	0.000

Source: Survey Data (March, 2025)

***Correlation is significant at the 0.01 level (2-tailed)

Dependent Variable: employee job satisfaction

Table 4.17 shows that the independent variables (recruitment and selection, compensation, training, performance appraisal and rewards) are significantly and positively correlated with employee job satisfaction at 0.01 level. Although the independent variables (compensation, training and rewards) are moderately correlated with employee job satisfaction at the correlation coefficient of 0.725, 0.784 and 0.749 respectively. The performance appraisal variable is strongly correlated with the coefficient of 0.885. The planning and recruitment variable is weakly correlated with employee job satisfaction. All variables are correlated with employee job satisfaction.

4.3.1 Relationship between Employee Job Satisfaction and Employee Performance

Following the reliability analysis, correlation tests were conducted to examine the relationship between employee job satisfaction and the dependent variable, job performance. This step aimed to assess the degree of association between these two constructs, providing insight into whether higher satisfaction levels are associated with improved performance outcomes. The results of this analysis are presented to support further interpretation and hypothesis testing in subsequent sections.

Table 4.18 Relationship between the Factors of Employee Job Satisfaction and Employee Performance

Sr. No.	Employee Attitude	Pearson Correlation Coefficient	P-value
1	Job Satisfaction	0.809 ***	0.000

Source: Survey Data (March, 2025)

***Correlation is significant at the 0.01 level (2-tailed)

Dependent Variable: employee performance

Table 4.18 shows that the independent variable employee job satisfaction is significantly and positively correlated with employee performance at 0.01 level. According to the results, employee job satisfaction is strongly correlated with employee performance at the correlation coefficient of 0.809.

4.4 Effects of HRM Practices on Employee Job Satisfaction

To examine the first main objective of the study, multiple regression analysis was employed, and the results are presented in Table 4.19.

Table 4.19 Effects of HRM Practices on Employee Job Satisfaction

Research Variables	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	b	Std. Error	B			
Recruitment and Selection	-0.049	0.042	-0.051	-1.171	0.244	1.318
Compensation	-0.011	0.069	-0.012	-0.163	0.871	3.658
Training	0.233 ***	0.078	0.209	2.984	0.003	3.411
Performance Appraisal	0.665 ***	0.086	0.645	7.734	0.000	4.862
Rewards	0.104 **	0.050	0.126	2.063	0.041	2.615
R ²	0.807					
Adjusted R ²	0.799					
F-value	112.601***					

Source: Survey Data (March, 2025)

*** indicates statistical significance at the 1% level.

** indicates statistical significance at the 5% level.

According to Table 4.19, the F-value is highly significant at the 1% level, indicating that the regression model is statistically valid. The adjusted R² value of 0.799 reveals that approximately 79.9% of the variance in employee job satisfaction is explained by the independent variables: recruitment and selection, compensation, training, performance appraisal, rewards, and the sample size. Furthermore, the Variance Inflation Factor (VIF) values confirm that multicollinearity is not a concern within the model.

In terms of individual predictors, training and performance appraisal practices are statistically significant at the 1% level, while rewards are significant at the 5% level. In contrast, recruitment and selection, as well as compensation and benefits, did not show a statistically significant impact on employee job satisfaction. Among all predictors, performance appraisal emerged as the most influential factor, followed by training, underscoring the critical role of continuous feedback and professional development opportunities in shaping employee satisfaction. The training program emerges as the significant predictor of employee job satisfaction, with a standardized beta coefficient of 0.209, a t-value of 2.984, and a significance level of $p < 0.05$. This indicates a positive relationship between the training program and

employee job satisfaction at UAB banks in the Mandalay Division. Specifically, a one-unit increase in the training program leads to a 0.209 unit increase in employee job satisfaction. This result indicates that as training opportunities improve, employees tend to feel more satisfied with their jobs.

Therefore, the bank should consider investing in and expanding the scope and frequency of its employee training programs. To capitalize on the strong link between training and job satisfaction, the bank should substantially increase its investment in employee development by broadening both the scope and frequency of training programs. These programs must balance technical instruction covering banking software, regulatory compliance, and risk management with soft-skill workshops on customer service, communication, and teamwork.

Training should be embedded in the core HR strategy: individual development plans ought to map out mandatory and elective courses, while successful completion of key modules should be connected to promotions, recognition, or other incentives. Moreover, to be effective, the bank should gather participant feedback after every session and track post-training performance metrics and satisfaction scores. Therefore, enhancing training opportunities is likely to lead to higher employee engagement, improved performance, and reduced turnover, ultimately contributing to better customer service and organizational success.

Performance appraisal emerges as the significant predictor of employee job satisfaction, with a standardized beta coefficient of 0.645, a t-value of 7.734, and a significance level of $p < 0.001$. This indicates a positive relationship between performance appraisal and employee job satisfaction. Specifically, a one-unit increase in performance appraisal leads to a 0.645 unit increase in employee job satisfaction. This result confirms that a well-designed and effectively implemented performance appraisal system plays a crucial role in enhancing employee job satisfaction. The bank should strengthen the impact of performance appraisals on employee job satisfaction and should take a comprehensive approach to improving its appraisal system. The system used in the bank must be revamped to ensure it is transparent, well-structured, and fair.

Standardized evaluation criteria should be used consistently across all roles to align assessments with actual job responsibilities. Additionally, actively involving employees in the appraisal process is equally important; incorporating self-assessments and 360-degree feedback makes the process more interactive and allows employees to

express their perspectives and challenges. Additionally, appraisal outcomes should be clearly linked to tangible rewards such as bonuses, promotions, salary adjustments, and recognition, ensuring high performers are visibly and fairly rewarded. Managers who conduct these evaluations must be well-trained to deliver balanced and respectful feedback, with an emphasis on empathy, active listening, and coaching. Therefore, the appraisal system should be evaluated regularly by gathering employee feedback on its fairness and effectiveness, and refining the process annually to ensure it remains relevant, trusted, and impactful.

