

**YANGON UNIVERSITY OF ECONOMICS
MASTER OF PUBLIC ADMINISTRATION PROGRAMME**

**FACTORS INFLUENCING EMPLOYEE RETENTION IN
PRIVATE ORGANIZATIONS**

(Case Study: Myanmar Thiha Group of Companies)

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EMPA – 8 (16TH BATCH)**

NOVEMBER, 2019

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A thesis submitted as a partial fulfillment towards the requirements for the degree of
Master of Public Administration (MPA)

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YANGON UNIVERSITY OF ECONOMICS
MASTER OF PUBLIC ADMINISTRATION PROGRAMME

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ABSTRACT

This study was conducted to identify the HR Management processes for employee retention practices and to analyze influencing factors of employee retention in Myanmar Thiha Group of Companies. Myanmar Thiha Group of Companies organized with nine enterprises which are various sectors. There was 358 various staff and workers employed at The Myanmar Thiha Group of Companies. A sample of 200 employees in some enterprise through management level and operation level from Myanmar Thiha Group of Companies. Primary data was collected using self-administered questionnaire, which measures employee retention practices with six factors which are compensation and benefits, job security and company reputation, learning and personal development, good supporting from manager, flexibility of the working hours and hire smart (recruitment and selection). Data was analyzed using descriptive statistics, correlation and regression analysis. It was found that employees were satisfied with all aspects of current employee retention practices of the organization while less weakness was found with learning and personal development and hire smart (recruitment and selection). HR practices were positive and significantly correlated with employee retention. The analysis showed that the most significant factors are compensation and benefit, good supporting from manager and flexibility of the working hours more than other factors.

ACKNOWLEDGEMENTS

Firstly, I would like to many thanks to Professor Dr. Tin Win, Rector of Yangon University of Economics, and Professor Dr. Ni Lar Myint Htoo for giving me an opportunity to offer this study as a partial fulfillment towards the Master Degree of Public Administration.

I also would like to express my deep gratitude to Professor Dr. Kyaw Min Htun, Pro-Rector (Retired) of Yangon University of Economics, for sharing his knowledge, experience along the program, and for giving his valuable time for my thesis.

I would like to offer my profound thanks to my thesis supervisor, Professor Dr. Phyu Phyu Ei, Programme Director and Head of Department of Applied Economics for her administration, kind suggestions and encouragement as well as for giving me the permission to write this thesis.

My sincere appreciation goes to Associate Professor Daw Khin Chaw Myint (Retd.) for her inputs as external examiner during final defense.

Furthermore, I would like to take this opportunity to extend my gratitude to all lecturers and instructors of Department of Applied Economics, Yangon University of Economics, for importing valuable knowledge, supports and guidelines.

Finally, I would like to appreciate each members of Myanmar Thiha Group of Companies for giving me the opportunity to carry out the survey during in their available time.

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LIST OF ABBREVIATIONS

DOL	Department of Labor
FDIs	Foreign Direct Investments
FGLLID	Factories and General Labor Laws Inspection Department
HR	Human Resources
HRM	Human Resource Management
KF	King Filler Factory
MAS	Mindama Air Separation
MFP	Myanmar Fire Protection
MTH	Myanmar Thiha Group of Companies
MSP	Myanmar Solar Power
RF	Rain Flower
SMEs	Small and Median Enterprises
TLO	Township Labor Offices
TVET	Technical and Vocational Education and Training

CHAPTER I

INTRODUCTION

Nowadays, employees are mainly resources of an organization and are also essential requirement in an organization as they really provided to the implementation of organizational objectives, vision and mission. In competitive world, employees are observing as one of every organization's advantage, so they need to be efficiently and effectively management and work-life balance. In all organizations internationally, employees are a very critical resource as they positively contribute to the implementation of organizational objectives, vision and mission, while implementing the organization achieve competitive advantage in international markets (Nyanjom, 2013). In present business environment, the retention of employees becomes an important strategy for human resources management.

The retention of key employees is essential to the achievement and realization of a company's objectives and particularly in improve competitive advantage over other companies in the period of raised globalization (Amstrong, 2006). Shivaraj and Vijayakumara (2015) define employee retaining as a system in which the employees are pushed to continue with the company for the maximum period of time and lessen resignation.

Employee retention is a technique adopted by organization to maintain effective employees and meet operational requirement. Employee retention aims to the processes employed by the management to smooth the main employees stay with the company for long time. Employee retention aims to a practice where a range of Human Resource activities are redesigned to support improved job satisfaction and, as a result, increased employee organizational commitment to high retaining (Dessler et al.,2007).

Useful HR management can decrease employee resignation and improve retaining within an organization. Amstrong (2006) states that the retention of such workers has been presented to be important to the improvement and the accomplishment of the organization's targets and objectives especially in building

competitive advantage over other organizations. Long-term growth and achievement of any company depends upon the retaining of key employees. To a great more customer satisfaction, Organizational performance in terms of increased sales target, satisfied team member and reporting workers, useful succession planning etc., is dependent upon the talent to maintain the key employees in any company.

Employee retaining is important position of Human Resource Management (HRM) processing. In an improving number of organizations, human resources are prospected as a source of competitive advantages. Most organizations and their management invest in human resources because it is known to be one of the most important assess of the organizations. Retaining employee is an important goal of every organization. Employee retention is the most important challenges facing by organization as a result of employee resignation and the shortage of skilled labor. Newstorm states surplus employee turnover can have several negative effects on an organization. Smart and honesty employees are property of an organization. Retaining skillful workers is highly essential for the long-term development as well as achievement of the business, but the retention of employees has become the major problem facing Nowadays organizations (www.retentionconnection.com, retrieved on May 22, 2010). Therefore, employee retention is a priority for most organizations.

1.1 Rationale of the Study

Employees are very valuable resource in any sector in Myanmar. Therefore, factors special carefully is needed to retain them with attractive plan. Employees are not satisfied upon their benefit and other factors of organization; they try to work other competitor organization. This problem is impact to organization's reputation and financial. Nowadays, employees are thinking for their carrier development and their position level for that organization need to give challenges and attractive benefit more than other organization. Employee higher turnover rate is very important of organizational improvement and main function of management. One of the key reasons depend on lack of job security, learning activities, flexibility of the working hours and support of supervisor. And then employees are satisfied get from manager coaching and supporting of update technology and product knowledge. In this way is keeping employee resignation rate and increase employee motivation. Employee retention is crucial factor of management and organization. A good top management should consider how to maintain and attractive their employees.

Many companies are facing issues in the improvement of an employee retaining strategy, hiring and firing rate is improving in companies; if employees are un satisfied with their company, they tend to resign the company. When a company miss its skillful workers, it must be affected on production, repeat customer and on the profitability of the company. Dibble (1999) according to the American Management Association; the largest cost on recruitment is that of replacing an employee who resigns. This cost is counted conservatively at 25% of an employee's yearly salary and for those employees who talents are in high demand; the cost can increase to two-thirds of their yearly salary (Dibble, 1999).

Nowadays, human resources are valuable things and their skill and talent is very important role in every sector and every organization. Many organization investments received from foreign company. Therefore, organizations achievement is related with economics growth for Myanmar. Turnover cost is effect organization image, waste of time, outcome of productively and financial statement. In this regard, Myanmar Thiha Group of Companies has maintained acceptable turnover rate that is less than 5% for 3 years although it composes of nine companies with varied types of business and employees. This indicates that the company also maintains the acceptable level of employee retention. Consequently, this study attempts to identify the HR practices for employee retention and factors, which influence the employee retention and expected that results will be useful in improving future HR management system in order to maintain key staffs in Myanmar Thiha Group of Companies and other organizations.

1.2 Objectives of the Study

The objectives of the study are to identify the HR practices for employee retention and to analyze the influencing factors of employee retention in Myanmar Thiha Group of Companies.

1.3 Method of Study

In this study, descriptive method is used with both primary and secondary data. There are organizing with 9 enterprises and various staff and worker employed at The Myanmar Thiha Group of Companies. The survey was conducted by using well-structured questionnaires including questions about characteristics of the respondents and Factors of employee retention, to collect primary data from a

random sample of various enterprises from Yangon. A sample of 200 employees was taken from some enterprises through management level and operation level in Yangon Region of Myanmar Thiha Group of Companies. It has three sections of questionnaire which consists of general information in section A, Employee Retention Factors in Section B and C. In addition, the secondary data used in this study was gathered from reports, monthly data of Myanmar Thiha Group of Companies, previous research papers, textbooks and international papers, Facebook and internet websites.

1.4 Scope and Limitations of the Study

This study focuses on employee retention factors of Myanmar Thiha Group of Companies in Yangon. This study refers six employee retention factors which are compensation and benefit, job security and company reputation, learning and personal development, good supporting from manager, flexibility of the working hours, and hire smart (recruitment and selection). In this study, data and information is received only from Myanmar Thiha Group of Companies in Yangon the results therefore cannot be generalized to other companies. This study covered 200 employees who have been selected from Myanmar Thiha Group of Companies in Yangon.

1.5 Organization of the Study

This study involves five chapters. Chapter (1) is the introduction of the rationale of the study, objectives of the study, method of the study, and organization of the thesis. Chapter (2) Literature Review and includes theoretical background of the study. Chapter (3) includes the human resource practices of Myanmar. Chapter (4) concludes the survey analysis of factors influencing employee retention in private organizations. Finally, Chapter (5) is the conclusion chapter that includes findings, and recommendations.

CHAPTER II

LITERATURE REVIEW

This chapter describes with the literature review of employee retention which shows the essential role of human resource management and the factors influencing on the employee retention. There are six retention factors of employees. These include compensation and benefit, job security and company, learning and personal development, good supporting from manager, flexibility of the working hours and hire smart (recruitment and selection).

