

**YANGON UNIVERSITY OF ECONOMICS
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**THE EFFECT OF HIGH PERFORMANCE WORK PRACTICES ON
HUMAN RESOURCE MANAGEMENT OUTCOME OF MYITTAR
BIOTECH CO., LTD.**

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(EMBF) 5th BATCH**

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**THE EFFECT OF HIGH PERFORMANCE WORK PRACTICES ON
HUMAN RESOURCE MANAGEMENT OUTCOME OF MYITTAR
BIOTECH CO., LTD.**

**A thesis submitted as a partial fulfillment towards the requirements for
the degree of Master of Banking and Finance.**

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ABSTRACT

This study intends to identify the impact of high performance work practices (HPWP) on Human Resource Management (HRM) Outcome of Myittar Biotech Co., Ltd and contribution of current study is to explore the effect. The key primary data was collected by interviewing with company staff. Out of 525 employees, the sample size is 100 employees whom are randomly selected from head office in Yangon and one branch office in Mandalay of Myittar Biotech Co., Ltd and interviewed by using structured questionnaires. HRM Outcome is measured with dimensions of employee attitude and employee behavior. According to the mean value of survey results, all variables are positively significant except Employee Turnover Intention. The current study contributes to Strategic HRM, as it is an attempt to explore the relationship between HPWP and HRM outcomes with dimensions of employee attitude and behavior. It provides guidance such as applying a combination of practices that not only directly affect productivity and performance but also develops positive attitude and behavior, which furthers the level of performance for management. This study was limited to identify the existing relationship between HPWP and HRM outcomes. Future researches should add the objective data and carried out in order to improve current study.

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CHAPTER I

INTRODUCTION

Every organization needs controlling and handling people, making decision and objectives to achieve goals, setting plans and evaluating performance (McGraw-Hill). For all of these activities, management is necessary and it brings resources to obtain the objectives of an organization.

An organization requires the utilization of a complex array of resources to grow, survive and achieve the ultimate mission or objectives that informed its existence or creation. The mobilization and deployment of these resources-human, financial and material-in the right resources-mix, gives the organization leverage toward the desired end. Of these resources, the human resource is the most potent and central, contributing significantly to corporate bottom line and competitiveness.

Moreover, people who engaged in the management of human resource develop and work through an integrated HRM system. Thus, HRM practices can also influence firm performance through provision of organizational structures that encourage participation among employees and allow them to improve how their jobs are performed. Practices studied include those related to training and skills, participation, empowerment, and communication and compensation. The practices that act together to enhance employee skill or involvement.

The only means of achieving this success is through High Performance Work Practices (HPWPs) can play a pivotally important role in shaping an organization's effectiveness and performance. HPWPs act to improve the self-confidence and flexibility of the workforce and contribute to improved motivation, morale and commitment which in turn are related to enhance individual performance.

The importance of high performance work systems are for the organizations determination for supremacy in gaining competitive markets place. Therefore, High performance work system is a tool to develop HRM outcomes and employee productivity, job satisfaction and to lessen occupational pressure. The research is based on the study of high performance work practices (HPWPs) on HRM outcomes of Myittar Biotech Company thereby will be helpful for understanding the achievability of HRM practices.

1.1 Rationale of the Study

Human resource practices to build skill levels, motivation and ability. HRM practices influence employee skills through the acquisition and development of a firm's human capital. The effectiveness of even highly skilled employees will be limited if they are not motivated to perform, however and HRM practices can affect employee motivation by encouraging them to work both harder and smarter. HRM practices can also affect individual employee performance through their influence over employees' skills and motivation. HRM practices relating to employee development and training, participation and empowerment, information sharing, and compensation systems are most combined.

An evolving understanding of high performance work systems (HPWPs) suggests that they generally focus on high skill requirements, discretion at work, team working and incentives enhancing organizational commitment. According to a study conducted by Grant (2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

Moreover employee turnover is a universal problem that all organizations around the world face (Stanley, 2012). One of the factors that contribute to high employee turnover is de-motivation (Mosley, Pietri & Mosley Jnr, 2012). There is a growing consensus among managers and leaders about the significance of combining effective motivation incentives to encourage good performance (Cole and Kelly, 2011). In order for organizations to meet their objectives, they must have a workforce that is motivated and works towards achieving the said objectives (Steers and Porter, 2011). Motivating employees is a challenge and keeping employees motivated an even greater challenge (Levy, 2013).

Employee motivation affects productivity and a poorly motivated labor force have be costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues(Jobber & Lee, 2014). It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates (Dec, 2013). It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore productive.

Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of the organization. Now days, it is one of the sizzling issue in organizations since every wants to make best use of their financial and human resources.

Therefore, this study focuses on the relationship of between high performance work practices on human resources management outcomes. Main purpose of this study is to inquire that what kind of factors influence employ motivation and commitment, turnover intention and absenteeism in Myittar Biotech Co., Ltd and finding up to which extent attitude and behaviors effects of employees.

If this is so, Myittar Biotech Company's HPWPs practices should be related to at least two dimensions of its performance. First, if superior HPWPs practices increase HRM outcomes such as employee motivation and commitment. Second, if better HPWPs practices increase outcomes such as the turnover intention and absenteeism.

1.2 Objectives of the Study

The main objectives of the study are as follows:

1. To examine the high performance work practices of Myittar Biotech Company
2. To identify the effects of the high performance work practices on Human Resource Outcome in Myittar Biotech Company

1.3 Scope and Methods of the Study

The study was conducted on Company's employees and the respondents included three layer of company staff who provided pertinent information about the research problem. Out of 525 employee, A sample size of (100) employees from Head office in Yangon and one branch in Mandalay was used in these study. Quantitative research, primary and secondary sources of data from company annual report are used in this research. Descriptive statistics such as mean, percentages, and standard deviation and multiple regression analysis were used. And then this study discovers the employee skills, organizational structures and employee motivation scales. Finally, HRM outcomes and high performance work practices of (Myittar Biotech) Company described as the result of efficient HRM practices and its outcomes. Reliability and validity of data tested before proceeding to the regression analysis.

1.4 Organization of the Study

This study made up of five chapters. Chapter (I) is the introduction that consists of rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter (II) reviews the theoretical background of HPWPs practices related previous studies. The chapter ends with a conceptual framework for the study. Chapter (III) describes the profile of Myittar Biotech industry in Myanmar. Chapter (IV) is the most important chapter, in which the main findings of this study are mentioned with the detail research design and statistical results. The proposed hypotheses which are accepted or rejected according to the analyses are clearly explained. Additionally, the final results with the structural model are shown in this chapter. The last chapter, Chapter (V), presents the conclusion including finding, suggestions and recommendations, contribution for the study. Also, the chapter ends up with areas which need to be explored in further studies.

CHAPTER II

THEORETICAL BACKGROUND

In this chapter, the discussion is focused on: high performance work practices systems as a part of human resource management, strategic human resource management; Employee's performance attitudes and behaviors indicators of performance from a theoretical and empirical perspective. This part of the thesis also identifies and defines human resources management, strategic human resource management base view theory for current research to enhance HRM outcome and to gain competitive advantage. Finally, it discusses the conceptual model and association among these variables and ends with the hypotheses that can be formed.