Rewards emerge as the significant predictor of employee job satisfaction, with a standardized beta coefficient of 0.126, a t-value of 2.063, and a significance level of $p < 0.05$. This indicates a positive relationship between rewards and employee job satisfaction. Specifically, a one-unit increase in performance appraisal leads to a 0.126 unit increase in employee job satisfaction. Thus, there is a reliable and meaningful relationship between rewards and job satisfaction. Employees who receive appropriate and fair rewards are more likely to be satisfied with their jobs, and rewards play an important role in shaping how employees feel about their work. Therefore, to maximize employee satisfaction, the bank should take deliberate steps to review and enhance its reward system.

A fair and transparent reward approach is essential: such as performance outcomes, contributions, and goal achievement should be clearly defined and consistently applied across all levels to avoid favoritism and build trust. The bank should also provide rewards, such as bonuses, salary adjustments, alongside non-monetary incentives like recognition awards, certificates, additional leave, or professional development opportunities. It is equally important to align rewards with actual performance by designing programs that reflect both individual and team achievements, supported by clear and measurable KPIs. Lastly, the bank should actively seek employee feedback through surveys or interviews to understand their reward preferences, allowing the institution to tailor its reward strategy in a way that aligns with what employees value most, thereby enhancing motivation and satisfaction.

The study found that compensation did not have a statistically significant impact on employee job satisfaction at UAB Bank in Mandalay. This lack of significance may stem from several factors, such as employees perceiving the current compensation packages as inadequate or non-competitive compared to industry standards, thereby diminishing their motivational effect. Additionally, other HRM practices such as

performance appraisal, training, and rewards may overshadow the role of compensation in driving satisfaction, as employees might prioritize career development and recognition over monetary benefits. Cultural or contextual factors specific to Myanmar's banking sector could also play a role, where non-financial aspects of employment, such as job security or workplace relationships, hold greater importance. Further research is needed to explore whether transparency issues, inequitable pay structures, or unmet employee expectations underlie this finding, suggesting that UAB Bank should reassess its compensation strategy to better align with employee needs and market benchmarks.

The lack of significance between recruitment and selection practices and employee job satisfaction at UAB Bank may stem from perceived inequities in the hiring and promotion process. Specifically, the practice of offering high salaries and senior positions to external candidates, while overlooking qualified internal employees for promotion, can foster dissatisfaction among existing staff. This approach undermines morale and diminishes trust in the organization's commitment to internal career growth, rendering recruitment and selection practices ineffective as drivers of job satisfaction. Employees may perceive such practices as unfair, leading to disengagement and reduced motivation, which ultimately weakens the anticipated positive impact of recruitment and selection on overall job satisfaction.

The assumptions underlying the multiple linear regression model were assessed, with the corresponding results presented in Appendix B. The normal probability plots demonstrated that the data points approximately followed a straight line, indicating that the assumption of normality was satisfied. Homoscedasticity was evaluated using scatter plots, which revealed no discernible pattern or systematic shape, confirming that this assumption was also met. Additionally, multicollinearity was tested by examining the Variance Inflation Factor (VIF) values for each independent variable, all of which were below the threshold of 10, suggesting no multicollinearity issues.

4.4.1 Effects of Employee Job Satisfaction on Employee Performance

To test the first main objective, simple linear regression analysis was used and the results are shown in the following Table 4.20.

Table 4.20 Effects of Employee Job Satisfaction on Employee Performance

Research Variables	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	b	Std. Error	B		
Job Performance	0.753***	0.048	0.800	15.706	0.000
R ²	0.640				
F-value	246.664 ***				

Source: Survey Data (March, 2025)

P<0.001 (Significant at 1%);

Dependent Variable: employee performance

Table 4.20 presents the results of a simple linear regression analysis conducted to examine the influence of employee job satisfaction on employee performance at UAB bank in Mandalay. The model yielded an adjusted R² value of 0.637, indicating that approximately 63.7% of the variance in employee performance can be explained by employee job satisfaction. The F-value of 246.664 is statistically significant at $p < 0.001$, confirming the model's overall validity.

Employee job satisfaction was identified as a strong and significant predictor of employee performance, with a standardized beta coefficient (β) of 0.800, a t-value of 15.706, and a p-value of 0.000 ($p < 0.001$). These results suggest a robust positive relationship between job satisfaction and performance among employees at UAB bank.

The regression analysis indicates that employee job satisfaction is a significant and strong predictor of employee performance. Therefore, the bank should treat employee job satisfaction as a key performance driver. Improving satisfaction will likely lead to better performance, productivity, and service quality. According to the results, employees who are more satisfied with their jobs are likely to perform better, making job satisfaction a critical factor in organizational success. In light of this, the bank should prioritize initiatives that improve satisfaction across the workforce. This includes enhancing working conditions, ensuring fair rewards, offering career growth opportunities, and fostering a supportive work environment. Regular employee satisfaction assessments, combined with transparent communication and targeted HR strategies, will enable the bank to maintain a motivated and high-performing workforce.

By investing in employee well-being and engagement, the bank not only supports individual success but also drives job performance and job satisfaction.

The assumptions of the simple linear regression model were assessed, with the results presented in Appendix B. The normal probability plots showed that the data points closely followed a straight line, indicating that the assumption of normality was satisfied. Homoscedasticity was evaluated using scatter plots, which displayed no distinct patterns or systematic shapes, confirming that the assumption of homoscedasticity was also met.

4.4.2 Achieving of Hypothesis Testing

A multiple regression analysis was conducted to examine the influence of five HRM practices recruitment and selection, compensation, training, performance appraisal, and rewards on employee job satisfaction. The results revealed that three variables such as training, performance appraisal, and rewards were significantly associated with job satisfaction.

Among these, performance appraisal emerged as the strongest predictor, with a standardized beta coefficient of 0.645 ($p = 0.000$), indicating a highly significant positive effect. This was followed by training ($B = 0.209$, $p = 0.003$) and rewards ($B = 0.126$, $p = 0.041$), both of which also demonstrated statistically significant relationships.