2.1 Essential Role of Human Resource Management

Human Resource area unit all the individuals that is directly contribute to organization goals, are a unit folks that contributed within the past, currently and for the corporate future, hour is that the solely resource capable to regulate and allot all the opposite resource to provide product and services. Great corporations and countries have an efficient and efficient Human Resource Management to manager its resources. Managing human resource is extremely sophisticated and it's not simply hour duties, it's all the duty of the managers. Some purpose of HRM is to cut back the variations between individuals, take away conflictions among workers and direct all the staff to organization goals. (GOMEZ, 2019)

According to Armstrong (2003) Human Resource management (HRM) is a very important part of a corporation, that build folks that works there, accountable indirectly and directly for the corporate goals. As a result of one in all the principals aims to HRM is facilitate the organization to realize productive through the individuals.

According to Singh. Y, K, and Rawat., Human Resource function is guiding employees to obtain competencies to achieve the organization goals. In order to this, to HR be successful it is necessary the partnership of an employee to comprehend their present and future expectation to develop their abilities and exploit to the maximum potential, for both individual expectation and organization expectation.

Some process is used to develop these abilities such as performance appraisal, training, organization development, feedback and counseling, career development, potential development, job rotation, and rewards.

However, people are now the biggest assets in many companies. The product knowledge, talent and skills have to be used to the maximum in the organization to design value. It is an uncountable value for the employees of the companies who are recognized for investors, society and for the competitors. Moreover, it is very important for all organizations to arrangement their employees within a planned and improvement framework which effect the business strategic. It is also can guaranty the various aspects of people management are commonly reinforcing in developing the performance and behaviors necessary to achieve business success. (Chicago, 2019)

2.2 View of Employee Retention Issues

Employee retention is referring as the means appointed by the management to help the employees work with the organization for a longer period of time. Employee retention programs are a technique in ratification the employees so that they stick to the organization for the maximum time and contribute effectively. The organization must conduct the real efforts to ensure improve and learning for the employees in their current appointed and for them to enjoy their work. (Juneja, Need & Importance of Employee Retention, 2015)

Employee retention is a major concern for corporate in the current scenario. Individuals once being trained have a tendency to move to other organizations for better prospects and growth. Remunerative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change. Whenever a skillful employee expresses his willingness to move on, it is the responsibility of the management and the human resource team to intervene immediately and find out the exact reasons leading to the decision. (Juneja, Need & Importance of Employee Retention, 2015)

People leave the organization due to various reasons such as the job-related stress (job stress); lack of commitment in the organization; and job dissatisfaction makes employees to quit. Employee can be dissatisfied with the organization due to many reasons. Employee personal is not agreed itself is a main reason for an employee to resign the organization. This is not agreed can increase from different

factors such as compensation and reward, job security, job autonomy, and relationship with the manager and other colleagues etc. (Shukla, 2013)

Effective retention management is a strategic approach which requires ongoing diagnosis of the nature and causes of turnover determining in what human capital markets retention has the largest impact on the success of the organization, and the development of an appropriately targeted and organized bundle of retention initiatives. Employee retention is a process in which the organization encourages the employees to remain with the organization for the maximum period of time. Employee retention is advantageous for the organization as well as the employee. Employees today are different. When they get dissatisfied, they move to other organizations. It is the responsibility of the employer to retain their best employees, if not; the organization will lose the star performers or good employees. (Mathew, 2012)

Herzberg (1959) issued in two factor theory that staffs are satisfied by internal assess rather than values that are external to the job. Motivation is internally generated and is propelled by variables that are intrinsic to the work called “motivators”. The intrinsic variables include improvement, recognition, the work itself, responsibility, advancement, and development. On the other hand, detail factors raise demotivation experiences to employees; these factors importantly results from non-job related variables (extrinsic). These variables were aimed to by Herzberg as “hygiene” aspects although it like not satisfied employees. The employees who dissatisfied are company policies, compensation, co-worker relationships, and managerial styles. (NYAMEKYE, 2012)

Herzberg (1959) argued that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. The result of the use of intrinsic factors can only be occurred by motivation. The extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. Therefore, the implication of this is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy. (Omer Cloutier, 2015)

Employee retention strategies are a key part of vision, mission, values and policies of an organization. Dibble (1999) stated that employee retention starts with

orientation. Dibble classifies key components employers need to provide employees so they chose to remain with the organization. The employee's acceptance of the vision, mission, values and policies of the organization come by way of effective leadership communication. The results of unhealthy communication lead to a poor work culture which in turn leads to employee turnover within an organization. Actually, employee turnover is expensive to the organizations bottom-line. Lucas' (2013) stated that employers don't understand the expense of high employee turnover. Recruiting new staff is costly due to advertising and administrative expenses; time and resources for on boarding and training; as well as loss of productivity. (Omer Cloutier, 2015)

2.3 Motivation theories with Employee Retention

Locke (2004) defined motivation as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences". This definition causes two aspects, in particular, namely the emotional attachment an employee has to their job, and the deliberate review of an employee's work by the employer. According to David and Anderzej (2010), motivation can be defined as cognitive decision making in which the intension is to make the behavior that is aimed at achieving a certain goal through initiation and monitoring. Being done using appraisals and appraisals at work have predetermined standards, and their outcome may provoke an emotional reaction in the employee, and this reaction will determine how satisfied or dissatisfied an employee is. Good marks may reflect that an employee is satisfied and bad marks may reflect the opposite. In every employee, motivation maybe because outside factors (extrinsic) such as rewards or within an individual (intrinsic), desire to do better.(Badubi, 2017)

Motivation is main function of the performance that lead to the firm success. Motivation is created as the conduct to achieve target or a certain performance grading, leading to the target-directed character. When someone is aimed as being motivated, that person is trying hard to accomplish a certain job. Motivation is very important if someone is to conduct well; however, it is not enough. The talent or having the skills and attitude required to perform the work is very important and is sometimes the main determinant of effectiveness. Finally, the workplace factors such as having the manpower, information, data and provide one needs to conduct well are critical to determine performance. At the different times, one of these three factors

may be the key to high performance. For example, for an employee extensive the ground, enjoying may be the most important aspect that defined his performance. On the other hand, even the most enjoyed personal would not be able to achievement create a house without the necessary ability involved in building quality homes. Although being enjoyed is not the same as being a increase performer and is not the sole reason why people perform well, it is a main influence over performance level. (LDGISME, 2019)

Maslow's Hierarchy of Needs

Motivation to Maslow's needs, motivation is defined as the desire to achieve a goal or a certain performance level, leading to goal-directed behavior. The most basic of Maslow's needs is physiological needs. Physiological needs are referred to the need for food, water, and other biological needs. These needs are the basic needs because when they are lacking, the search for them may overpower all other urges. Imagine being very hungry. At that fact, all the culture may be directed at researching food. Once the employees eat, though, the search for food ceases and the promise of food no longer serves as a motivator. When physiological needs are satisfied, people tend to become concerned about safety needs. There is a question that they are free from the threat of danger, pain, or an uncertain future? On the next level up, social needs are referred to the need to bond with other human beings, be loved, and form lasting attachments with others. In fact, the attachments, or lack of them, are associated with the health and well-being. The need to belong is a desire for interpersonal attachments as a fundamental human motivation. The satisfaction of social needs makes the esteem needs more salient. Esteem need is referred to the desire to be respected by one's peers, feel important, and be appreciated. Finally, at the highest level of the hierarchy, the need for self-actualization is referred to "becoming all the employees is capable of becoming." Its need manifests itself by the desire to obtain new skills, take on new challenges, and behave in a way that will lead to the attainment of one's life goals. (Alderfer, 1969)

Herzberg's theory

An alternative motivation theory to Maslow's Hierarchy of needs is the Motivator- Hygiene (Herzberg's) theory. The theory has overlap, but the fundamental nature of each model differs. While Maslow's Hierarchy implies the addition or removal of the same need stimuli will enhance or detract from the employee's satisfaction, Herzberg's finding indicates that factors garnering job satisfaction are divided from aspects leading to bad job satisfaction and employee resignation. Herzberg's system of need is segmented into motivators and hygiene factors. Like Maslow's Hierarchy, motivators are usually unexpected rewards that bring up the desire to better. Hygiene factors include expected conditions that if missing will create dissatisfaction. Examples of hygiene aspects include workplace, lighting and the useful tools for a given job. Employers must utilize positive reinforcement methods while maintaining expected hygiene factors to maximize employee satisfaction and minimize turnover (Sandhya, and Kumar 2011).

ERG theory

ERG theory's main contribution comes from its relaxation of Maslow's assumptions. Actually, ERG theory does not rank needs in any particular order and explicitly recognizes that more than one need may operate at a given time. Moreover, the theory has a "frustration-regression" hypothesis meaning that individuals who are frustrated in their attempts to satisfy one need may regress to another. For example, someone who is frustrated by the growth opportunities in his job and progress toward career goals may regress to relatedness need and start spending more time socializing with coworkers. The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them. (Service, 2019)

J. Stacey Adams's Equity Theory

John Stacey Adams recommend that an employee motivation is impacted by whether the employee trusts that their employment compensation/bonus are at least equal to the amount of the effort that employees put into their job. Equity theory realizes the humanitarian concern with fairness and equity. In other words, an employee gets de-demotivated by the job and his employer in case his inputs are

more than the outputs. This theory strength predicted behavior of employees to maintain them in the company. (John Stacey Adams,1963)

2.4 Important of Motivation in Employee Retention

Motivation runs an important factor in employee satisfaction and eventually employee maintaining. Motivation plays as a facilitator for the achievement of any individual (Sandhya, and Kumar 2011). It is the duty of the managers and the team supervisors, who should constantly motivate their employees for selecting the best out of them. An employee, who has performed exceptionally well, must be appreciated immediately. The excellent performers must be highlighted, bonus and rewarded and must be in spotlight, which make the employee for feel crucial for the company. Simple words like Good, Well done and Keep It Up are certainly the motivating aspects for the employees. It is very important for making the employees noble towards the company for commitment their best. Employee retention benefits both the company owner and also the workers. Employee retention includes a simple technique that encourages and excites individuals or teams within accompany to remain appoint with the company in the long-term.