2.1 Concept of Strategic Human Resource Management

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. It is part of the management process which is concerned with the management of human resources in an organization. It tries to secure the best from people by winning their wholehearted cooperation. In short, it may be defined as the art of procuring, developing and maintain competent workforce to achieve the goals of an organization in an effective and efficient manner. The environmental factors and the organization's mission, objectives, strategies, structure and culture influence the HRM Plans, Policies and Practices. These HRM Plans, Policies and Practices influence the HRM outcomes.

Any HRM system should be integrated to attract and hold the right mix of people. It must also establish a working relationship among those people that will carry out the organization's strategic plan, once that plan has taken into account all prevalent human resource constraints and opportunities. In other words, HRM policies need to fit the business strategy. There is a fundamental paradox at the heart of any attempt to define or otherwise engage with SHRM. Despite, or possibly directly because of, the important role SHRM plays in theories of, and attempts to describe, understand, critique and change organizations and theories of organizational structures and functioning, it is virtually impossible to define SHRM. There is no such thing as SHRM because SHRM is not a unitary phenomenon but a collection of phenomena. It consists of very diverse phenomena: prescriptions, models, theories and critiques.

2.2 High Performance Work Practices

Human resource practices are not effective independently. They always operate in an interrelated complex system, in the literature of strategic human resource management (SHRM). Such a system of interrelated HRM practices is known as a high performance work practices (HPWP) (Becker and Huselid, 1998). According to Snell and Bohlander, (2007) a high performance work practices (HPWP) can be defined as a specific combination of HR practices, work structures, and processes that maximizes employee knowledge, skill, commitment, and flexibility.

High performance works (HPW) are practices that encourage employee commitment and self-sufficiency in strategic human resource management (SHRM). A general assumption associated with HPW is that employees are a main source of competitive advantages that is difficult to duplicate (Oladapo & Onyiaso, 2013). Moreover, employees can create a constant improvement in organization and perform at a higher level if they are encouraged to do so.

In this study, it is possible to identify such HR practices which have repeatedly formed a part of HPWP. These practices are listed below form apart of proposed HPWP in the current study.

1. Ensuring Employee Security

Employment security policies that demonstrate a commitment to employees and their welfare work best when combined with the careful selection and hiring of employees who fit the needs of organizations and who match their job requirements. A number of scholars have reported evidence that organizations that implement policies that ensure employee security build trust with the people who are hired and find that their employees perform better and are more committed to their organization's success.

2. Selective Hiring

Carefully evaluating new hires requires that organizations are precise in identifying the critical skills and attributes of their employees in the first place. Hiring to fit requirements of the job makes more sense than simply hiring candidates with the best academic pedigrees or who look the best on paper. Identifying attributes like character, respect for others, and a service orientation that do not change through training actually improve employee retention and long-term fit.

3. Incentive Pay Based on Performance Appraisal

This construct is defined as “opportunity provided to the employees to increase their pay by improving their performance” (Murphy, 2006). Pay to performance is an important component of high performance work practices system. It includes achieving targets, meeting deadlines, showing benchmark behaviors in difficult situations etc. It helps to adjust organizations salary bill without layoff (Pfeffer, Hatano and Santalainen, 1995).

4. Information Sharing

It is defined as “providing employees with the required information regarding strategy, targets and goals, financial performance and on ongoing operations along with training to interpret and use this shared information” (Murphy, 2006). Information shared with the employees promotes a culture of trust. It helps the employees to increase their contribution if they are provided with required information on above-mentioned issues.

5. Training and Skill Development

It can be defined as “the focus of organization to provide opportunities to the employees to enhance their skills and abilities to take initiative not only in identifying the problem but also resolving it by changing the work methods without losing their focus on quality” (Pfeffer, 1998). Skill development is the key area focused by high performance practices in literature. High performance practices systems cannot be developed without focusing on training. It helps the organizations to enhance the skills of front line employees. In addition, most of the managers cannot ‘bundle’ or integrate HRM practices into HWPS that is suitable for the organizations to develop strategies (Barney and Wright, 1997). Over all, there is evidence to suggest that a single bundle is more effective than multiple bundles to develop high performance work practices comprehensively (MacDuffie, 1995). There are several reasons why employee motivation is important.

2.3 Human Resource Management Outcomes

In HRM literature, the relationship between performance and HRM practices is established through HR outcomes such as attitudes and behaviors of employees. High performance work practices also affect organizational performance through HRM outcomes (Guest, 1997; Paauwe, 1998; Fey et al., 2000). It has been assumed in the literature that HRM outcomes mediate between high performance work practices and organizational performance i.e. First high performance work practices develop certain employee’s attitude and behavior which in turn affect performance (Paauwe, 1998). HRM

outcomes like employee's intention to leave, job satisfaction and organizational commitment can be influenced through HRM practices (Huang, 2000). By suggesting that motivation, job satisfaction, and organizational commitment made an employee a valuable asset and become more productive, rare, and irreplaceable. (MacDuffie, 1995).

Assessing that motivated and committed employees are valuable asset, the conceptual framework of this study highlights that there is a mediation of HRM outcomes to enhance the effect of high performance work practices on organizational performance. It is being assumed that if employees are more motivated and committed than they will be more productive and effective; the satisfaction with their job i.e. duties and responsibilities make the employees more productive as compared to dissatisfied and confused employees; and intention to stay affects employee performance positively as compared to intention to leave on organizational. It means HPWP system's contribution depends upon the above-mentioned HRM outcomes (Becker and Gerhart, 1996; Guest, 2001; Paauwe, 1998).

The above discussion gives rise to the question that which HRM practices lead to what HRM outcomes i.e. motivation, job satisfaction and turnover intentions, commitment, and absenteeism. Thus, high performance work practices are successful if they influence on employee's behavior and attitude (Jackson et al. 1989) and only motivated and satisfied employees can be a source of success for the firm. This is possible only if these high performance practices are selected carefully and systematically which in turn will result in employee's positive attitude and behavior and it will further positively affect organizational performance (Becker and Wilson, 2000; Fey et al., 2000; Guest, 2001).

Employees with positive attitude and behavior will work for the benefit of the organization, which will positively affect organizational performance and employee's productivity. In addition, employees without positive attitude and behavior, even if they are highly skilled, are unlikely to contribute discretionary effort to improve their productivity and organizational performance (MacDuffie,1995).Additional studies which have supported the mediating role of HR outcome between high performance work practices and organizational performance and employee's productivity includes Ostroff and Bowen (2000), Delery and Shaw (2001), Becker and Gerhart (1996) and these researchers are of the opinion that focusing only on direct relation will be very simplistic because such relation cannot explain the phenomenon that high performance work practices are responsible for change; instead it is the employee's attitude and behavior

that translate high performance work practices into organizational performance and employee's productivity. Thus high organizational performance and employee's productivity is not possible unless employees respond positively to high performance work practices through their positive attitude and behavior. In this study, it is assumed that the employee's behaviors and attitudes are mediating the relationship between HRM practices and firm's performance.