The significant effect of performance appraisal confirms Hypothesis H₄, which posited that performance appraisal has a positive effect on employee job satisfaction. Hence, Hypothesis H₄ is accepted. This finding suggests that employees at UAB bank perceive the appraisal process as fair, transparent, and growth-oriented, contributing meaningfully to higher satisfaction levels.

A significant effect is also observed between training and employee job satisfaction ($B = 0.209$, $p = 0.003$). Therefore H₄ is accepted. Training have a positive effect on employee job satisfaction is accepted. Respondents appear to value continuous learning, skills enhancement, and growth opportunities, which contribute to their satisfaction at work.

Hypothesis H₅ is accepted. Rewards show a statistically significant but relatively weaker effect on job satisfaction ($B = 0.126$, $p = 0.041$), supporting rewards have a positive effect on employee job satisfaction. This suggests that appropriate and

fair rewards, both financial and non-financial, contribute to employee morale and satisfaction.

On the other hand, hypothesis H₁ and H₃ are rejected. Recruitment and selection (B = -0.051, p = 0.244) and compensation (B = -0.012, p = 0.871) do not exhibit significant effects on employee job satisfaction. This result indicates that while these aspects are present in the organization, they may not significantly influence how satisfied employees feel in their roles. Issues such as perceived fairness, competitiveness, or transparency in recruitment and compensation might be areas for improvement.

The results reveal a significant effect in the relationship between employee job satisfaction and employee performance, with an unstandardized coefficient (B) of 0.800 and a p-value of 0.000. This strong positive association confirms Hypothesis H₆, which proposed that employee job satisfaction has a positive effect on employee performance. The findings suggest that higher levels of satisfaction among staff at UAB bank are likely to result in improved performance outcomes, reinforcing the importance of fostering a supportive and engaging work environment. Therefore, H₆ is accepted.

This result indicates that higher levels of job satisfaction among employees are closely associated with improved performance outcomes. Employees who feel satisfied with their roles, responsibilities, work environment, rewards, and opportunities for development are more likely to exhibit higher levels of motivation, commitment, and productivity.

These findings reinforce the importance of treating job satisfaction as a critical strategic driver of performance. To further enhance employee performance, UAB bank should continue to invest in initiatives that foster employee satisfaction such as offering professional growth opportunities, maintaining a fair and supportive work environment, and recognizing employee contributions. By aligning HR strategies with employee well-being, the organization can sustain a motivated, high-performing workforce that contributes to overall business success.

CHAPTER V

CONCLUSION

This chapter outlines the key findings of the research, followed by a discussion of the results, proposed recommendations, and the implications of the study. It also highlights areas where further investigation is necessary. The study focused on examining how human resource management (HRM) practices affect employees' job satisfaction and how this satisfaction, in turn, influences their performance at UAB bank in Mandalay. The primary goal was to generate practical suggestions and insights that can help enhance HRM strategies aimed at improving both employee satisfaction and overall organizational performance.

5.1 Findings and Discussions

This study assessed the influence of five Human Resource Management (HRM) practices namely performance appraisal, training, rewards, compensation, and recruitment and selection on employee job satisfaction and their subsequent impact on employee performance across UAB bank Mandalay's branches. A total of 141 employees participated in the research through structured questionnaires employing a seven-point Likert scale, selected via simple random sampling.

Employees who perceived the appraisal system as fair and transparent reported higher job satisfaction levels. Clear performance metrics and constructive feedback positively influenced work motivation and engagement. Access to relevant and continuous training had a significant positive effect on both job satisfaction and perceived competence. Staff members valued learning opportunities that aligned with their roles, which contributed to improved performance outcomes.

Intrinsic and extrinsic rewards were linked to increased employee morale and loyalty. Respondents indicated that a transparent reward mechanism boosted a sense of achievement and workplace belonging. Fair and competitive pay structures and comprehensive benefit packages were strong predictors of job satisfaction. Employees expressed satisfaction when their compensation reflected both market standards and their individual performance. Strategic recruitment efforts and alignment between job roles and employee strengths correlated with greater satisfaction and performance. Proper role allocation reduced job stress and enhanced long-term productivity.

Correlation and regression analysis revealed that all five HRM practices had a positive relationship with job satisfaction. Among them, training programs and compensation & benefits showed the strongest positive correlation with both job satisfaction and employee performance. Job satisfaction was found to fully mediate the relationship between HRM practices and employee performance suggesting that satisfaction plays a crucial role through which HRM practices translate into better performance outcomes.

These findings align with previous literature emphasizing the centrality of job satisfaction as a driver for performance. In the case of UAB bank in Mandalay, effectively implemented HRM practices create a work environment that motivates, supports, and empowers employees. This highlights the importance of a people-centric approach in HR strategies to retain talent and enhance organizational productivity.

The findings reveal that the majority of respondents were young female employees, and the majority of employees at UAB bank are single. The respondents are holding graduate degrees and working as assistant managers. Income was moderate, between 3 lakh and 4 lakh, and their years of service ranged between 3–6 years. This demographic context provides insight into understanding employee expectations and perceptions.

Based on the perception of employees, they accepted that HRM practices influence employee job satisfaction and how this satisfaction influences employee performance at UAB bank in Mandalay. According to the overall mean values results, training has the highest overall mean score, followed by performance appraisal, rewards, recruitment and selection, and compensations. Compensations have the lowest overall mean score. According to the highest overall mean values, the "agree" level in the training regarding that UAB bank provides adequate training so that employees are able to do their tasks well. Moreover, UAB bank provides training each time a new product is launched by UAB bank, and employees receive training that is relevant to their tasks from UAB bank. Therefore, UAB bank provides relevant training to employees to perform their tasks efficiently. The bank should continue to invest in innovative, personalized, and strategically aligned training initiatives. By doing so, UAB bank can ensure ongoing employee development, increased retention, and enhanced organizational performance.