2.5 Factors Influencing on the Employee Retention

Retention factors may have an impact or influence on the employees' decisions on whether to stay or leave the organization (Bailey, 2013). These factors tend to play a role when employees decide to stay in the organization or leave. According to Biju (2015) these factors should be taken into consideration wherever employers seek to improve retention strategies. There are 8 factors are work schedule flexible, work-life balance, compensation, management and leadership team, personal development, recognition and reward, training and development, health and wellness benefits which were identified by Dockel (2003) to retain valuable employees. However, for the purpose of this study, only six factors will be considered. These factors are briefly discussed below.

2.5.1 Compensation and benefit

For an organization to supervise compensation efficiently, the employer need to have a positive influence on the performance of its employee, and understand the various aspect of compensation as motivators that motivate employees and direct

their behavior towards achieving organizational objectives. Generous reward retain employee and ultimately lead to job satisfaction, commitment and loyalty. Compensation is the reward that workers receive for their service or contribution to the organization. Meanwhile, the other author stated that compensation is a systematic approach to provide monetary value and other benefits to employees in exchange for their work and service.

Employee benefit is described as any form of reward supported by the organization other than benefits or salaries that is offered for in whole or in part by the owner. The benefit also referred as indirect compensation because it is given to employees in the form of a plan (such as health Insurance, organization shares and retirement benefits) rather than cash. Employee benefit can be referred to the benefits that are provided to the employees in addition to their salary. Benefit includes packages for an employer practices to supplement the cash compensation that employees receive. On the other hand, benefit involved of health, income protection, savings and retirement program that provide security for employees and families. Employee performance can be appreciated as an activity in which the personal can success the role appointed to it achievement, conditional to the usual constraint of the reasonable use of available resources. Employee performance will exchange the fate of the organization with the hardworking and good performance that will increase the productivity, and indirectly, increase the profit. Therefore, as the retribution the employee should be reward.(Kadir1, 2019)

The remunerations are the payment or rewards given to the individual for work that have been done. Remuneration is including the salary and wages. Wages and salary are defined as the monthly payment that employers pay their employees for service rendered based on contractual agreement. When the administration paid remuneration in the reasonable time and fixing the salaries, the performance of the employees is habitually growth. The compensations are the main point and extremely significant motivational factors that influence the employees' performance in the company. The remuneration is a challenge for the Human Resource area because it would pursue trends. This is because the salary and wages is not the only ways to retained talented employees in organization. Most of the employees are looking into job that is securing all of their welfare.

Employee allowances including pension, salary sick, insurance coverage, car companies and several other benefit. It is the money that provided to an employee for

a specific purpose. Allowance is a financial benefits other than the salaries offered to employees for specific purposes such as employee movements, financial support and employee engagement allowances. The high allowance can engage their employee to still remain at the organization and give their devotion and show their loyalty. The long term employee expands more knowledge and expertise in doing their job based on the long experience. However, in each country and profession the use of allowance is different. There are country and profession that have allowance for certain job types, project, working hour or regime and location.(Kadir1, 2019)

The promotion is the redemption of worker to higher class. Position promotion is described as the recognition of employee high performance in the organization. Recognition is also required in a social and organizational environment as a motivational tool to produce good results. Promotion is more likely important in increasing employee performance because the upwards movement of employee rank in the organization will increase the motivation of employee and their sense of responsibility. The employees in the high rank feel more pressure in increasing the organization performance. Besides, enrichment and promotion task consistently in an institution is the ultimate desire of every employee.

Incentives are reward offered in addition to the basic wage or salary directly related to the performance. Besides, incentives known as a performance-based compensation system that links employee compensation to the achievement of workers who works directly in the workplace. The non-monetary incentive include the indirect payment of money in the form of tangible rewards such as gift cards, trophies, vacation trip, meal treats and so on. The positive effects of incentives are used as a lead to show employees what organization wanted to accomplish and what they assess and prioritize as significant to their work. Besides, incentives can be used as an effective tool to attract employee who are desirable, authoritative into the organization, because employee who appreciate this form of magnetism will be interested to work there rather than employee that only looking for steady benefits. (Kadir1, 2019)

2.5.2 Job Security and Company Reputation

Job security means a core concern in the lives of employees. To this extent more, the idea of security is so important to raise the degree of tranquility with the employee on his future career and to end all forms of anxiety related to that future. This fear and lack of job security inevitably lead to the resort of employees to escape from those feeling and negative effects on their health psychological and physical. Such effects will negatively influence the abilities of the employee to produce and / or to deliver service in an acceptable manner. In the private sector in general and private universities, the employees in particular feel frustration and pessimism for a variety of reasons. The above reasons include those related to lower salaries and incentives, non-compatibility of employees with each other's, feeling of staff that there is no future for them in their jobs, lack of opportunity of job improvement in their career as well as fear of losing the job in many cases. (Prof. Dr. Mohammad Taamneh, 2014)

Organizations are such type of social structural systems, in which human resources are the main actors and their importance is unavoidable. In the organization the effectiveness and efficiency can be achieved when effective management of the organization achieving its objectives. Job security has an importance for the organizational performance and its employees. Herzberg (1968) make clarified that job security is a degree of satisfaction of an employee about his employment which an organization provide him. Job security can be further defined as that it is such type of security which is associated with increase in employment exit rate rather than decline in average tenure (Kugler, 2000). Perry and Porter (1982) explained that to achieve the best outcomes of the employees, job security is necessary for the organization. They also explained that job security and competitive analysis has its own importance for employees' performance.

Ivancevich, Konopaske and Matteson (2005) stated that quality in employees' work and organization is related to the philosophy of the management conditions that motivate the employees' dignity and wellbeing physically and emotionally to bring changes in the organization culture and environment. They explained that quality of a job is a broader term but the satisfaction of the employees regarding their job is important. Several authors explained that organization needs a lot of work to bring the quality, productivity, effectiveness of the employees and organization by securing the employees' job security. Managers need to study the

employees' needs and factors which satisfied them, secure their job and provide them trustworthy environment. (Ahmed, 2016)

Iverson (1996) defined that if greater the job security then greater will be the commitment of employees with the organization. Employees' satisfactions related to their job give them an attachment and commitment with their work. Bassey (2002) make cleared that skill; task identity, task significance, autonomy, feedback, job security, and compensation are main motivational factors for the employees within the organization for the goal achievement. He defined that organizational goals can be achieved if the organization job design should be in favour of the employees. The role of job security is very important for satisfaction of the employees and their performance within the organization. Within the organization, positive perceptions of the employees about their working condition, will lead to greater perceived performance capacities. Today unemployment is important phenomenon. Nearly every country suffers from job security seems to be decreasing in every part of the world and the most reasons for decreasing job security can be cited as technology, internationalization of capital, demographic change and governmental policies in organization. (Senol,2011).

Employment security as a term is often used interchangeably with work security and job security, job security is the security of a continued employment in the same occupation with the same employer. Conceptually, the work security and the employment security are broader concepts, including, among other things: self-employment, employment security, the confidence of being able to keep, find or create gainful employment, now and in the future, based on the development of the employee own human capital and in well-functioning institutions. (Dekker, 2010). Pearce (1998) cited job security as a mind state in which the employee sees his job stability with the firm in the near future. and it is the result of the own practices of the firm and policies with the employee which make them more secure or insecure towards the job. (Javed and Siddiqui,2012).

2.5.3 Learning and Personal Development

Personal Development is defined as those activities that improve a person's talents, potential, employability, consciousness and ability to realize dreams and create wealth. Therefore, the implication is that personal development is a life time process, because when needs of a certain level are satisfied, higher ones, which also

need fulfillment, arise. On a professional level, it manifests as a desire to rise within the ranks – to climb the corporate ladder – or in a business setting to keep taking our business onto the next business milestone. It could be in terms of revenue, bottom line, geographic presence or product offerings. As a force for growth and progress, personal development is an important aspect of life which each one of us should strive for. In business, personal development improves effectiveness. It empowers the staff to produce better results and meet their targets. For the excellent results, an employer or a business owner must have an energetic and a productive team. Business revenues are created by the people the staffs employ and without them; little or no business would take place.

Human resource researchers blame to the lack of personal development plans which target each employee for dismal performance in the work place. They can conclude that a personal development plan for each member of staff can increase productivity and motivation up to ten times. Trainings developed around personal development plans improve the image of the company and pulls in potential new employees who get attracted to the organization because of the training opportunities available. For personal development plans to succeed, they must be designed to improve the people within the organization so that both the employee and the organization reap mutual benefits by achieving both personal and corporate objectives. (Verfasst, 2018)

Personal development plans may also increase employees' confidence. The confidence factor might seem inconsequential, but it has a major role to play in how the business is perceived. Client facing staff must always exude confidence; otherwise the customer will not be confident in the product or service. The likelihood of a client recommending the business to someone else is higher if they had a positive experience with a confident worker who was enthusiastic and happy to help others. The fact that the employee is spending money on their personal development is, in itself, a confidence boost for staff and this rubs off on customers.