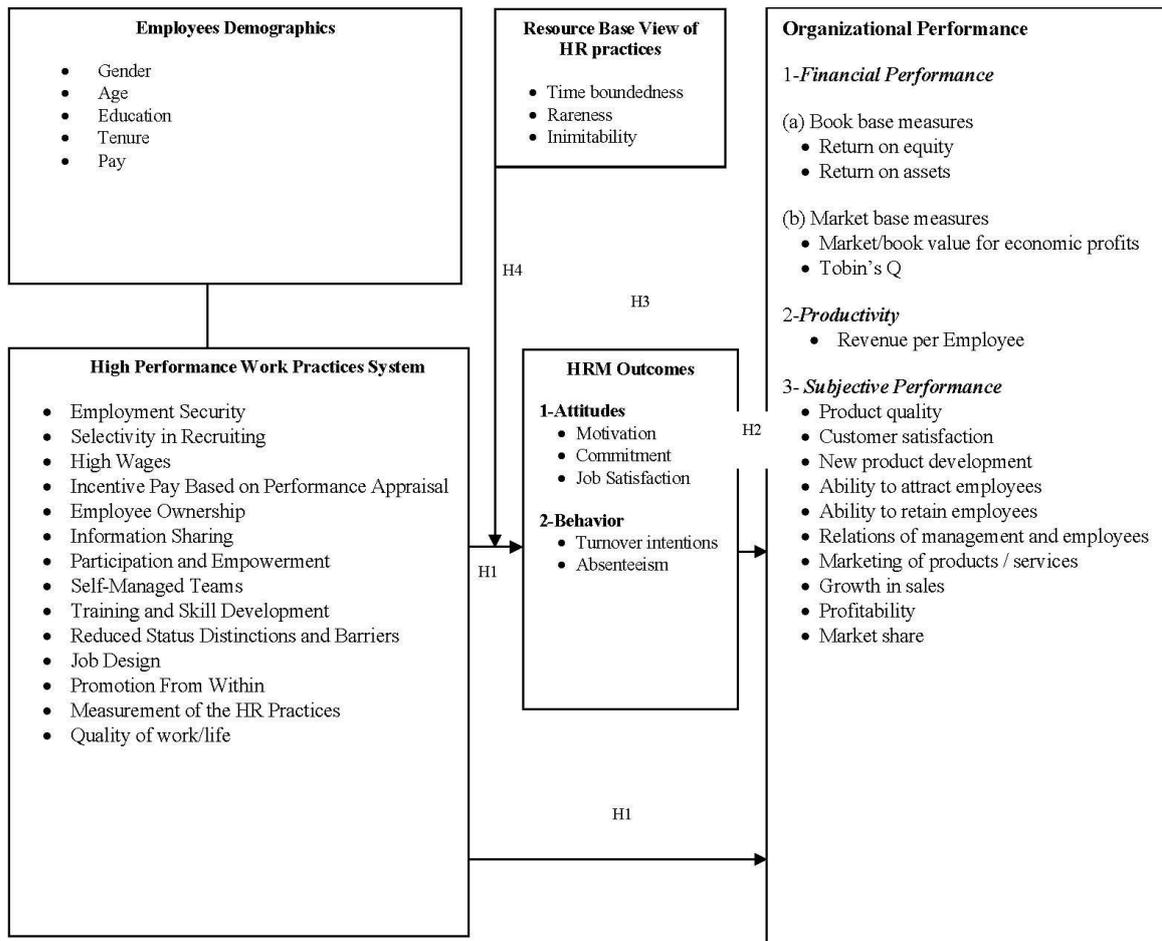
2.4 Previous Studies

There are a few research papers of high performance work practices on organizational performance. Among them, They have presented the research paper of Sayyed Muhammad Mehdi Raza Naqvi, (2012) for this study. This study showed the concepts of high performance work practices (HPWPs) on financial and non-financial performance, the impact of high performance work practices and their impact on financial performance in the banking industry in Pakistani. The Conceptual Frame work of this study is show in Figure (2.1) which clarifies the relationships between the thirteen high performance work practices and firm performance.

All the variables identified in the figure were investigated in the discussion. Figure 2.1 shows components of a high performance work practices system which are high performance work practices and have been selected through intensive literature review by using universalistic perspective. The three components of organizational performance i.e. financial, subjective and productivity are also hypothesized to affect HRM outcomes. The HRM outcomes also affect organizational performance. Further, these HRM outcomes are playing a mediator's role in between high performance work practices and organizational performance. Resource base view is playing a moderator's role in the relationships between high performance work practices system and HRM outcomes. In this conceptual framework factors such HRM outcomes and resource base view are expected to act as facilitators to enhance organizational performance. There are different set of high performance work practices that affect significantly organizational subjective performance, financial performance, and employee's productivity directly or through mediating role of employee's attitude and behavior. Since all of these sets of practices can easily be introduced into organizations, the researcher suggests that by properly selecting and implementing such high performance work practices the organizations can perform better. These high performance work practices help the organizations to develop such skills and capabilities that lead to competitive advantage

(Barney, 1991). Their findings also provide support for the universalistic perspective of SHRM, as most of the best practices selected are significantly influencing firm performances (Delery and Dotty, 1996). These high performance work practices help the manager to create capabilities and skills through employees and such capabilities are difficult to imitate as per resource base view of the firm (Lado and Wilson, 1994).

Figure (2.1) The Conceptual Framework of Previous Study

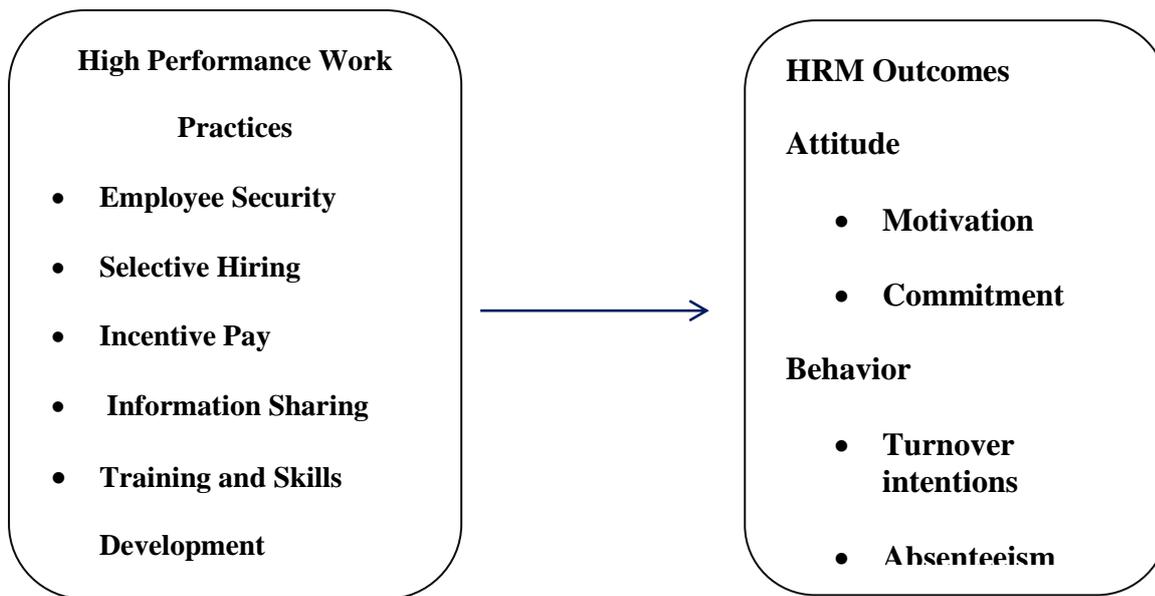


Source: Sayyed Muhammad Mehdi Raza Naqvi (2012)

2.5 Conceptual Framework of the Study

In this study high performance work systems are the independent variable and HRM outcomes are the dependent variables. Based on the results of the previous empirical studies, four hypotheses for this study were explored. That is shown in research conceptual framework. The conceptual frame work can also be seen from the following Figure (2.2).