Compensation received the lowest overall mean value, suggesting that employees are relatively less satisfied with the current salary structures, incentives, and

benefits offered by the organization compared to other HRM elements such as training, performance appraisal, and rewards. By enhancing its compensation and benefits strategies, ensuring fairness, competitiveness, and relevance, UAB bank can better support employee satisfaction and performance, ultimately contributing to long-term organizational success.

Moreover, the correlation coefficient results show that the independent variable recruitment is positively and weakly correlated with job satisfaction, and compensation and benefits, training programs, and rewards are moderately correlated, while performance appraisal is strongly correlated with job satisfaction. It can be concluded that if HRM practices are more focused on job satisfaction, it will lead to better employee performance at UAB bank. Thus, HRM practices are essential in achieving excellence in job satisfaction and employee performance.

According to the multiple regression analysis results, it was revealed that training programs, performance appraisal, and rewards have significant effects on job satisfaction. Performance appraisal has a more significant effect on job satisfaction than training programs and rewards. The importance of performance appraisal for job satisfaction can be seen in the results. It can be concluded that performance appraisal is a critical driver of job satisfaction at UAB bank. More than training and rewards, employees value being fairly assessed, recognized, and guided in their performance. Strengthening the appraisal system by focusing on fairness, communication, and career development will help UAB bank sustain high levels of employee satisfaction, motivation, and ultimately, performance.

However, recruitment and selection, and compensations did not have a significant impact on job satisfaction among employees at UAB bank. Although these practices were positively correlated with satisfaction, they were not strong predictors when analyzed alongside other HRM practices. This may be because employees are less involved in recruitment processes, or the current compensation packages may not meet employee expectations or are not competitive compared to other bank standards. Therefore, UAB bank should reassess and improve its recruitment transparency and compensation competitiveness to enhance their relevance to employee satisfaction.

5.2 Suggestions and Recommendations

It is recommended that UAB bank prioritize on performance appraisal as a key factor in enhancing employee job satisfaction. To increase transparency in the appraisal process, the bank should include training for both managers and assistant managers on how to conduct evaluations effectively. This includes setting clear performance standards through open discussions about employee potential. Additionally, consistent performance criteria and goals should be clearly outlined, and timely, constructive feedback should be regularly delivered. Crucially, the bank should gather diverse perspectives and apply standardized evaluation measures to reduce bias and dissatisfaction associated with the appraisal process. Implementing these strategies is likely to improve employee satisfaction with their roles.

In addition, UAB bank should place a strong emphasis on employee rewards as a means of fostering job satisfaction. Both financial and non-financial incentives should be provided to recognize employees' achievements. Positive feedback for accomplishments and encouragement of peer recognition are also important components in building a supportive and motivating work environment. These approaches are expected to enhance job satisfaction among employees.

Regarding training, the bank should establish comprehensive training programs for new recruits and provide ongoing development opportunities for existing employees. These programs should cover essential topics such as regulatory compliance, customer service, product knowledge, sales techniques, and relevant industry regulations, ensuring that staff are well-equipped to perform their duties effectively.

UAB bank should arrange online training and workshops for the effectiveness of training and the convenience of employees. By implementing the above suggestions, employees will have a more positive perception towards training programs, and they will be more satisfied with their jobs and improve their job performance.

Focusing on recruitment and selection, UAB bank should provide a strict policy which offers equal opportunity to all applicants. The bank should have outlined the criteria list for the vacant positions. In order to avoid personal bias, UAB bank should practice the voting system of interviewers in recruitment and selection. In order to pool the best talent, UAB bank should fill vacant positions from both internal and external sources. By implementing the above suggestions, employees will have more positive

perceptions towards the recruitment and selection process, and they will provide satisfaction and perform well in their jobs.

Moreover, compensation is not a significant predictor of job satisfaction at UAB bank. Therefore, to improve their impact, the bank should conduct salary benchmarking to ensure competitive compensation, improve transparency in reward systems, and establish a clear link between rewards and employee performance. Additionally, providing flexible, personalized benefits and promoting a culture of recognition can enhance the effectiveness and relevance of these HRM practices.

Based on the findings of this study, several targeted recommendations are proposed to enhance job satisfaction and employee performance at UAB bank's Mandalay branches through strategic HRM practices.

UAB bank should prioritize performance appraisal systems to strengthen job satisfaction and fairness perceptions. To enhance transparency and effectiveness: Training Assistant managers on appraisal techniques and standards through structured development programs. Establish clear and consistent performance criteria and goals, developed collaboratively with employees to ensure mutual understanding. Provide timely and constructive feedback, focusing on strengths and areas for growth. Incorporate multiple perspectives (e.g., peer reviews, 360° feedback) and standardize evaluation criteria to minimize bias and subjectivity. These improvements will foster trust in the appraisal process, increasing employee motivation and satisfaction.

UAB bank should emphasize a dual approach to employee recognition monetary and non-monetary to cultivate a culture of appreciation: Implement structured reward systems that recognize individual and team achievements. Provide timely, positive feedback for accomplishments. Encourage peer-to-peer recognition programs to strengthen team cohesion. Recognizing employees for their contributions will lead to increased morale and job satisfaction.

To build employee competencies and enhance satisfaction, the bank should adopt a robust, inclusive training strategy: Offer comprehensive onboarding for new hires and continuous professional development for current staff. The training programs should cover a diverse range of topics, including: Compliance and regulatory updates, Customer service excellence, Product knowledge, Sales techniques. Utilize online training platforms and flexible workshops to enhance accessibility and engagement. Well-executed training programs will improve employee capability and satisfaction, driving stronger performance outcomes.

A fair and efficient recruitment process significantly enhances employee trust and satisfaction. Therefore, UAB bank should enforce an equal opportunity recruitment policy that discourages bias and promotes inclusivity. Develop transparent selection criteria that are aligned with job requirements. Use a voting system among interviewers to reduce individual bias in hiring decisions. Source talent both internally and externally to ensure the best fit for each role. These strategies will strengthen the integrity of the recruitment processes and improve employee perceptions of fairness.