Personal development is an important aspect of life for every person with many far-reaching benefits. Time and resources spent on developing the employees is never wasted; they always return a rich reward so make this a part of the growth strategy. Corporate Alchemists specializes in helping individuals and organizations develop appropriate, concrete and effective personal development plans. (Verfasst, 2018)

A learning organization is an organization acquired and skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. Actually, learning organizations are skilled at five main activities: systematic problem solving, experimentation with new approaches, learning from their own experience and past history, learning from the experiences and best practices of the others, and transferring knowledge quickly and efficiently throughout the organization. Each of its practices is accompanied by a distinctive mind-set, tool kit, and pattern of behavior. Most of these companies practice these activities to some degree. But very few are consistently successful because they rely largely on happenstance and isolated examples. By creating the systems and the processes that support these activities and integrate them into the fabric of daily operations, companies can manage their learning more effectively. The most training programs focus primarily on problem-solving techniques, using exercises and practical examples. (Garvin D. a., 1993)

The tools are relatively straightforward and easily communicated; the necessary mind-set, however, is more difficult to establish. Accuracy and precision are essential for learning. The employees must therefore become more disciplined in their thinking and more attentive to details. For learning to be more than a local affair, knowledge must spread quickly and efficiently throughout the whole organization. The ideas carry maximum impact when they are shared broadly rather than held in a few hands. A variety of the mechanisms spur this process, including written, oral, and visual reports, site visits and tours, personnel rotation programs, education and training programs, and standardization programs. Each has distinctive strengths and weaknesses.

2.5.4 Good Supporting from Manager

Effective performance management starts with respect for one another and ends with excellence in performance. It is the responsibility of the supervisors to communicate on an ongoing basis with their employees. These conversations should be grounded in honest the communication and provide staff with clear role expectations, feedback, identify performance improvement, development opportunities, and career possibilities. Each employee has the responsibility to participate fully in these conversations, be sure they understand their role responsibilities and expectations, and communicate any obstacles or training needs in order to perform their role at an optimum level.(Cornelius, 2012)

Management is the uniting force, when two or more people work together for a common goal, their activities should be coordinated. Manager is the one who sets goals, plans and organizes the activities, motivates human resources and controls the overall procedures. In management process managers have several roles. The managers have a critical role to play in supporting the needs of employees, particularly as organizations confront the challenges posed by aging workforces, growing skill shortages and an increasingly diverse and mobile workforce. It addresses the call for organizations to provide more support to their employees from governments and management scholars. It also addresses the issue of the managers taking on greater prerogative as employee advocates in the light of declining union influence. (Tovmasyan, 2017)

2.5.5 Flexibility of the Working Hours

Flexibility is an important trait for the employees. Flexibility on the job includes the willingness and the ability to respond to changing circumstances and expectations readily. By definition, the term "flexibility" is defined as the ability to bend or adapt to changing forces. Being flexible when it comes to work is many worth. Employees who approach their job with a flexible mindset are typically more highly valued by the employers. Sometimes the employers will allow the employees to work from home when feasible to help balance work with family responsibilities. A workplace policy of flexible schedules may allow varying arrival and departure times as long as the employees work the prescribed number of hours. Flexibility on the part of a worker could be to adjust the hours they work coming in early, staying late, or working on an off day—to accommodate the needs of the company. Managers will often need to adjust schedules and delegate routine tasks as they focus on reaching the priorities of the company. They will have to change their management style to suit the individual. One employee may require more structure in their job duties and another may function better working independently. (Doyle, 2019)

The flexibility of the working hours is defined as a [situation](#) in which an employer allows people to choose the times that they work so that they can do other things, for example spend time with their children. With the flexible work schedules, the employees stand to experience a good number of benefits. One that many workers point to first is the flexibility to meet the family needs, personal obligations, and life responsibilities conveniently. If the employee has a flexible

schedule, he can go to a parent-teacher conference during the day, take a yoga class, or be home when the washing machine repair person comes.

Flexible work configurations allow the employees to work when they accomplish most, feel freshest, and enjoy working. Many managers feel that early birds are the hard workers and night owls are slackers. There is no evidence that that is the case it is simply cultural. Flexible scheduling includes the ability to adjust the days and hours of being in the office and also allows the workers to work remotely. Of course, with the commute to a home workspace, the employees avoid the traffic and the stresses of commuting during rush hours. The employees get an increased feeling of personal control over schedule and work environment. One reason is that people like to work for themselves is the control issue. Depending on the flexible work schedule chosen can decrease external childcare hours and costs. It needs to be clear that for all but a handful of jobs, working from home still requires childcare.

With the flexible work schedules, employers experience benefits as well. Giving up some control of work schedules gives increased morale, engagement, and commitment of the employee to the organization. The option also reduces the employee turnover, absenteeism, and tardiness by allowing workers to flex hours around home and family obligations. The flow of projects and work may increase as employees are able to work when they accomplish most, feel freshest, and enjoy working. Employees who thrive in an office environment may find it difficult to work when colleagues don't hold the same schedule. Team efforts may require advanced planning and coordination of the employee scheduled workdays and hours. This is why many employers require core days and core hours during which everyone is in the office of the organization. (Heathfield, 2019)

2.5.6 Hire Smart (Recruitment and Selection)

Recruitment is the end-to-end process of effectively and efficiently sourcing, screening, selecting, and appointing the best-suited candidate to the right role in the organization. It entails not only filling in vacancies but also predicting talent requirements and proactively managing talent. With succession planning becoming an effective practice across sectors, especially for the senior executives, recruiters today need to be able to build and keep handy a steady talent pipeline to fill in those vacancies that cannot be filled through internal hiring or promotions.

With the state of flux that characterizes the current talent and business ecosystems, there is a growing need for the smarter recruitment strategies. It involves identifying talent needs, developing ways to source the target talent group, building an employer brand that can motivate application, applying modern screening and selection technologies, and formulating effective onboarding strategies to help new employees succeed.

The hiring process begins by identifying a need within the organization. It needs could vary from filling a vacated position, better managing a team's workload, or expanding the reach of organizational tasks. Positions are either newly formed or recently vacated. The hiring staff should begin by generating a job description that includes a prioritized list of job requirements, special qualifications, desired characteristics, and requisite experience. The job description should also obtain information regarding salary and benefits.

The detailed hiring process is a necessary element for organizational success. Devising and implementing a consistent hiring plan will help optimize the ability to identify the strongest candidate while also create a clear understanding of the hiring process in the event he needs to improve it. Moreover, this hiring does not end with a signed offer letter. The transitions from the accepted letter through the onboarding process and into the early period of employment are vital to long-term organizational growth.(SmartRecruiters.com)

2.6 Effectiveness Factors of Retaining Employees

(a) Cost effectiveness

Employee turnover is impact of organization's cost, waste of time and decrease outcome of product. Therefore, Employee retention programs helps cost effectiveness and success of organizational target by employee turnover. And organization recruit new comer but it has a lot time for on job training, product knowledge and organizational culture. It has recruitment cost as advertising, labor agency cost and interview time. Thus, employee retention is cost effectiveness for organization achievement.

(b) Motivation of employees

Availability of conducive environment such as facilities which are attractive, manager support and employees' opportunities for growth helps in retaining competent employees. This raises the morale of employees in the organization with

increased job motivation; organizations should develop and implement retention strategies in order to increase motivation of employees. (Noe, Hollenbeck, Gerhurt and Wright, 2008)

(c) Good Result of outcome to the organization and good financial result

Organization's outcome can be increased by making sure that good performance employees do not resign from organization. This is because implementation of employee retention programs satisfied employees and increases job motivation and they do not leave from organization (Cole, 2013)

(d) Improving of Morale

Morale of employees is an important aspect which can enable those workers who are employed to remain in the organization. Therefore, organization should implement the retention strategies effectively. Well-implemented retention strategies have contribution in creating the friendly working environment and promote employees' commitment to the organization. Strategies that focus on employee commitment like community participation and team-builders promote organization morale and make employees to feel proud on what they do (Cole, 2013).

(e) Beneficial of Skilled Full Employees

Retention programs helps the organization to have competent and enough employees this reduces the problem of shortage, also employees who remain in the organization for a long period of time are easy to manage them because they are more familiar with the organization policies, culture and their roles. Hence there is the probability of achieving organization goals.

2.7 Review on Previous Studies

To review one of the previous studies, Yangon University of Economics' published M. Com thesis of Myat Soe Wah (M. Com (II), -16, 2018), "Influencing Factors of Employee Retention in United Amara Bank" was chosen. This thesis analyzed the effectiveness of influencing factors of employee retention in the United Amara Bank by relation between HR Practices and Employee Retention. The analyses found out that the employees are satisfied with all aspects of current retention practices of the bank. But compensation is found the less weakness.