Figure (2.2) Conceptual Framework of the Study



Source: Adapted from Sayyed Muhammad Mehdi Raza Naqvi (2012)

According to figure (2.2) conceptual framework consists of two parts, which are systems of work practices and HRM outcomes. It is developed based on the literature review from the various sources. This study tries to identify the effects of high performing work systems with the help to different HR approaches.

It shows that high performance work systems also applied to improving workplace Positive just as well as firm HRM outcomes (Patel et al., 2013). Some researchers state that it is supposedly suitable to consider a high performance work system as a solitary system, which handles the employees' attitude toward each other and toward the work (Wallner & Menrad, 2012). However, it helps to manage the atmosphere of the association; most important reason of this study is to identify the effects of HPWS on HRM outcome in Myittar Biotech Company.

The high performance work practices system is usually measured by combining single or multi-item measures of HR practices into a unitary measure. The high performance work practices system is represented by this unitary measure. This method is considered theoretically appropriate by most of the researchers (Becker and Huselid, 1998). While measuring the high performance work practices it is assumed that to improve the measurement's reliability, there must be inter correlation between selected items and that must be confirmed by statistical techniques i.e. factor analysis and correlational based statistical tests.

The survey provided a descriptive of the company's high performance work practices system which covers Employment Security, Selective Hiring, Incentive Pay Based on Performance Appraisal, Information Sharing, Training and Skills Development, Measurement of the HR Practices and Outcomes. The current study focused on senior and middle managers, because implementation of high performance work practices focuses on high involvement of such managers, which as a result increases the performance. It is consistent with Lawler (1992) views and empirically supported by Guthrie (2001).

CHAPTER III

PROFILE OF MYITTAR BIOTECH COMPANY LIMITED

This chapter presents the about of historical background of Myittar Biotech Company Limited, vision, mission and organizational structure of company. It has mentioned the number of employee and high performance work practices of company.

3.1 Historical Background of Myittar Biotech Company Limited

Myittar Biotech Company Limited is the leading distribution company in Myanmar specializing in pharmaceutical and consumer products. We have helped our partners build successful brands in Myanmar since 1996 and have continually invested in our people, processes, technology and services to be the pioneer in the market expansion services for healthcare and consumer goods sector across Myanmar. We provide our clients with a full range of integrated market expansion services across multidimensional platforms. Their extensive in-house capabilities and best-in-class partners allow us to create custom, purpose-built distribution solutions that help drive their clients' businesses.

The Pharmaceutical Unit caters to Prescription Medicines, OTC, Hospital Supplies and others. Myittar Biotech Company Limited helps pharmaceutical companies grow across Myanmar, regardless of if you're an established or new to the region. They are the first to employ the largest healthcare sales force in Myanmar to drive multichannel sales, conduct medical education activities, and product launches to regenerate demand for mature products. They are reputed, well organized, efficient team of Expat & local managers providing excellent service to the principals. Stock points in major cities. This business was set up in the year 2000 distributing Personal Care Products in the market. Under the Consumer Products Unit, they help FMCG companies from large multinationals to local and regional brands grow across Myanmar and Cambodia. If you are looking to enter the market with a new product or extend the life cycle of a mature product, they can assist you. They offer a comprehensive and highly tailored portfolio of integrated services driving and fulfilling demand. Myittar Biotech Company Limited oversees FMCG products, in Confectionery, Beverages, Personal care, Cosmetics, Food, and other categories.

The Vision and Mission of the Myittar Biotech Company Limited are as follows:

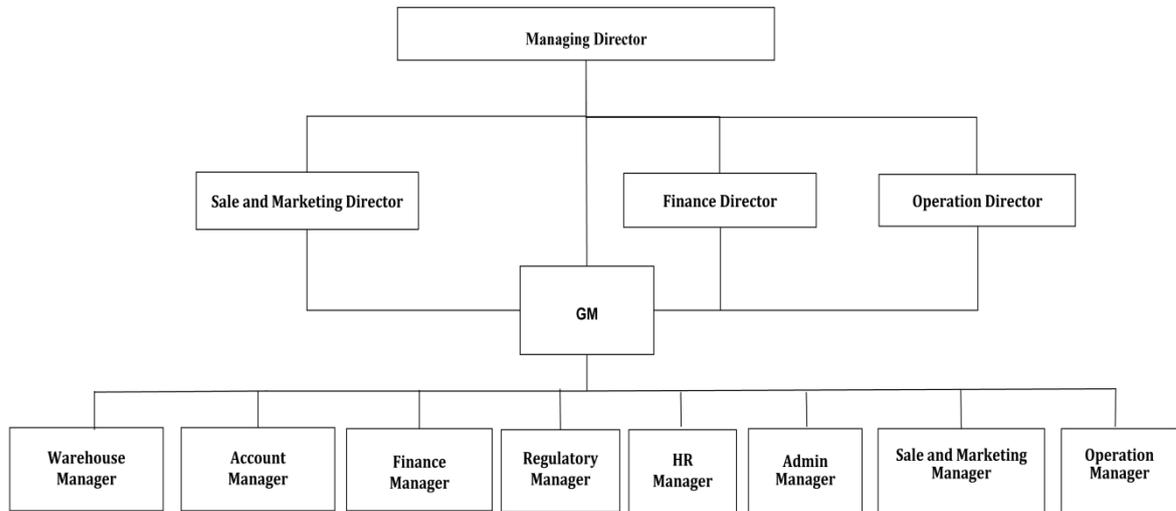
“Vision is the distributor partner of choice in Myanmar and to expand our services into Indochina markets.” “Mission is carrying for Myanmar through our continuous improvements in investments made in operational efficiency, training, and empowering people, to provide state of the art infrastructure and facilities and being compliant to local bodies, to achieve international certifications in quality, safety, and operations thus, ensuring our customers is happy and expanding.”

As a leader in market expansion services, they are continuously strive to grow stronger and bigger with our partners. Myittar Biotech’s mission to accomplish this feat has made us leaps and bounds ahead of other players in the distribution space. Myittar Biotech’s has partnered with principles from France, Pakistan, India, Bangladesh, USA, UK and Thailand. They cover the length and breadth of Myanmar. Our footprints are in modern trade, clinics, wholesale traders, general trade outlets, hospitals, pharmacies, convenience stores, and traditional stores across Myanmar. They have offices in Yangon, Mandalay and other major cities across Myanmar. They also have appointed multiple dealers in smaller towns and cities. They are presently a 500 strong workforce working across Myanmar, distributing products to over 50 million people.