Although compensation was not found to be a significant predictor of job satisfaction in this study, it remains a key aspect of employee experience. The bank can improve its effectiveness by conducting salary benchmarking to align pay scales with market standards, increasing transparency in compensation structures and reward systems, linking compensation clearly to individual performance outcomes, offering personalized, flexible benefits to meet diverse employee needs and fostering a culture of recognition that complements tangible rewards. These enhancements can increase the relevance and fairness of compensation practices.

5.3 Implications of the Study

The implications of this study offer practical and strategic insights for improving employee job satisfaction and employee performance through effective human resource management (HRM) practices, specifically within the context of UAB bank in Mandalay. The findings establish that performance appraisal, training programs, and rewards are statistically significant predictors of job satisfaction, indicating their critical importance in shaping a motivated and high-performing workforce. These results suggest that UAB bank should prioritize structured performance appraisal systems that provide fair evaluations, constructive feedback, and transparent criteria, all of which contribute to increased employee satisfaction and engagement.

Similarly, training programs emerged as a key contributor to job satisfaction, reinforcing the importance of continuous learning and professional development. Offering practical, skill-enhancing, and role-specific training opportunities can help employees feel more competent, valued, and prepared to meet performance expectations. Additionally, the positive influence of rewards on job satisfaction highlights the motivational power of recognition. UAB bank can enhance its reward

systems by incorporating both monetary incentives and non-monetary appreciation, such as employee of the month programs or public acknowledgments.

In contrast, planning and recruitment as well as compensation and benefits did not show statistically significant effects on job satisfaction, suggesting that these practices may currently be misaligned with employee expectations or are not perceived as impactful by the workforce. However, their strategic value should not be underestimated. UAB bank may need to improve communication around recruitment processes, create clearer internal promotion paths, and reassess the competitiveness of its compensation packages. Providing flexible and personalized benefits, along with transparent salary structures, could increase the perceived fairness and relevance of these practices.

Furthermore, the study's implications emphasize the importance of continuously evaluating and optimizing HRM strategies. UAB bank should invest more deliberately in high-impact practices such as performance appraisal and training while also identifying underperforming areas, like recruitment and compensation, to ensure a more balanced and employee-centered HRM approach. Doing so would not only enhance job satisfaction and performance but also support long-term employee retention and organizational growth in the competitive banking sector.

5.4 Needs for Further Research

While this study provides valuable insights into the impact of HRM practices on employee job satisfaction and employee performance within UAB bank. This study was limited to employees from UAB bank in Mandalay. To improve the generalizability of the results, future research should consider expanding the sample to include employees from other branches and banks across different regions. While the study focused on five HRM practices performance appraisal, training programs, rewards, compensation and benefits, and planning and recruitment, and planning and recruitment other variables were not included. Future studies could incorporate additional factors such as organizational culture, leadership style, employee engagement, or work-life balance variables to better understand their influence on job satisfaction and employee performance.

Furthermore, the current study relied solely on quantitative methods, using structured questionnaires to collect data. While this approach yielded measurable results, integrating qualitative methods such as interviews or focus groups could

provide deeper insights into employee attitudes, expectations, and experiences with HRM practices.

Lastly, since compensation and recruitment were found to be non-significant in this study, future research should explore why these practices are perceived as less influential. Investigating employee expectations, organizational policies, and contextual factors could help identify gaps and inform more effective HR interventions in these areas.

In conclusion, while this study lays a solid foundation for understanding the link between HRM practices, job satisfaction, and performance, further research is necessary to refine, expand, and contextualize the findings for broader and more actionable insights.

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Questionnaire

This questionnaire is for my MBA Thesis about the employee perception on training and development and organizational commitment, not related with other business purpose. All responses will be kept confidential and individual participants will remain anonymous. Please kindly answer the following questions. Thank you for your valuable time.

Section (A) Demographic Information

1. Please identify your gender.

Male

Female

2. What is your current marital status?

Single

Married

3. Please identify your age in Completed year -----

4. Please identify your education level.

Under –graduated

Diploma

Graduated

Master Degree

Ph.D and above

5. What is your current position?

Branch/Department -----

Position -----

6. Please state your year of service (in current position).

Under 3 years

3 to 6 years

6 to 9 years

Above 9 years

7. Average Monthly Salary?

Under 300,000 MMK

300,000 – 400,000 MMK

400,000 – 500,000 MMK

500,000 – 600,000 MMK

600,000 – 700,000 MMK

Above 700,000 MMK

Section (B) Employee's Perceptions on HRM Practices

1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat Disagree, 4= Neutral, 5= Somewhat Agree, 6=Agree, 7=Strongly Agree

Sr. No.	Recruitment and Selection	1	2	3	4	5	6	7
1.	The company attracts high-quality employees.							
2.	The company retains high-quality employees.							
3.	Applicants are fully informed about the qualifications required to perform the job before being hired.							
4.	This organization fills a vacancy internally rather than externally.							
5.	Respective department heads and HR managers participate in the selection process.							
6.	The organization's recruitment practice is fair.							
7.	The planning and recruitment process is transparent.							

Sr. No.	Compensation	1	2	3	4	5	6	7
1.	The company provides employees with the type of benefits they need. (salary, bonus, incentive, commission, etc.)							
2.	The company provides benefits that compare favorably in the sector.							
3.	The company uses a fair incentive system.							
4.	Employees are rewarded based on performance.							
5.	The company's compensation system is one of the reasons to retain my job at the said company.							
6.	This organization's salary and other benefits are comparable to that of similar organizations.							
7.	The company uses compensation programs based on performance.							
8.	The company's compensation system is reviewed periodically.							

Sr. No.	Training	1	2	3	4	5	6	7
1.	The company provides new employees with an orientation.							
2.	The company adopts continuous training to improve performance.							
3.	The company plans ahead for the training programs.							
4.	The company uses advanced technology in training programs.							
5.	The company has cross-departmental training programs.							
6.	The company uses new approaches for training programs.							
7.	I have training opportunities to learn and grow.							
8.	Every employee goes through various training programmes every year.							
9.	The company encourages team-work seminars.							