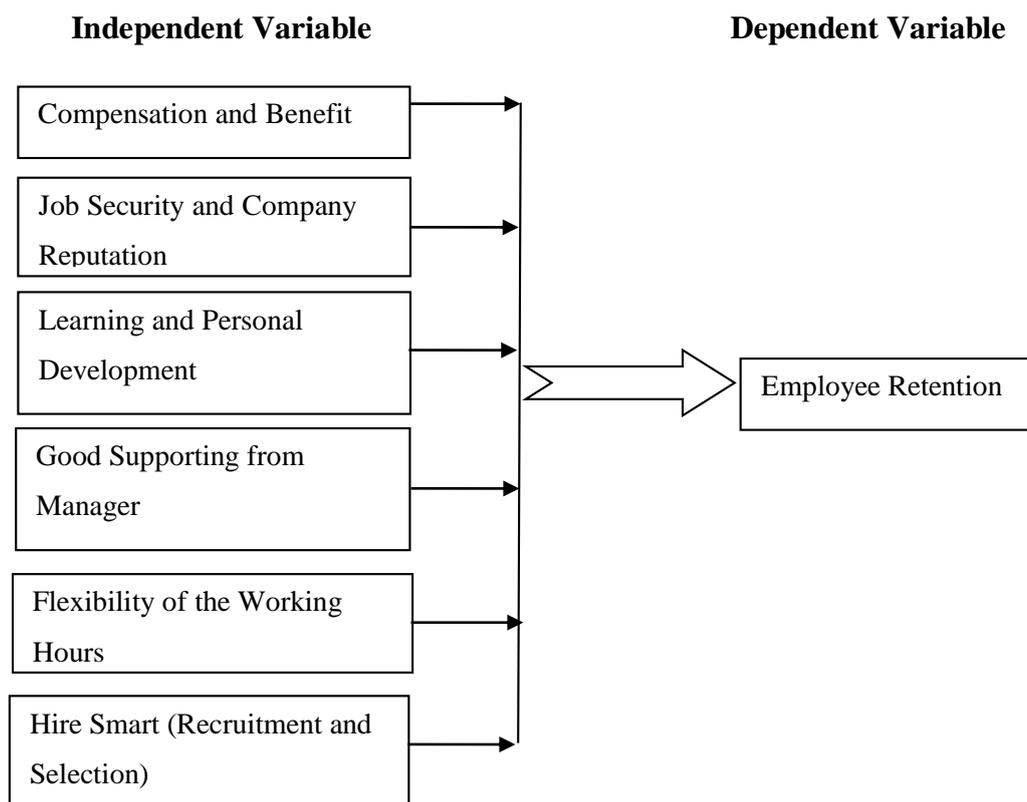
Therefore, based on the results of this study, the bank needs to be implemented effectiveness employee retention factors in order to retain talented employees.

2.8 Conceptual Framework of the Study

This study focuses on the effect of human resource practices on employee retention. As can be seen in figure (2.1), there are seven variables: six independent variables with one dependent variable in this study. Six independent variables are compensation and benefit, job security and company reputation, learning and personal development, good supporting from manager, flexibility of the working hours and hire smart (recruitment and selection). One dependent variable is employee retention.

The conceptual framework of the study is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of the Study



Source: Own Compilation, 2019, based on Admans Equity Theory (1963):

The conceptual framework has improved to intellectualize the communication between dependent variable and independent variable. Six independent variables are compensation and benefit, job security and company reputation, learning and

personal development, good supporting from manager, flexibility of the working hours and hire smart (recruitment and selection) which are related to dependent variable, employee maintaining. This study proposes to find out the impacts of human resource management process on employee retention.

CHAPTER III

HUMAN RESOURCE PRACTICES OF MYANMAR

3.1 Human Resource Practices in Labor Markets of Myanmar

Strengthening the country's labor rule and providing the improvement of an efficient and equitable labor market have, thus been essential improvement priorities for Myanmar for some years now, and have been recognized as a means of succession inclusive economic development. To this end, the previous Government embarked on an ambitious agenda to reform and updates the country's labor-related legislation. In fact, many key labor laws were seriously out dated when the previous Government took office, including Acts on Trade Disputes, Minimum Wages, Employment and Trading, or Social Security, dating from the 1940s, 1950s or even 1920s (i.e. colonial times). Some of these old laws are still effective, including the Factories Act of 1951 (which provides stipulations on, working hours, overtime pay, worksite safety and health measures) and the Payment of Wages. (Ministry of Labor, Employment and Social Security Myanmar, 2014).

The past few years have also seen far-reaching efforts to amend and update exiting labor-related legislation and to enact new laws, For example, the 1951 Leave and Holiday Act were amended in 2014 and a new Social Security Law, a new Minimum Wages Law and a new Employment contract and employee's Skill Development law were passed in 2012 and 2013. A new Settlement of Labor Disputes Law became effective in 2012 and a new Labor Organization Law was enacted in 2011. The recent is of detailed essential for the developing of business relations in Myanmar as it recovered the old law which had limited labor unions and avoid workers from forming labor organizations, having their representatives recognized by and negotiate with employers and carrying out peacefully strikes and other collective activities. (Ministry of Labor, Employment and Social Security Myanmar, 2014).

These changes in labor legislation and the new dynamics in the labor market imply that companies in the private sector have to adapt their industrial relations

systems, their labor process and administration, and repeatedly their enterprise models more generally.

To organize more works and improve productivity, Myanmar must growth its human resources, especially through skills improvement. As mentioned, there have been numerous government initiatives to reform labor legislation and the education system to improve opportunities for skills development, but the benefits from these renovate will only be seen in the middle to long term. More immediate creation of job opportunities requires short- to medium-term expansion of the private sector, especially in labor intensive industries.

Recently enacted education law has coverage to all level of education sectors. It is also emphasis on TVET schools reform. Ideally, TVET institutions are needed their reform to be focused on labor market demand and finding funding for providing facilities for practical works and linking to industrial sector or work-related sectors for job requirement of students (Tun Min Sandar, 2015).

These reforms in labor legislation and education system indicates that government has been trying to provide the job security, job stability for the workers as well as equip the workers with skills to get employed. In addition, every new employee should get the induction program at the entry of job in order to increase the retention of staff and reduce the time it takes for a new employee to comfortable into their new workplace. Orientation training is to organize new workers into the organization and make them understand the systems and procedures applied by the organization.

A large youth population is usually indicating as one of Myanmar's main strengths. The country may benefit from a "demographic dividend" with a biggest share of the population committed in effective work and supporting a minimum share of older and non-working people. While its demographic profile is favorable, the country suffers from a number of key deficits in its labor market structure. Maximum share of workforce is underemployed and thus are not able to supply their complete energy to economic output. Moreover, the workers is relatively under-educated and little-skilled. And finally, the creation of an organized workforce is still in its infancy, with most workers engaged in various types of informal work and with a trade union movement that is only recently reviving after years of the suppression. Labor disruptions due to strikes may pose a concern for foreigners seeking to invest and take advantage of low wages. There is no doubt that institutional capacity and strong

governance are required in the employment and labor sector. The Ministry of Labor Employment and Social Welfare is primarily responsible for challenges.

The ministry aims to maintain industrial peace; provide free employment services; provide skill training; conduct research into labor matters and collect data, ensure workers' rights under labor laws; guarantee occupational safety and health; provide for the social security of workers; supervise the smooth and steady flow of goods throughout the country, and participate in international labor affairs.

The Ministry of Social Welfare, Relief and Resettlement oversees vulnerable sectors of society, and the department of welfare, in particular, is a focal point for the National Committee on the Rights of the Child, the Myanmar National Committee for Women's Affairs, and ASEAN matters related to children, youth, women, and social welfare and development.

Capacity building of all constituents is critical to building an inclusive, flexible, and well-functioning labor market, while the establishment of effective social security systems, together with the provision of adequate infrastructure and resources for implementation, is essential for a strong cohesive social sector. Therefore, capacity building should be carried out in both private and public sector organizations in terms of training and development programs.

Although Myanmar has accidental economic development and in a evolution from disconnected to liberalization, there is skill gap between local laborers, foreign workers and Employers. Most of sub units are in risk of productivity development due to not spending on learning supporting to their employees and are failed to aware of linkages between learning expenses and productivity per worker. Manufacturing, transportation, telecommunication, construction, retail, and service sector are also needed human resources broadly at the demand side of labor market. Since, Myanmar has comparative effectiveness having sufficient of unfilled and virgin land, existing strategic geographical location between giant country like China and India, a massive numbers of young labor, low labor cost compare to other ASEAN countries and favorable business environment with proper democratic transition, FDI flows to Myanmar is possible to be enhanced over the next government administration. (Tun Min Sandar, 2015).

SMEs sector could desire employment opportunities and economic development. But those SMEs are failed of innovation and not competitive to oversea firms. ICT improvement and linkages to the out-site market for SMEs development

are also important as majority of SMEs in Myanmar doesn't have their own website. Furthermore, there is limited domestic skilled labour in those enterprises. Therefore, government should be focused on supplying domestic labour skill not only at the workers level, also providing for white colour workers, managerial skill, clerical/accounting and financial management skills etc. FDIs should be addressed on technology and educational investment as well as skill and technology transfer from foreign skilled labors to local labors that should be prioritised so that it will promote domestic enterprise become productive and profitable as well as domestic labours also competitive to get jobs at the regional labor market in the long run. Government should introduce incentive firms to send their workers for domestic and overseas staff training with the form of grants, tax break or subsidies. (Tun Min Sandar, 2015).

In addition, occupational safety scheme and secure working condition to provide as a prevention mechanism for workers are primarily important and needed to be implemented soon. Mining law has addressed provision for safety and the prevention accidents in mining and extractive sectors, but there is no specific bylaws and implementation strategy to manage affectively to those who have been affected and lost their Freeland while living nearby or working in that jobsites. Leadership training should also include topics such as risk management, disaster management and development of safety cultures (International Labor Organization, Safety and Health in Mines convention (1995)).

Further implications in education sector for human resources management include formation of stakeholders committee (government, private sector, civil society and informal educational sector) and consultation is needed to discuss the need of human resources to strengthen the labor market system. Indicator of quality assurances need to be identified for building University and schools. Domestic university should be co-operated with international university and more scholarship opportunities for students and teachers are needed to provide for Myanmar to study in abroad. Capital and current budget expenditure needs to be expanded for human resources development and looking for external funding sources (Tun Min Sandar, 2015).

However, despite the above recommendation within the short period of time, Myanmar still faces major challenges in its labor systems. Despite some legal reform, the broader legislative and regulatory regime requires further reform to ensure a positive investment environment, more job opportunities and improved working

conditions. If working conditions for most workers do not meet international standards, employment security and stability will not be assured as well as labour disputes will be widely spread in the country (Tun Min Sandar, 2015).