3.2 Organization Structure of Myittar Biotech Company

The organization structure of the Myittar Biotech is organized by eight departments and four management committee that included Board of Directors. The senior management level, such as general manager to line manager are taking care the each related department. They have total number of staff around 525 employees and 9 branches.

Figure (3.1) The Organization Structure of Myittar Biotech Company Limited



Source: Myittar Biotech (2019)

3.3 High Performance Work Practice System of Myittar Biotech Company

High-performance work practices (HPWPs) can be defined as practices that have been shown to improve an organization's capacity to effectively attract, select, hire, develop, and retain high-performing personnel. We refer to a set of specific HPWPs within an organization as a high-performance work system. There are many types of high-performance work practices of organizations. In this section, HPWPs of Myittar Biotech Company is discussed about the Employees at Myittar Biotech, Employment security, Selective Hiring, Incentive Pay Based on Performance Appraisal, Information Sharing and Training and Skill Development.

Table (3.1) Employees at Myittar Biotech

Level	Number of Employee
Managing Director	1
Director	3
General Manager	1
Line Manager	18
Assistant Line Manager	24
Executive	78
Technical Staff	200
Non-technical staff	250
Total	575

Source: Myittar Biotech (2019)

3.3.1 Employee Security

Policies and practices are ensuring employees greater than mandated security in their positions. They include policies supporting freedom from repercussion for speaking up about systems issues/concerns and practices that generally support stable employment (e.g., avoiding layoffs). However, security policies of Myittar Biotech Company differ depending on the management level such as senior management level, middle management level, junior management level, and staff level as in other sectors.

3.3.2 Selective Hiring

Organizations are precise in identifying to evaluate carefully new hires the critical skills and attributes of their employees in the first place. When each manager of department of Myittar Biotech requests additional employees for the specific project, the respective department head will check the current status of the job and decide to accept or reject the appeal. If the department head agree this requirement, he or she will ask for the HR department to fill the employee shortage. Then HR department examines the employment be in agreement, start the recruitment and selection to fill up the vacant posts.

3.3.3 Incentive Pay Based on Performance Appraisal

This construct is described as “opportunity provided to the employees to increase their pay by improving their performance” (Murphy, 2006). The important component of high performance work practices has an important component pay to performance. Incentive pay of Myittar Biotech based on their employee’s performance. Every level of employees paid monthly salary, regular bonus and travelling allowances by achieving targets of their activities. Although most of the senior management level works overtime, overtime pay is not arranged. Regarding bonus matters, employees receive bonuses at least twice a year in April and October in favour of Water Festival and Lighting Festival.

3.3.4 Information Sharing

Information shared with the employees promotes a culture of trust. It helps the employees to increase their contribution if they are provided with required information on above-mentioned issues. Regarding information of Myittar Biotech shared with their employees in time with email, WhatsApp and Viber.

3.3.5 Training and Skill Development

To most of the company, training and development practices are implemented to promote the skills and competencies of current employees for the performance of the organization. Training normally concentrates on the improvement of operative skills and interpersonal skills. Most of the company offer training programs for both new recruits and existing employees. Regular training programs are intended only for the new recruits. Currently, there is no regular training course for the existing employees but random courses are arranged due to the requirements.

CHAPTER IV

ANALYSIS OF HIGH PERFORMANCE WORK PRACTICES ON HUMAN RESOURCE MANAGEMENT OUTCOME

This chapter presents the analysis of high performance work practices on human resources management outcomes of MYITTAR BIOTECH Company that consists of research design, research variables used in this study, analytical methods and tools used in this study and multiple linear regressions. Moreover, 100 employees are selected and given structured questionnaires in based on data, the demographic characteristics of respondents and high performance work practices systems are performed by using descriptive statistics and data analysis.

4.1 Research Design

The study was included management, middle level management and low level management staff who provided pertinent information about the research problem. A sample size of (100) employees was used in the study. Quantitative research was used in this study. Primary data is used in this research. The primary data are collected through questionnaire from employee of company. To get the size of sample from the population Taro Yamane (1973) formula is taken in a consideration.

The questionnaire is based on five Likert Scale and dividing three parts such as employee related factors, factors affecting program, and employee performance. All questionnaires has mentioned in appendix. Before the main analysis, both validity and reliability issues were addressed in order to ensure the trustworthiness of the collected data. It has described the employees of a company by sex, age, current job position, and education level, descriptive statistics was used to show the demographic characteristics of the respondents. Descriptive statistics such as mean, percentages, and standard deviation were used.

This study has employed quantitative research method using multiple regression analysis will be used to explore the relationship between high performance work practices effect on financial performance and non-financial performance such as corporate financial performance of Myittar Biotech Company described as the result of efficient HRM practices and its outcomes.

4.2 Demographic Characteristics

The initial phase of analysis is to determine the characteristics of the respondents involved in the study. A profile of the respondents is developed in terms of background information of the personal characteristics relating of high performance work practices systems, employee's attitudes and behaviors and financial and non-financial indicators of performance. Profile of employees includes general information of the employees such as gender, position, year of service and income level. Each characteristic has been analyzed in terms of absolute value and percentage, and the summary table of demographic characteristics is used to display these data more clearly. Tables of demographic characteristics of staffs in MYITTAR BIOTECH Company are shown as follows;

Table (4.1) Demographic Characteristics

Type	Frequency	Percent
Male	58	58.0
Female	42	42.0
Total	100	100.0
Age Group		
18-26	22	22.0
26-34	62	62.0
34-42	14	14.0
42-50	2	2.0
Total	100	100.0
Highest Education Qualification		
Diploma	24	24.0
Bachelor	62	62.0
Master	14	14.0
Total	100	100.0
Current Position		
General Manager	1	1.0
Manager	17	17.0
Assistant Manager	8	8.0
Executives	34	34.0
Technical Staff	16	16.0
Non- Technical Staff	24	24.0
Total	100	100.0
Working Experience (Years)		
1-5	22	22.0
6-10	15	15.0
11-15	25	25.0
16-20	20	20.0
21 years and above	18	18.0
Total	100	100.0

Source: Survey Data (2019)

According to the result of this above table (4.1) it shows that the summary of demographic profile of respondents. There are male and female response rate is closely equal. The respondents were classified into four age groups as shown in table maximum respondents are between 26 years to 34 years age group. The distribution of the respondent's level of educational background is shown 62% of respondent have a Bachelor degree and 24% are diploma holder. Respondents were asked to indicate the position and highest respondent is executive level. Respondents were asked to report on the total number of years for which they have been working with the company they are currently with. Working experience years were classified into five groups as mentioned. The respondents who joined the company between from 11 to 15 years were 25% of the sample as maximum number of respondents. Figures reported in months were rounded off to the nearest year. All above the situation are clearly reflected in the Table (4.1).

4.3 Analysis of High Performance Work Practices

Likert scales has widely used in this study. A critical discussion of the use of likert scales in hospitality and more generic management research. It focuses on the results of a survey of theme park customers that sought to determine the perspective of the respondents on the following perception measures in Myittar Biotech Company. Respondents were asked to rate a variety of park attributes using a five-point likert scale ranging from 1 (very low importance) to 5 (very high importance). At this stage in the research other interesting avenues for developing the project began to appear. A comparison between customer and staff perceptions was undertaken using the same instrument. As more customers were surveyed a small sample was also interviewed in some depth.