Sr. No.	Performance Appraisal	1	2	3	4	5	6	7
1.	The company considers employees accountable for their work.							
2.	The company provides feedback to employees.							
3.	The company is aware of its employees 'opinions.							
4.	The company evaluation system is fair and honest.							
5.	The company supports employees' development.							
6.	The company has realistic expectations about employees' output.							
7.	Performance appraisal is fair in this organization.							
8.	I am informed of how my performance evaluation is done.							
9.	The objectives of the appraisal system are clear to employees.							
10.	There is regular appraisal for promotion.							
11.	The company has a professional appraisal system.							

Sr. No.	Rewards	1	2	3	4	5	6	7
1.	I feel motivated to increase my performance when I receive a non-financial reward.							
2.	I enjoy my work better when it provides opportunity for growth and development.							
3.	The organization provides the benefits the employees need.							
4.	I perform better when my contributions are recognized by my superior or the organization.							
5.	I think the organization regularly provides credit to staff whenever they met the KPIs.							
6.	The benefits packages (like medical insurance, paid vacation) that are provided by this bank is good.							
7.	The benefit packages are comparatively more than other banks.							

Sr. No.	Employee Job Satisfaction	1	2	3	4	5	6	7
1.	When things go well with your job, your contribution is often recognized.							
2.	I am satisfied with the freedom to take initiatives with how my job is done							
3.	My job comes with independent thought and action.							
4.	I am satisfied with the pay I receive for my job.							
5.	I am satisfied with the success I have achieved in my career.							
6.	I am satisfied with the employment security the organization offers me.							
7.	The employees' salaries are distributed fairly compared to their expertise and educational level							
8.	I am satisfied on the organization's Training programme.							

Section (C) Perceptions on Employee Performance

Sr. No.	Employee Performance	1	2	3	4	5	6	7
1.	Consistently meeting or exceeding the performance goals at UAB bank.							
2.	Feeling motivated to give my best effort at work every day.							
3.	Achieving satisfaction level on the job performance at UAB bank.							
4.	Receiving regular feedback on the performance from my supervisors.							
5	Understanding my role and responsibilities at UAB bank.							
6	Being able to effectively manage my workload and deadlines at UAB bank.							
7	Receiving clear guidance from the leaders helping me perform my job effectively.							
8	Feeling that my skills and abilities are utilized to their fullest potential at UAB bank.							
9	Being able to collaborate effectively with my colleagues to achieve performance goals.							
10	Receiving adequate support from my supervisors to help me achieve my performance targets.							

Statistical Outputs

Reliability Statistics for Recruitment and Selection	
Cronbach's Alpha	N of Items
.732	6

Source: SPSS Output, 2025

Reliability Statistics for Compensation	
Cronbach's Alpha	N of Items
.798	9

Source: SPSS Output, 2025

Reliability Statistics for Training Programs	
Cronbach's Alpha	N of Items
.883	11

Source: SPSS Output, 2025

Reliability Statistics for Rewards	
Cronbach's Alpha	N of Items
.855	5

Source: SPSS Output, 2025

Reliability Statistics for Job Satisfaction	
Cronbach's Alpha	N of Items
.844	7

Source: SPSS Output, 2025

Reliability Statistics for Employee Job Performance	
Cronbach's Alpha	N of Items
.884	10

Source: SPSS Output, 2025

Correlations

		Rewards	PA	TP	CB	PR	JS
Rewards	Pearson Correlation	1	.782**	.661**	.649**	.245**	.749**
	Sig. (2-tailed)		.000	.000	.000	.003	.000
	N	141	141	141	141	141	141
PA	Pearson Correlation	.782**	1	.807**	.800**	.354**	.885**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	141	141	141	141	141	141
TP	Pearson Correlation	.661**	.807**	1	.785**	.380**	.784**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	141	141	141	141	141	141
CB	Pearson Correlation	.649**	.800**	.785**	1	.482**	.725**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	141	141	141	141	141	141
PR	Pearson Correlation	.245**	.354**	.380**	.482**	1	.282**
	Sig. (2-tailed)	.003	.000	.000	.000		.001
	N	141	141	141	141	141	141
JS	Pearson Correlation	.749**	.885**	.784**	.725**	.282**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.001	
	N	141	141	141	141	141	141

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2025

Correlations

		JS	OP
JS	Pearson Correlation	1	.809**
	Sig. (2-tailed)		.000
	N	141	141
JP	Pearson Correlation	.809**	1
	Sig. (2-tailed)	.000	
	N	141	141

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2025

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.807	.799	.23320

a. Predictors: (Constant), PR, Rewards, TP, CB, PA

Source: SPSS Output, 2025

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.617	5	6.123	112.601	.000 ^b
	Residual	7.342	135	.054		
	Total	37.959	140			

a. Dependent Variable: JS

b. Predictors: (Constant), PR, Rewards, TP, CB, PA

Source: SPSS Output, 2025

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.336	.275		1.222	.224		
	Rewards	.104	.050	.126	2.063	.041	.382	2.615
	PA	.665	.086	.645	7.734	.000	.206	4.862
	TP	.233	.078	.209	2.984	.003	.293	3.411
	CB	-.011	.069	-.012	-.163	.871	.273	3.658
	PR	-.049	.042	-.051	-1.171	.244	.759	1.318

a. Dependent Variable: JS

Source: SPSS Output, 2025

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.640	.637	.29547

a. Predictors: (Constant), JS

b. Dependent Variable: JP

Source: SPSS Output, 2025

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.535	1	21.535	246.664	.000 ^b
	Residual	12.135	139	.087		
	Total	33.670	140			