3.2 Provision of Employee Welfare Benefits in Myanmar

Department of Labor is under the Ministry of Labor ensure the privileges for workers and at the same time to motivate them for their better work performance. The main aim of Organization under the ministry is to promote a fair labor practice. Which is the prime source of cordial relations between employers, and workers thus maintain Industrial Peace. Therefore, the Ministry of Labor aims at to actively participate in the national development effort through rendering its service to both workers and employers alike. Moreover, there are also measures for enforcement of labor laws to protect and ensure the rights of workers. Enforcement does not necessarily mean to hinder or impede the momentum of the business efforts of employers but to encourage fair labor practices with a view to establish cordial relations among employers and workers to maintain industrial peace. There are the various Labor Laws, which form the backbone of Myanmar Labor administration system. (Ministry of Labor, Employment and Social Security Myanmar, 2014)

The Department of Labor is the principal organization whose service are in the area of Labor relations, workers' compensation, minimum wage fixation, workmen's welfare, worker's discipline, employment services, skill training, International Labor matters, research and dissemination of information related to labor matters and human resources information service including compilation of Labor statistics. The Department of Labor (DOL) is purely a service organization that caters to enhancement of labor motivation and promotion of labor productivity. There are several different services relating to industrial peace, which are being undertaken by Regional and Coordination Division of the Department of Labor. These include settlement of disputes among employers and workers, setting minimum wage and other wage related benefits, provision of workers' welfare etc.

The Social Security Board is an important organization which has come into existence under Social Security Scheme since 1954. The supporting instrument is the Social Security Act promulgated in the same year. This organization is responsible for workers' welfare and enforcing the employers to make necessary arrangements for insuring their workers with the Social Security Board. The Social Security

Scheme is financed by contributions from the State, employers and employees (Ministry of Labor, Employment and Social Security Myanmar, 2014). As functions of Department of Labor are imperative for employer organizations as well as employees/ workers for the protection of the worker rights including protection against discriminations, forced labor and unfairness, employee's awareness on its functions should be raised.

The Services rendered by the Department of Labor include;

1. Labor Rotations

Township Workers Supervisor Committees have been formed to carry out this service. These Committees are being invested with the responsibility for negotiation and conciliation among employers and workers in case of work related disputes. (Arbitration is the last report if and only if conciliations are not successful).

2. Workmen's Compensation

Township Workmen's Compensation Scrutiny Committees have been formed to settle Workmen's Compensation cases according to the existing Workmen's Compensation Act.

3. Minimum Wage Fixation

Minimum Wage Councils have been formed for fixation of proper wage rate for workers from selected industries. The present situation, there are two Minimum wage Committee, one is for workers of Rice Milling business and the another is for Cheroot and Cigar Rolling Industries.

4. Workers' Welfare

DOL takes initiatives for formation of worker Welfare Committees in industries and establishments to look after the welfare and grievances of workers.

5. Promotion of Workers Discipline

DOL adopted a Model Work Rules to encourage both employers and workers to maintain their own set of rules based on the Model. Advisory Service is being provided to workers and employers when requested.

6. Employment Service

The Employment and Training Division of the Department of Labor provides manpower supply services to industries and establishments in public, cooperative and private sectors through its network of (78) Township Labor Offices (TLO), Registered job seekers by different occupation and skill can be available upon request or notification of vacancies to TLOs by employers.

Local Employment Service is provided without charging any fee or payment. The Job seekers have the voluntary choice of employment and employer has the right to select the one according to his choice based on his own preferences. This service is backed-up by Employment and Training Act and Employment Restriction Act.

According to Labor Law, those who are working in any workplace whether private or public, the workers have the following rights and these worker's rights are enforced and guided by the Department of Labor (Ministry of Labor, Employment and Social Security Myanmar, 2014).

(i) **Free Medical Care**

- (a) **Sickness:** Free medical care is provided to insured to maximum of (26) weeks for one spell of sickness. In case of an illness or disease considered as of special importance from the point of view of public health, the medical care can be prolonged until the insured worker is completely recovered.
- (b) **Maternity:** Prenatal and post-natal care is provided to insured women workers during their pregnancy and confinement.
- (c) **Employment Injury:** Medical care is provided without any time limitations in case of employment injury. Orthopedic or prosthetic appliances for rehabilitation of injured workers is also provided free of charge if and when necessary.

(ii) **Cash Benefits**

- (a) **Sickness Cash Benefit:** This benefit is subsidy to insured employees who are incompetent of job because of a diseased condition. It is payable only if the insured person has already paid at least (17) weeks contribution during the worker is entitled to receive money benefit for a maximum of (26) weeks starting from the date of his inability.

(b) **Maternity Cash Benefit:** An insured woman employee is entitled to maternity money benefit during her pregnancy and confinement. It is granted for a period of (6) weeks before and (6) weeks after her confinement and total duration shall not exceed (12) weeks. The Benefit can be enjoyable only when the insured worker has paid the contribution for (26) weeks during the last (52) weeks.

(c) **Funeral Grant:** In case of death of an insured worker, funeral grant is offered to his or his or her dependents. There is the exception or restriction whatever to be qualified for the entitlement of funeral grant.

(iii) Employment Injury Benefit

Employment Injury Benefit is granted to insured employee in case of employment accidents and occupational diseases.

(a) **Temporary Disability Benefit:** If an insured worker is passable to work due to employment accident, the benefits is payable until the injured worker has secured or until the expiry of (52) weeks starting from the date of accident.

(b) **Permanent Disability Benefit:** Payment of benefits for permanent disability commences from the date of termination of his temporary benefit or until the expiry of (52) weeks starting from the date of his accident. The Social Security Medical Assessment Board must be decided the percentage of fail of earning capacity resulting from the work accident. Monthly pension is granted, if the loss of earning scope is determined at (20) per cent or more. If it is assessed at (20) per cent or less and the amount of pension is lower than K 20 per month, the benefit shall be paid in lump sum.

(c) **Survivors Pension:** In the case of death of an insured person outcoming from an employment accident or occupational disease, survivor's pension must be paid to his dependents.

(iv) Leave

Workers have the right to enjoy three types of leave mentioned hereunder.

(a) **Casual leave** (6) days with full pay/wage in a calendar year, but not more than (3) consecutive days at a time. (It shall lapse, if it is not enjoyed within the year).

(b) Medical Leave (30) days with full pay in a year with medical certificate.
(It shall lapse if it is not enjoyed within the year.)

(c) Earned Leave Workers who have worked continuously for (12) months and at least (24) working days in each month are entitled to enjoy (10) consecutive days of earned leave with average pay/wage.

(v) Normal Working Hours (Factories)

(a) Should not exceed (8) hours a day and (44) hours per week and maximum (48) hours in a week for continuous process.

(b) Minimum (30) minutes of rest should be allowed at a time after working continuously for five hours.

(c) Spread over of working time (i.e. normal working hours plus rest period) shall not exceed (10) hours.

(vi) Working Overtime and payment

(a) If an employer is willing to allow employees to work overtime in an industry or establishment shall take prior sanction from the Factories and General Labor Laws Inspection Department (FGLLID).

(b) Overtime pay or wage is normally the double rate or basic pay or wage.

(c) Any member of working time that exceeds the normal working hours shall be regarded as overtime.

Apart from the above benefits, at present, agreement between employers and workers are also arranged according to the type of work and workplace.

The procedure for contracting and employing factory personnel have been undertaken through contractual agreements which includes terms and conditions concerning the employees' salaries, wages, and social security benefits and also rules and regulations in the operation of the factory.

Employment Contract is done through mutual agreements on terms and conditions relating to the specified job and after signing the agreement the employee is kept on probation for a period of three months, only after this probationary period, the employee will become permanent if his or her service is satisfactory. If the employee does not come up to a satisfactory level as required on probation period, he or she will be dismissed with a month notice or with a month's pay. For workers compensation, employees are given prior notice about the rates of salaries, wages,

daily wages etc. and that payments will be disbursed every (15) days. If the 15th day for payments falls on a gazette holiday, these payments will be disbursed a day ahead of this holiday.

In some factories, some rules through contracts differ from each other as for example some agreement on maternity leave is contracted as only after six months in work may be entitled to have full payment.

Another provision is of housing in terms of single houses, apartments and hostels for singles. Also transport to the workplace especially factories in industrial zones are managed and some higher-level personnel can be supported with motor vehicles for their own use. Benefits in kind are also provided in some factories such as medicines for general use in pharmaceutical factories. On the whole, it can be seen that workers' fringe benefits accounted to a certain extent in total compensation, salaries plus benefits. The fringe benefits also play some important role in the choice of a workplace and they facilitate labor efficiency.

3.3 The Social Security Act 1954

Under the Social Security Act 1954, Medical care is supported with a view to retaining, keeping and developing the health and capability to work of insured persons who are sick. There is no qualifying time for medical care. It need not ordinarily, be given for more than 26 weeks from the date when treatment first start but the treatment is to be continued as long as the insured person is entitled to sickness benefit, maternity benefit, or temporary disability benefit. It may be continued also in exceptional cases if the Chief Medical Officer authorizes the continuation. In case of employment injury, medical care is given without any limit in duration. It is also prolonged until the insured person is much cured, or till his death, in case of diseases considered of special importance from the point of view of public health. (Ministry of Labor, Employment and Social Security Myanmar, 2014)

Medical care in case of employment injury also includes treatment by surgeons and another specialist if necessary. Medical care is continued without limitation if, because of employment injury, the disabled worker is in need of medical care. If the supply of orthopedic or prosthetic appliances is, necessary for rehabilitation of the disabled worker for reduction of the degree of incapacity for work, the Social Security Board supplies such appliances to the worker without charge. Other medical services are (i) to render emergency medical at home, the

Social Security Board maintains Ambulance Services in all the areas covered; (ii) the Social Security Board reimburses the medical expenses incurred by insured persons for emergency cases in which medical services of the Board are not available. (Ministry of Labor, Employment and Social Security Myanmar, 2014)

An industrial accident is considered one, which arises out of and in the course of employment or in close connection with employment including work on salvage operations or other activities transfer out for the desired or for the compensation of the owner. An occupational disease is defined as acute or chronic disease or poisoning inherent in the nature of the work in which insured persons are employed and produced by specified substances used in processes of industries in which they are engaged. The Social Security Board benefits inattentive of whether the owner has paid additions in respect of the accident workers or not. The temporary disability benefit is wage until the accident worker has regain from his injury, or until the expiry of 52 weeks form the date of accident.