This paper has discussed five types of HPWPs. They are employee security, selective hiring, incentive pay based on performance appraisal, information sharing and training and skill developments. The study sought to determine the perspectives of the respondents on the following HPWPs in MYITTAR BIOTECH Company on a Likert scale of 1 to 5 (Where 1= Strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree). Their means and standard deviations were applied to measure degree of the agreement.

4.3.1 Employee Security

Based on analysis in Table (4.2), it was noted that average mean of Employee Security is 3.73. There are four factors of employee security and showed in table. All of

them are strongly agreed by the respondents. They intend to stay in organization as it was got score 4.1. “Job security is almost guaranteed to managers in this job” factor is significance than others. So it is better for the job security.

Table (4.2) Employee Security

Statements	Mean	Std. Deviation
Manager in this job can expect to stay in the organizations for as long as they wish.	3.96	0.906
It is very difficult to dismiss a Manager in this job.	3.74	0.964
Job security is almost guaranteed to managers in this job.	4.1	0.851
If the company were facing economic problems, managers in this organization would be the last to get cut.	3.13	1.118
Average	3.73	

Source: Survey Data (2019)

4.3.2 Selective Hiring

According to analysis in Table (4.3), it was measure with four factors of selective hiring. We found that average mean of Selectivity in recruiting is 3.57. Most of the respondents are strongly agreed that” A substantial amount of money is spent on selecting the person for a job “because the highest mean score 4.05 as this area is important because it can have positive outcomes such as higher profitability and greater labor productivity (Michie & Sheehan, 2005).

Table (4.3) Selective Hiring

Statements	Mean	Std. Deviation
The selection process for a job is very extensive in this company.	3.79	0.998
In general quite a long process is adopted to select a person for a job in this company.	3.60	1.189
Several individuals are involved in the selection decision in this company.	2.84	1.070
A substantial amount of money is spent on selecting the person for a job.	4.05	.297
Average	3.57	

Source: Survey Data (2019)

4.3.3 Incentive Pay based on Performance Appraisal

According to the mean values of the following table 4.4, each factor includes different number of items and is measured with four factors of Incentive Pay Based on Performance Appraisal. The respondents generally agreed that the Incentive Pay Based on Performance Appraisal. Most of them are internal audit Managers in this company have the opportunity to earn individual bonuses (or commission) for productivity, performance or other individual performance outcomes because the highest mean score of it is 3.67.

Table (4.4) Incentive Pay based on Performance Appraisal

Statements	Mean	Std. Deviation
Managers in this company regularly (at least once a year) receive a formal evaluation of their performance.	3.00	.000
External audit Pay raise for managers in this bank is based on job performance.	3.00	.000
Internal audits Managers in this company have the opportunity to earn individual bonuses (or commission) for productivity, performance or other individual performance outcomes.	3.67	0.473
It's been quite some time since the company has adopted this practice of incentive pay based on performance appraisal.	3.00	.000
Average	3.17	

Source: Survey Data (2019)

4.3.4 Information Sharing

According to the mean values of the following table 4.5, each factor includes different number of items and measured with four factors of Information Sharing. The respondents generally strongly agreed that the Information Sharing. It is significant factors of high performance work practice systems of MYITTAR BIOTECH Company. Because of most of them are highest mean scores that are greater than 3.5. Maximum factor is “the managers are provided with relevant financial performance information” which is importance to do business for very effective and efficient.

Table (4.5) Information Sharing

Statements	Mean	Std. Deviation
The managers receive formal information about a wide range of issues relevant for the company and its operations (e.g., a newsletter, Billiton or regular meeting).	4.22	0.629
The managers are provided with relevant operating performance information (e.g. quality, productivity, etc.).	4.27	0.446
The managers are provided with relevant financial performance information	5.00	.000
The managers are provided with relevant strategic information (e.g. strategic mission, goals, tactics, competitor information, etc.).	4.27	.446
Average	4.44	

Source: Survey Data (2019)

4.3.5 Training and Skill Development

Based on analysis in Table (4.6), it was noted that average mean of training and skill development factors is 3.03. It was founded that most of the respondents strongly agreed that “The managers are provided with relevant financial performance information” and “Formal training programs are offered to managers in order to increase their promo ability in this organization” because the mean score is 4.04 and with standard deviation is 0.425 respectively. Also it was found that most of the respondents disagreed that the extensive training programs are provided for managers in this company because the lowest mean score of it is 1.62. It appears that managers want to attend extensive training and development programs provided by the company.

Table (4.6) Training and Skill Development

Statements	Mean	Std. Deviation
Extensive training programs are provided for managers in this company.	1.62	.616
Managers normally go through training programs every few years.	2.43	1.191
The managers are provided with relevant financial performance information	4.04	.425
Formal training programs are offered to managers in order to increase their promo ability in this organization.	4.04	.425
Average	3.03	

Source: Survey Data (2019)

4.4 Analysis of Human Resource Management Outcomes

This paper has discussed four parts which are motivation, commitment, turnover intentions and absenteeism.

4.4.1 Motivation

According to analysis in Table (4.7), we found that average mean of motivation factor is 4.84. It was founded that most of the respondents are strongly agree that they are motivated with highest mean scores. All of means values of motivation factors are greater than 3.5. As per results, This Company has good HPWPs.

Table (4.7) Employee Motivation

Statements	Mean	Std. Deviation
I always behave in a way that helps our Company's performance	5.00	.000
I am always contributing in positive ways to The Company's performance	5.00	.000
As compared to our competitors my organization has a highly motivated group of employees	4.37	.485
I work harder and better because rewards and incentives are offered based on my respective productivity	5.00	.000
Average	4.84	

Source: Survey Data (2019)

4.4.2 Employee Commitment

According to analysis in Table (4.8), it was noted that average mean of employee commitment 3.62. It was founded that employees are willing to work harder than I have to help this organization. It indicates that the highest mean score is 4.26 which is connection with their organization, feel that they fit in and, feel they understand the goals of the organization for help.

Table (4.8) Employee Commitment

Statements	Mean	Std. Deviation
I am willing to work harder than I have to help this organization.	4.26	.441
I feel very loyalty for this organization.	2.70	1.501
I would take any job to keep working for this organization.	3.47	.703
I find that my values and organizational values are the same.	4.06	.617
Average	3.62	

Source: Survey Data (2019)

4.4.3 Employee Turnover Intentions

Based on analysis in Table (4.9), it was noted that average mean of Turnover Intention factors 2.89 which variable data was reversed. Because of the mean values of this factors show strongly disagreed. It indicates that employees have not intended turnover intention. They are happy to work for this organization.