a. Dependent Variable: OP

b. Predictors: (Constant), JS

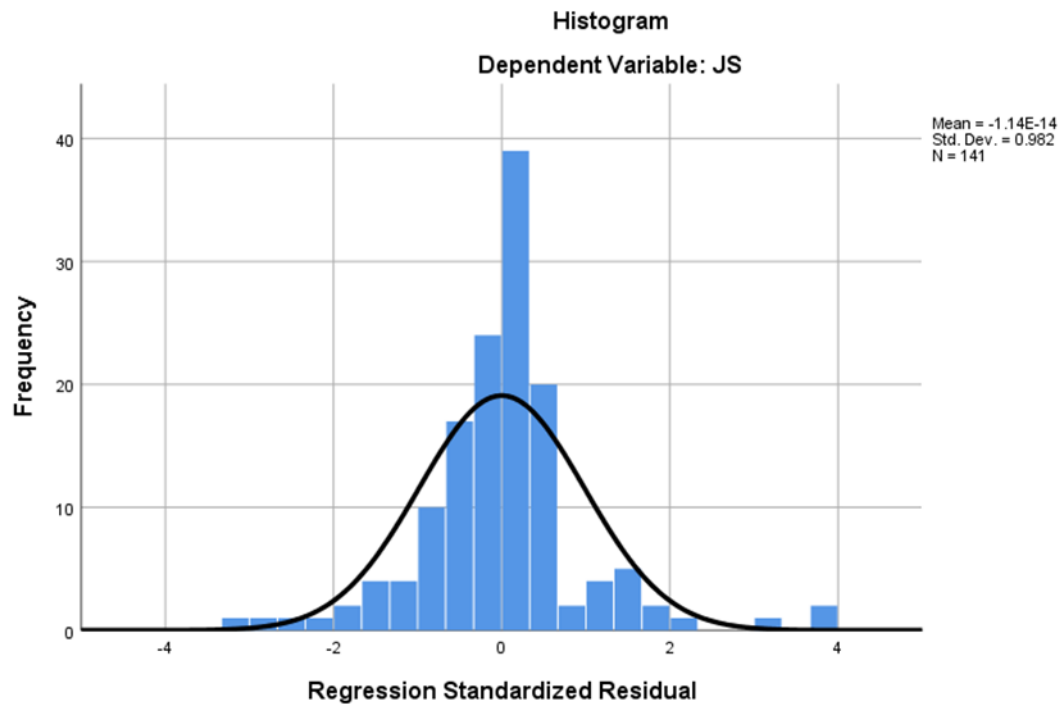
Source: SPSS Output, 2025

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.465	.271		5.413	.000		
	JS	.753	.048	.800	15.706	.000	1.000	1.000