Section three of the workmen's Compensation Acts 1923 if, if individual damage is matter to a worker by incident, increasing out of and in the procedure of his employment, his owner would be accountable to give benefits.

If a workman agreements any infection and it is certified by a qualified medical specialist that the disease is directly due to the nature of any employment in which the workman was employed at any time within the one year previous to the date of disablement, the contracting of the disease shall be deemed to be an injury by accident within the definition of this section, and except the employer confirms the converse the accident shall be assumed to have happen out of and in the course of the employment above.

Supported that the benefits would be recoverable from the owner who last employed the workman during the said one year in the employment to the nature of which the infection was due no benefit would be payable to a workman in respect of any infection unless the diseases is directly attributable to a specific incident by accident increasing out of and in the matter of his employment.

3.4 Labor Benefits of Private Service Enterprise

The Factories Act (1951) being in appropriate with current condition of Myanmar, demanding requirement in practice, the state made necessary revision and substituted the Act by promulgation of Law No. 7/62. Under this law, provisions on

safety measures and healthy conditions of laborers, their welfare, working hours, factors to be administered on misuse of child labor, conditions to be allowed and prohibitions to be observed were adopted in detail. Violation of these provisions meant an offence to Section (85) and shall be punished for the commitment.

Similarly, some revisions on Social Security Act (1951) were made under Revision Act Nos. 50/1955, 8/1956, 39/1958, 26/1969, 36/1963, Social Security Act (1954) Rules and Regulations were revised. In 1964, Under Fundamental Rights and Responsibilities Act No. 1/1975 revision, was made while Notification No. 1/70 dated 1.1.70 of Ministry of labor and Order No. 145/87 date 31.12.87. Under these revisions, provisions on keeping insurance on operational departments related with social security; benefits enjoyable on taking treatment of injuries; temporary physical defects and inherent defects; person related benefits and state supported fund were promulgated and also prescribed conditions and prohibitions to observe in these revised Acts. (Ministry of Labor, Employment and Social Security Myanmar, 2014)

Though it is remarkable that revisions were made on Factories Act (1951) and Social Security Act (1954) as and when the situation demand, the strength of labor has been increasing day by day due to the development of booming business and modernization of the industrial sector. This in turn, necessitates the revision and reform of working capacity of labor mass, healthcare, security from hazardous dangers, their welfare monthly salaries, earned leave and matters demanding compensations so as to lift up and strengthen living condition and social life of vast labor mass in consonant with the changing time and age of modern world. It is required to accurately implement job satisfaction and social wellbeing so as it is necessary to increase individual motivation. (Ministry of Labor, Employment and Social Security Myanmar, 2014)

3.5 Employee Retention in Private Organization of Myanmar

Human Resource (HR) Management was an issue most local companies were unfamiliar with, mainly undervaluing its strategic importance. This lack of management, gathering with the sanctions forced on Myanmar's economy meant that the country's skillful improvement landscape was decidedly restraint, thus timely what ability personals Myanmar had, to seek greener pastures abroad. Within local organizations, employee assigned to the HR department was usually inexperienced and unfamiliar with the workplace, and were therefore unable to active to the

company's needs. Local businesses also tend to conduct HR like any other administrative department, without adhering to globally accepted HR best practices or realizing the potential of strategic HR.

Overall, there was a lack of experience in and attention to strategic thinking and forward planning, particularly in terms of retaining, developing and rewarding staff. In fact, most companies do not regard training and the continuous development of staff as an investment. Such an environment and culture affected the confidence and morale of employees, which in turn resulted in unsatisfactory performance and high turnover.

Since 2012, most sanctions on Myanmar were reversed due to the political reforms. Despite the influx of new foreign investment, local companies struggle to keep up with the demands of investors, who are attracted to competitive economics with proper infrastructure, availability of resources and a productive workforce. Therefore, one of the most crucial aspects to ensure the success of any developing economy or business is the implementation of an effective HR management.

Companies begin to realize the importance of having a comprehensive HR management plan. The HR department of any business is responsible for shaping the organization, developing its culture, attracting and selecting proficient candidates, training and retaining experienced and competent employees. It is crucial for the companies to have the HR department staffed with competent well experienced personnel who equipped with knowledge and skills for HR management practices for the recruitment, retention and development of the staff.

CHAPTER IV

SURVEY ANALYSIS

This chapter express analysis on employee's retention factors survey of Myanmar Thiha Group of Companies and the demographic characteristics of employees. To success this objective, primary and secondary data were used in the study. Primary data was collected from a sample of 200 staff which was of total staff in Myanmar Thiha Group of Companies in Yangon. Secondary data was collected through reports and records in the organization.

4.1 Survey Profile

The head office of Myanmar Thiha Group of Companies is located at Thirimingalar street, 8 miles. The Human Resource (HR) Department is situated at the head office and takes the responsibilities regarding the human resource management practice. HR department is staffed with the manager, the assistant manager, the executive and the senior staff. The functions of HR department are recruitment and selection of the employee, learning and development for employee, compensation and benefit and employee relations.

The enterprises that formed the Myanmar Thiha Group of Companies are:

1. Myanmar Thiha Trading Co., Ltd (Established in 2001)
2. Rain Flower Fire Extinguisher Sales & Services (RF) (Established in 2002)
3. King Filler (KF) Factory (Established in 2005)
4. Myanmar Solar Power (MSP) Trading Co., Ltd (Established in 2011)
5. Myanmar Thiha Travels & Tour Co., Ltd (Established in 2014)
6. Myanmar Fire Protection (MFP) Co., Ltd (Established in 2014)
7. Mindama Air Separation (MAS) – Oxygen Factory (Established in 2017)
8. MTH Engineering & Construction (Established in 2017)
9. Shekinah Myanmar Mining Co., Ltd (Established in 2019)

There are 358 various staff and workers employed at The Myanmar Thiha Group of Companies. The functions of the companies and types of the staff varied as there are different types of companies formed the Myanmar Thiha Group of Companies. The staff of Myanmar Thiha Group of Companies include management staff, office staff, engineers, technicians, workers as well as professionals.

4.2 Survey Design

The main objectives are to identify the HR practices on employee retention of Myanmar Thiha Group of Companies and to analyze the influence factors of employee retention in MTH. To support the assessment, the require data were collected from a sample of 200 respondents using self-administered questionnaire. The questionnaire was a structured one that measures employee retention practices and made up of six aspects which are compensation and benefit, job security and company reputation, learning and personal development, good supporting from manager, flexibility of the working hours and hire smart (recruitment and selection). Questionnaires were collected to the respondents those who current at work (MTH Group of Companies) at the time of data collection. This research mainly uses descriptive analysis. Regarding of the descriptive analysis, this research used survey research method. As a data analysis, descriptive, correlation and linear regression methods are used in this research. Correlation and linear regression methods also called inferential statistics method. In this research, we used statistical analysis method to analyze the data that why quantitative research.

4.3 Survey Results

As questionnaire composed of 6 aspects which are compensation and benefit, job security and company reputation, learning and personal development, good supporting from manager, flexibility of the working hours and hire smart (recruitment and selection), the results are presented for each aspect. Finally results on correlation and regression analysis are presented.

4.3.1 Demographic Characteristics of Respondents

The demographic factors of the respondents in Myanmar Thiha Group of Companies were presented in this section. The general information of respondents

was analyzed with seven questions which are gender, age, marital status, education, salary, current position and department at current company.

Table (4.1) Demographic Characteristics of Respondents

No.	Variables	Characteristics	No of Respondents	%
1	Gender	Male	12	62
		Female	75	37
2	Age (Years)	Under 25	70	35
		26-34	75	37
		35 – 44	35	17
		45 and above	20	10
		Total	20	10
3	Marital Status	Single	12	60
		Married	80	40
		Total	20	10
4	Education	Under	30	15
		Graduate	145	73
		Post Graduate	15	7
		Other	10	5
		Total	20	10
5	Salary (Kyats)	150000 - 200000	30	15
		200001 – 300000	63	31.5
		300001 – 400000	52	26
		Above 400000	55	27.5
		Total	200	100.0

Source: Survey Data, 2019

Gender of Respondents: In order to see the gender ratio in the organization, sample respondents are asked to response their gender and the results are presented in Table (4.1). It was found that the sample includes only 125 male employees and 75 female employees. In term of percentage, 77 percent of major respondents were female while the male respondents took part of 23 percent.

In order to see the different age distribution of the organization, sample respondents are asked to response their age, and the results are presented in Table

(4.1). Ages of employees are grouped into three. It was found that 70 employees are less than 25 years, 75 employees between 26 and 34 years, 35 employees between 35 and 44 years and 20 employees above 45 years.

Age of the Respondents: In term of percentage, major respondents were the age group between 35 and 44 years taking for 17.5 percent and followed by the age group 45 and above 45 years which take 10 percent of the respondents. The age group under 25 years responded to 35 percent and the age group between 26 and 34 years taking for 37.5 present of the respondents.

In order to see the composition of the marital status of employees in the organization, samples respondents are asked to response their marital status and the results are presented in Table (4.1). Marital status was found that in the sample 200 employees are single while 80 employees are married.