Table (4.9) Employee Turnover Intention

Statements	Mean	Std. Deviation
I intend to look for a new job in next year.	2.20	1.239
In general quite a long process is adopted to select a person for a job in this company. I do not like the career/profession currently I have adopted. I will look for a new job.	3.10	1.087
I am not happy to work for this organization. I will quit.	3.13	.720
I intend to look for a new job in near future	3.13	.720
Average	2.89	

Source: Survey Data (2019)

4.4.4 Employee Absenteeism

Based on analysis in Table (4.10), it was noted that average mean of Absenteeism factors is 3.84. It has reversed two variable mean data results which results are intend to look for a new job in next year and remaining absent from the job will be the first option

if something important comes up. From this analysis, employees are not intending to look for a new job in next year with lowest mean 1.61 and standard deviation 0.650.

Table (4.10) Employee Absenteeism

Statements	Mean	Std. Deviation
I intend to look for a new job in next year.	3.39	.650
Remaining absent from the job will be the first option if something important comes up.	2.89	.737
It's difficult for me to remain absent from my job.	4.16	.982
I am aware of the leave policies of the company?	4.91	.288
Average	3.84	

Source: Survey Data (2019)

4.4.5 Overall Mean value of each variables.

The following table (4.11) is Overall mean of nine variables. There are nine variables and all average mean results are showing in below table.

Table (4.11) Overall Mean for variables

Variable	Average Mean Score
Employee Security	3.73
Selective Hiring	3.57
Incentive Pay based on Performance Appraisal	3.17
Information Sharing	4.44
Training and Skill Development	3.03
Employee Motivation	4.84
Employee Commitment	3.62
Employee Turnover Intention	2.89
Employee Absenteeism	3.84

Source: SPSS Data (2019)

According to the table (4.11), Information Sharing is highest mean score in HPWP and Employee Motivation also highest mean score in HRM Outcomes. All mean results are positively significant except Employee Turnover Intention.

4.5. Effects of HPWPS on HRM Outcomes

To analyze the effect of HPWPS on HRM Outcomes, the multiple regression analysis is conducted, and the results are reported in Table (4.12) and table (4.13).

4.5.1. Effects of HPWPS on Employee's Attitude

To analyze the effect of HPWPS on employee's attitudes, the multiple regression analysis is conducted, and the results are reported in Table (4.12).

Table (4.12) Regression Analysis of HPWPS on Employee's Attitude

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-0.140	.959		-.146	.884	
ES	-.080**	.082	-.097	-.975	.032	1.487
SR	.068*	.047	.149	1.443	.152	1.590
IP	0.952***	.240	.393	3.965	.000	1.468
IS	.250***	.127	.214	1.971	.052	1.751
TS	.126***	.060	.192	2.078	.040	1.278
N	100					
R ²	.37					
Adjusted R ²	.336					
F value	11.036*** (.000)					

Source: Survey Data (2019)

Statistically significant indicate ***at 1%, ** at 5% , * at 10% level respectively.

In Table (4.12) the relationship between high performance work practice systems of employee's attitude of Myittar Biotech is analyzed with the multiple regressions. In this table, the value of the F test, the overall significance of the model, is highly significant at 1% level. The specified models explain that the variation of employee's attitude is predicted by five independent variables as the value of R² is 3.7 %.The multi co

linearity statistics by using variance inflation factors (VIF) are also checked, indicating that there are no variables exceeding our “rule of thumb” of 10 for VIF.

This analysis presents was performed to observe the relationship between the independent variables (high performance work practice systems) and dependent variable (employee’s attitude). There are five systems of Myittar Biotech such as employment security, selectivity in recruiting, incentive pay based on performance, information sharing and training and skill development. From this analysis, employee’s attitudes are employee motivation and commitment.

According to the results, four factors of the independent variables have positive relationship with the dependent variables. But the coefficient of employment security of Myittar Biotech is -0.080 which means that there are employee attitude decrease 0.08 units while a unit increases unit increase of employment security. It indicates that employees of Myittar Biotech have freedom from employment. They have already known about the Myittar Biotech ensuring employment security since they not worked.

Moreover, the coefficient of incentive pay based on performance appraisal is 0.952 and information sharing is 0.25 which means that there is a unit increase of incentive pay based on performance appraisal will be significant increase 0.952 unit of employee’s attitudes and a unit increase of information sharing and then become employee’s attitude will be increase to 0.25units. Incentive pay based on performance appraisal system of Myittar Biotech is most effective factor than others HPWPs. Information sharing system and training and skill development of Myittar Biotech are also effective factor. It shows that both employees and companies are concerned with developing future skills and managing careers.

4.5.2. Effects of HPWPS on Employee's Behavior

To analyze the effect of HPWPS on employee's behavior, the multiple regression analysis is conducted, and the results are reported in Table (4.13).

Table (4.13) Regression Analysis of HPWPS on Employee's Behavior

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	5.810	2.417		2.404	.018	
ES	.326*	.206	.161	1.582	.117	1.487
SR	-.275**	.118	-.245	-2.328	.022	1.590
IP	1.514**	.605	.253	2.503	.014	1.468
IS	-1.491***	.320	-.514	-4.659	.000	1.751
TS	-.276*	.152	-.171	-1.810	.073	1.278
N	100					
R ²	.346					
Adjusted R ²	.311					
F value	9.956 *** (.000)					

Source: Survey Data (2019)

Statistically significant indicate ***at 1%, ** at 5% , * at 10% level respectively.

In Table (4.13) the relationship between high performance work practice systems of employee's behavior of Myittar Biotech is analyzed with the multiple regressions. In this table, the value of the F test, the overall significance of the model, is highly significant at 1% level. The specified models explain that the variation of employee's attitude is predicted by five independent variables as the value of R² is 3.46 %.The multi co linearity statistics by using variance inflation factors (VIF) are also checked, indicating that there are no variables exceeding our "rule of thumb" of 10 for VIF.

In this analysis presents was performed to observe the relationship between the independent variables (high performance work practice systems) and dependent variable (employee's behavior of Myittar Biotech). There are two types of employee's behavior. They are turnover intentions and absenteeism. According to the results, three factors of the independent variables have negative relationship with the dependent variables. It indicates that most of employees have not intended turnover intention and absenteeism. Most of employees are happy to work for this organization.

CHAPTER V

CONCLUSION

This chapter summarizes the study and gives the discussion guided by the study objective. In this final chapter, the major findings of the study have been discussed and related to previous findings of other studies. The implications of the findings, contributions of the current study, and the limitations of the present study have also been discussed.

5.1 Findings

The basic objective of this study had been served. The results have clearly indicated that Myanmar's distribution industry must focus on its high performance work practices as reflected through their HRM Outcomes. Therefore; this study focuses on the relationship of between high performance work practices on organizational performance. Main purpose of this study is to inquire that what kind of factors influence employ motivation in Myittar Biotech Co., Ltd and finding up to which extent motivation affects the employ.

According to the result of this above table (4.1) is shows that the summary of demographic profile of respondents. This outcome indicates the number of male is closely equal to the number of female that gender equality may occur the result in this company. Regarding about the educational background of the participants, most employee are graduated in this company. Almost of the respondents have master degree as the highest educational qualification results. As per the survey result, they have many long working employees. Out of five HPWPs, measurement of HR practices has emerged consistently as the most significant HPWPs in distribution sector. All of the results reflect the significant contribution of these practices is positive employee's attitude and behavior.