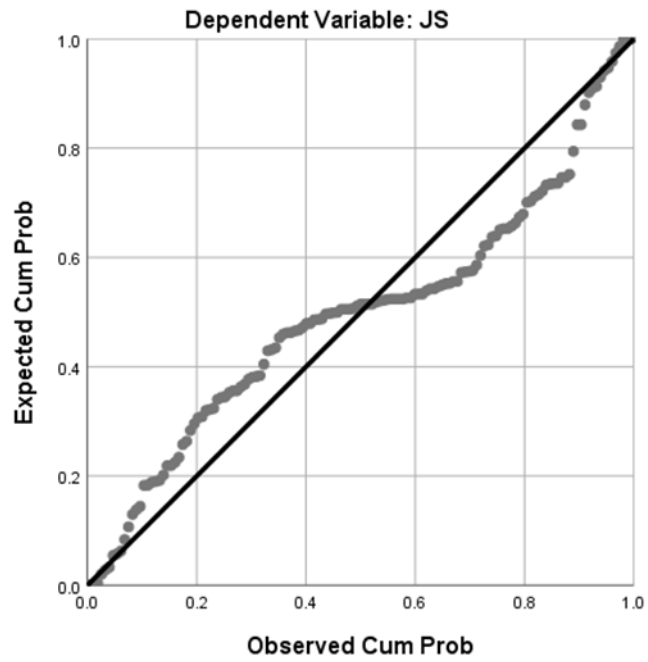
a. Dependent Variable: JP

Source: SPSS Output, 2025



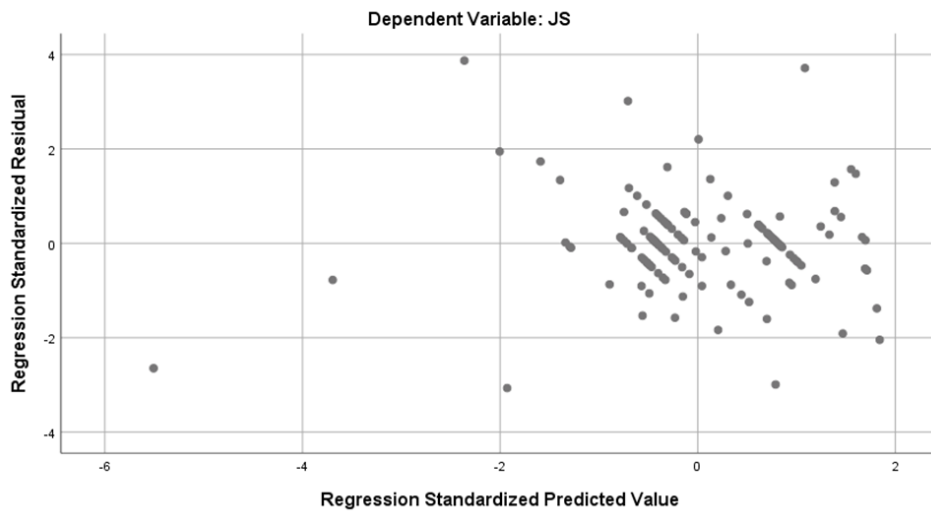
Source: SPSS Output, 2025

Normal P-P Plot of Regression Standardized Residual

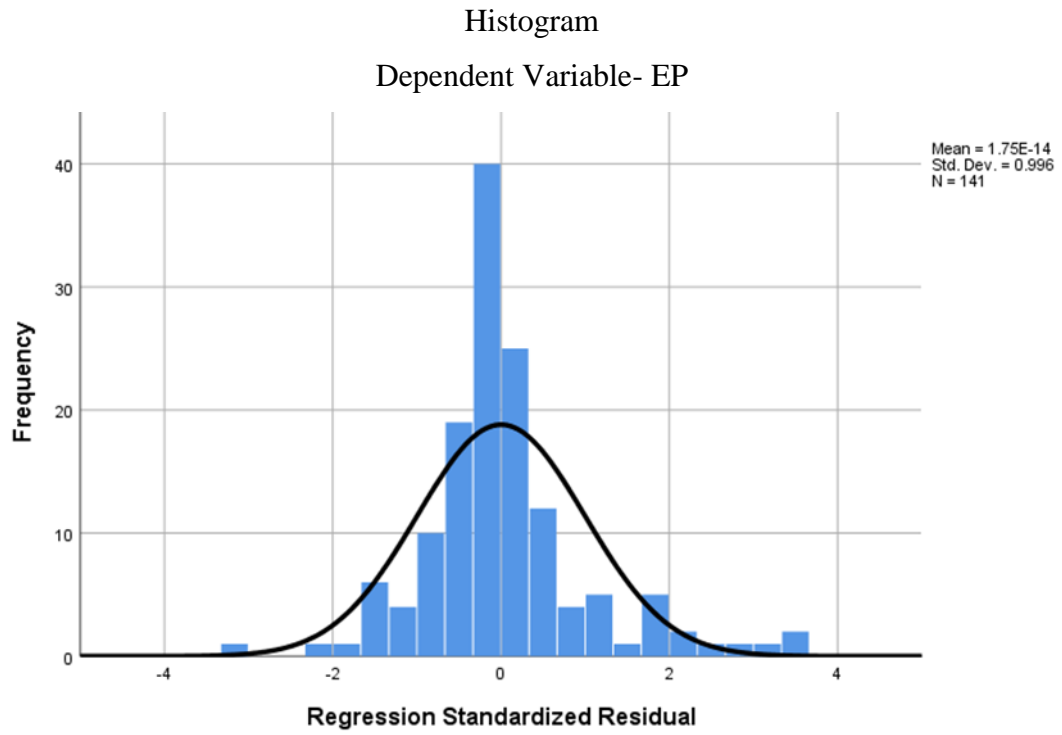


Source: SPSS Output, 2025

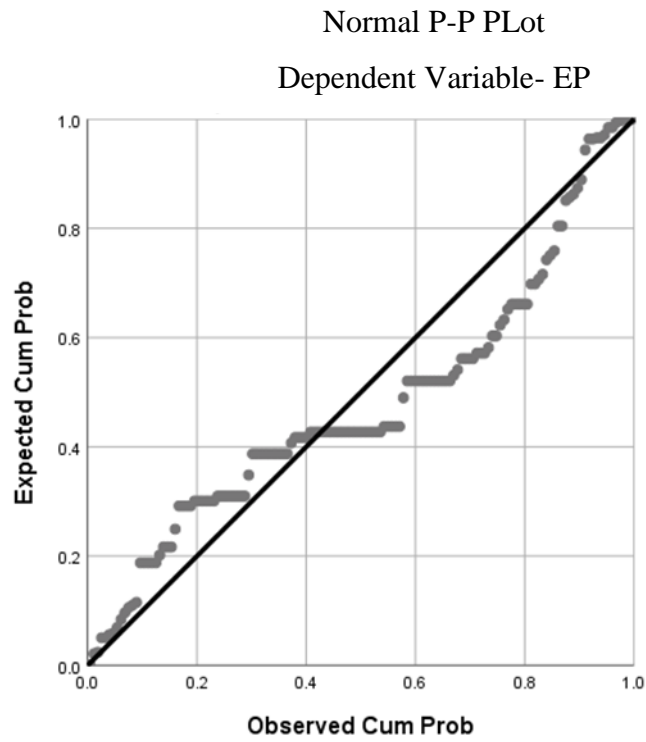
Scatterplot



Source: SPSS Output, 2025

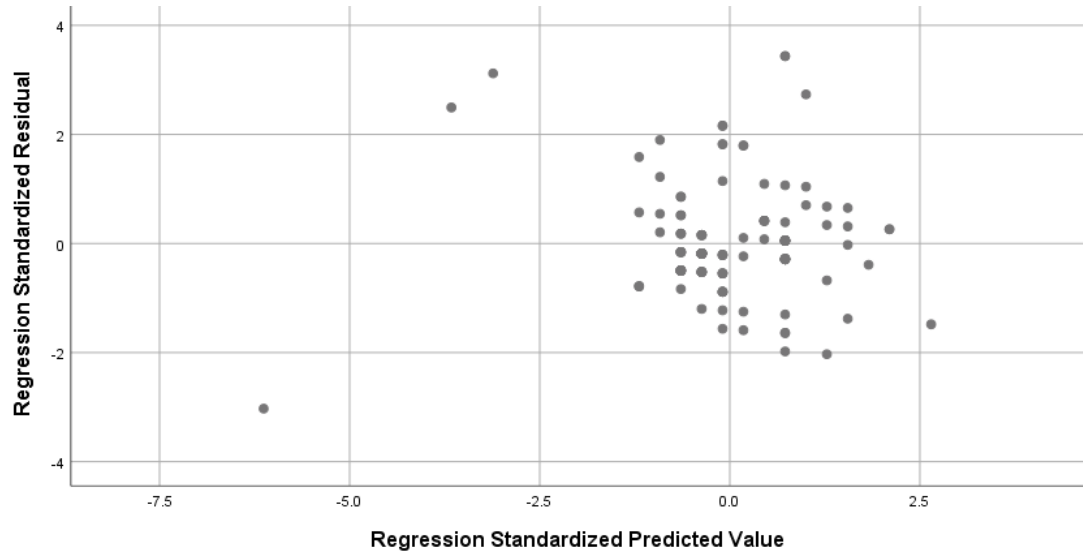


Source: SPSS Output, 2025



Source: SPSS Output, 2025

Scatter Diagram
Dependent Variable- EP



Source: SPSS Output, 2025