It was founded that most of the respondents strongly agreed that "The managers are provided with relevant HRM Outcome "and "Formal training programs are offered to managers in order to increase their promo ability in this organization "because the mean score and standard deviation result is good. Also it was found that most of the respondents disagreed that the extensive training programs are provided for managers in this company because the lowest mean score and standard deviation result. It appears that

managers want to attend extensive training and development programs provided by the company.

It was founded that employees are willing to work harder than I have to help this organization. Due to the result of turnover intention factors show strongly disagreed. It indicates that employees have not intended turnover intention. . From this analysis, employees are not intending to look for a new job in next year with lowest mean and standard deviation result.

It was founded that most of the respondents are strongly agree that they are motivated with financial performance. The Company's HPWPS practices have improved company profitability 'and "The Company has been able to access company's sale achievement, incentives sharing plans and managers' partnerships "are obviously strongly agreed than others. It was founded that most of the respondents are strongly agree that HPWPs have improved its company reputation, given the competitive advantage and helped to increase the confidence of investors. Among them," The Company's HPWPS practices have influenced on the trust of their customers also.

Furthermore, in the regression analysis, employee motivation has a significant and positive effect on HPWPs. Moreover, HPWPs has significant level is good, it a strongly positive effect on employee motivation. The financial performance measured with attitudinal performance as employee motivation .And then the regression analysis of relationship between high performance work practice systems on turnover intention of Myittar Biotech. It indicates that most of employees have not intended turnover intention. They are happy to work for this organization. It was also found that only one negative effect turnover intention on incentive pay based on performance appraisal. It indicates that some employees have intended turnover intention due to incentive pay based on performance appraisal for the relationship between HPWPS and financial performance.

5.2 Suggestion

Therefore, this study focuses on the relationship of between high performance work practices on organizational performance. Main purpose of this study is to inquire that what kind of factors influence employ motivation in Myittar Biotech Co., Ltd and finding up to which extent motivation affects the employ performance.

If this is so, Myittar Biotech Company's HPWPs practices should be related to at least two dimensions of its performance .First, if superior HPWPs practices increase

HPWPs outcomes such as employee turnover and productivity. Second, if the returns from investments in superior HPWPs practices exceed their true costs, then lower employee turnover and greater productivity should in turn enhance corporate financial performance.

5.3 Needs for Further Studies

The purpose of this study was only limited to identify the existing relationship between HPWPs and financial performance in organization. The direct focus of this study was high performance work practices of Myittar Biotech and its performance. The results therefore were limited with regards to generalization, and therefore are not a complete representation of the entire organization and other distribution industry. Considering the numerous topic issues that surround the topic of HPWPs process and organization's performance that have not been addressed by this study, additional research should be carried out in order to improve the current study and increase information and understanding to effective human resource management process

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APPENDIX

Section A: General Information of Sample Respondent

1. What is your gender?
 Male Female

2. What is your age group?
 18-25 years
 26-35 years
 36-45 years
 46-60years

3. What is your highest education level?
 Diploma
 Bachelor
 Master
 Phd

4. What is your current position in Company?
 General Manager
 Manager
 Assistant Manager
 Executive
 Technical Staff
 Non-technical staff

5. How long have you been working in **MYITTAR BIOTECH** Company ?
 less than5years
 5-10years
 11-15 years
 15 years and above

High Performance Work Practices System

Use a scale of 1 to 5 where 1= highly disagree, 2=disagree, 3 = Neutral, 4= Agree, 5 = Highly agree

	Employment Security	1	2	3	4	5
6.	Manager in this job can expect to stay in the organizations for as long as they wish.					
7	It is very difficult to dismiss a Manager in this job.					
8	Job security is almost guaranteed to managers in this job.					
9.	If the company were facing economic problems, managers in this organization would be the last to get cut.					

Selectivity Hiring

Give your ratings in a Likert scale of 1 to 5 where 1= Not at all, 2 = Small extent, 3 = Moderate extent, 4= Large extent, 5 = Very large extent.

	Selectivity Hiring	1	2	3	4	5
10.	The selection process for a job is very extensive in this company.					
11.	In general quite a long process is adopted to select a person for a job in this company.					
12.	Several individuals are involved in the selection decision in this company.					
13.	A substantial amount of money is spent on selecting the person for a job.					

Incentive Pay Based on Performance Appraisal

Give your ratings in a Likert scale of 1 to 5 (Where 1 = Not at all 2 = Small extent 3 = Moderate extent 4 = Large extent 5 = Very large extent)

	Incentive Pay Based on Performance Appraisal	1	2	3	4	5
18.	Managers in this company regularly (at least once a year) receive a formal evaluation of their performance.					
19.	Pay raise for managers in this company is based on job performance.					
20.	Managers in this company have the opportunity to earn individual bonuses (or commission) for productivity, performance or other individual performance outcomes.					

21.	It's been quite some time since the company has adopted this practice of incentive pay based on performance appraisal.					
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Information Sharing

Give your ratings in a Likert scale of 1 to 5 (Where 1 = Not at all 2 = Small extent 3 = Moderate extent 4 = Large extent 5 = Very large extent)

	Information Sharing	1	2	3	4	5
22.	The managers receive formal information about a wide range of issues relevant for the company and its operations (e.g., a newsletter, Billiton or regular meeting).					
23.	The managers are provided with relevant operating performance information (e.g. quality, productivity, etc.).					
24.	The managers are provided with relevant financial performance information					
25.	The managers are provided with relevant strategic information (e.g. strategic mission, goals, tactics, competitor information, etc.).					

Training and Skill Development

Please indicate your opinion using the scale of 1 to 5 where 1= highly disagree, 2 = 2=disagree, 3 = Neutral, 4= Agree, 5 = Highly agree.

	Training and Skill Development	1	2	3	4	5
26.	Extensive training programs are provided for managers in this company.					
27.	Managers normally go through training programs every few years.					
28.	The managers are provided with relevant financial performance information					
29.	Formal training programs are offered to managers in order to increase their promo ability in this organization.					

Motivation and Commitment

Please indicate your opinion using the scale of 1 to 5 where 1= highly disagree, 2 = 2=disagree, 3 = Neutral, 4= Agree, 5 = Highly agree.

	Motivation	1	2	3	4	5
30.	I always behave in a way that helps our Company's performance.					
31.	I am always contributing in positive ways to The Company's performance					
32.	As compared to our competitors my organization has a highly motivated group of employees					

33.	I work harder and better because rewards and incentives are offered based on my respective productivity					
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Commitment

	Commitment	1	2	3	4	5
34.	I am willing to work harder than I have to help this organization.					
35.	I feel very loyalty for this organization.					
36.	I would take any job to keep working for this organization.					
37.	I find that my values and organizational values are the same.					

Turnover intentions and Absenteeism

Turnover intentions

	Turnover intentions	1	2	3	4	5
38.	I intend to look for a new job in next year.					
39.	I do not like the career/profession currently I have adopted. I will look for a new job.					
40.	I am not happy to work for this organization. I will quit.					
41.	I intend to look for a new job in near future.					

Absenteeism

	Absenteeism	1	2	3	4	5
42.	I often remain absent from the job.					
43.	Remaining absent from the job will be the first option if something important comes up.					
44.	It's difficult for me to remain absent from my job.					
45.	I am aware of the leave policies of the company?					