Marital Status of the respondents: In term of percentage, single employees were 65 percent while married employees WERW 30 percent of the sample. In order to see the education levels of employees in the organization, sample respondents are asked to response their education levels and the results are presented in Table (4.1). Education levels of employees are categorized into graduate, post graduate and others. It was found that in the sample 30 employees have under graduate, 145 employees have education level with graduates, only 15 employees are post graduates and 10 employees are others.

Education of the Respondents: In term of percentage, 15 percent of respondents were under graduate, 73 percent of most respondents held graduate while the post graduate were 7 percent of the sample. The other was 5 percent of respondents.

The sample respondents are asked to response their salary and the results are presented in Table (4.1). Salary of employees is classified into three. It is found that in the sample 30 employees earn between 150000 and 200,000 kyats, 63 employees earn between 200,000 and 300,000 kyats, 52 employees earn between 300,000 and 400,000 kyats and 55 employees earn above 400,000 kyats.

Salary of the Respondents: In terms of percentage, employees earning between 150,000 and 200,000 kyats share 15 percent, between 200,000 and 300,000 kyats share the largest with 31.5 percent while employees earn between 300,000 and 400,000 kyats share 26 percent and employees earning above 400,000 kyats share 27.5 percent.

4.3.2 Analysis on the Influence Factors of Employee Retention

This study described the analysis on the influence factors of employee retention in MTH, and thus employees' internal feelings towards those factors are examined. Measurement to employee retention management is conducted as the following factors; (1) Compensation and Benefit, (2) job Security and Company Reputation, (3) Learning and Personal Development, (4) Good Supporting from Manager, (5) Flexibility of the Working Hours and (6) Hire Smart (Recruitment and Selection). Each variable includes different number of statements and each statement is measured on five-point Likert scale. (1: strongly disagree, 2: disagree, 3: neither disagrees nor agrees, 4: agree and 5: strongly agree). And, the mean score of each scale can range between 1 and 5. Hence it could be assumed that if the mean score of a statement is above 3, then employees are satisfied with the current retention practices. Conversely, the mean score of a statement below 3 could imply employee dissatisfied with the current retention practices.

(a) Analysis on Compensation and Benefit

In order to see are satisfied with retention practices to compensation was classified into six. This includes salary matching with current position, accommodations and meals, promotion and increment salary, pay structure plan, ferry service and allowance and salaries and benefits in the competitor markets.

Table (4.2) Compensation and benefits

No.	Statement	Mean	Standard Deviation
1	I am working in this organization for the salary which is reasonable for the current position	4.01	.625
2	I am working in this organization for providing the accommodation and the meals for the staffs	3.95	.672
3	I am working in this organization for providing the promotion and annual increment salary for the staffs	3.81	.736
4	I am working in this organization for enjoying the pay structure plan of the organization	3.75	.812
5	I am working in this organization for providing the ferry service and allowance for the staffs	3.83	.795
6	I am working in this organization for getting salaries and benefits which are equal in the competitor market	4.0	.648
Overall Mean		3.89	

Source: Survey Data, 2019

The above table (4.2) represents the analysis on compensation and benefits which effects on the employee retentions practices. Specially, the mean value of salary matching with current position is 4.01, indicating employee satisfaction with their salary. The mean value of accommodations and meals is 3.95, indicating employee satisfaction with their benefits. The mean value of promotion and increment salary is 3.81, indicating employee satisfaction with their rewards.

The mean value of ferry service and allowance is 3.75, indicating employee satisfaction with their facilities. The mean value of pay structure plan is 3.83, indicating employee satisfaction with their salary package. The mean value of allowance and salaries and benefits is 4.0, indicating employee satisfaction with their competitive market.

Among the six aspects, employees are most satisfied with their salary matching with current position. The second satisfied with accommodations and meals provided by the company and least satisfied with the pay structure plan of the company.

(b) Analysis on Job Security and Company Reputation

In order to see how much employees are satisfied with the organization's goals was classified into five. This includes how to treat the employees, the future plans, the organization structure, the reputation of the company and welfare programs to the employees.

Table (4.3) Job Security and Company Reputation

No.	Statement	Mean	Standard Deviation
1	I enjoy working and will be continued in this organization due to the dignity of the company and dealing with the staffs as the relatives	3.85	.733
2	I am working in this organization because of its vision and mission which is drawn based on the benefits for the staff's priorities	3.98	.598
3	I am choosing to work in this organization because of the systematic organization's structure of the organization and giving considerations of the idea and suggestions of the staffs	3.65	.775
4	I am working in this organization because its products and reputation stand the top of the market and its causes getting large profits	4.0	.597
5	I am stay working in this organization due to the presence of the annual planning of welfare program for the staffs drawn by HR Department	3.60	.801
Overall Mean		3.82	

Source: Survey Data, 2019

The above table (4.3) represents the analysis on job security and company reputation which effects on the employee retentions practices. Specially, the mean value of the dignity of the company and dealing with the staffs is 3.85, indicating employee satisfaction with their value and the value of the name of the company. The

mean value of vision and mission of the company is 3.98, indicating employee satisfaction with the future plans of the company for the employees.

The mean value of the systematic organization's structure of the organization and giving considerations of the idea and suggestions of the staffs is 3.54, indicating employee satisfaction with their bonus getting from the profits. The mean value of the reputation of the company is 4.0, indicating employee satisfaction with their confidence. The mean value of welfare programs to the employees is 3.60, indicating employee satisfaction with their benefits provided HR Department.

Among the five aspects, employees are most satisfied with the reputation of the company. The second satisfied with vision and mission of the company and least satisfied with welfare programs to the employees.

(c) Analysis on Learning and Personal Development

In order to see how much employees are satisfied with the learning and personal development provided by the company is classified into eight. This includes job training for apprentices, the required specific training programs, personal learning programs, training course for promotion, selection for training process, updating product knowledge training, long-term development, and technology training program.

Table (4.4) Learning and Personal Development

No.	Statement	Mean	Standard Deviation
1	I am working in this organization due to the apprentices are provided both the orientation training and on the job training	3.75	.821
2	I am stay working in this organization because the training programs needed for the organization are provided by the internal and external department systematically	3.68	.942
3	I am working in this organization due to the person who wants to attend the training course is supported by allowing on-job duty with the financial aid	3.50	.890
4	I am stay working in this organization due to the staffs who needed the training course for the promotion are allowed to attend it by the organization	3.48	.936
5	I am likely stay in this organization because of in the process for sending to attend the training course, the organization provides the selection of the staffs systematically without any bias	3.40	.955
6	I am working in this organization because the staffs are trained to know all the product by the organization in order to update product knowledge	3.98	.628
7	I am working in this organization due to the training course conducted by the organization are useful not only for the current job and position but also for the personal development (long –term)	3.72	.862
8	I am working in this organization due to the training courses related with the digital technology to catch up are provided according to the position levels fairly	3.43	.912
Overall Mean		3.62	

Source: Survey Data, 2019

The above table (4.4) represents the analysis on learning and personal development which effects on the employee retentions practices. Specially, the mean value of job training for apprentices is 3.75, indicating employee satisfaction with their learning skills. The mean value of the required specific training programs is 3.68, indicating employee satisfaction with their knowledge and skills in their respective positions. The mean value of personal learning programs is 3.50, indicating employee satisfaction with their career growth. The mean value of the training course for promotion is 3.48, indicating employee satisfaction with their strengths and weaknesses.

The mean value of the selection for training process is 3.40, indicating employee satisfaction in choosing the person to be trained without any bias. The mean value of updating product knowledge training is 3.98, indicating employee satisfaction with their abilities and knowledge. The mean value of long-term development is 3.72, indicating employee satisfaction with their long-term personal career goals. The mean value of technology training program is 3.43, indicating employee satisfaction with their innovation and catch-up the world.

Among the eight aspects, employees are most satisfied with updating product knowledge training of the company. The second satisfied with job training for apprentices of the company and least satisfied with training course for promotion of the employees.

(d) Analysis on Good Supporting from Manager

In order to see how much employees are satisfied the good supporting from the manager is classified into five. This includes recognition from the manager, checking on the performance, management on the procedures, the recommendation for the promotion and the arrangement for job allocation.

Table (4.5) Good Supporting from Manager

No.	Statement	Mean	Standard Deviation
1	My manager always recognizes or appreciates my performance and hard working	4.01	.677
2	If there is any problem in my performance, my manager rechecks it and coach me not to make it again	3.62	.829
3	My manager analyzes and manages the procedure without any bias	3.72	.740
4	My manager recommends the promotion or annual increment for me by appraising on my performance	3.56	.911
5	My manager provides and arrange the job allocation fairly for me	3.85	.874
Overall Mean		3.75	

Source: Survey Data, 2019

The above table (4.5) represents the analysis on good supporting from the manager which effects on the employee retentions practices. Specially, the mean value of the recognition from the manager is 4.01, indicating employee satisfaction with their abilities and capacity. The mean value of checking on the performance is 3.62, indicating employee satisfaction with the strengths and weakness on their job.

The mean value of management on the procedures is 3.72, indicating employee satisfaction with their performance guided by their manager without any error. The mean value of the recommendation for the promotion is 3.56, indicating employee satisfaction with their appreciation by their manager. The mean value of arrangement for job allocation is 3.85, indicating employee satisfaction with their values and cleverness on their job.

Among the five aspects, employees are most satisfied with the recognition from the manager. The second satisfied with the arrangement for job allocation and least satisfied with the recommendation for the promotion.

(e) Analysis on Flexibility of the Working Hours

In order to see how much employees are satisfied with the flexibility of the working hours is classified into six. This includes the working days, allowance for holidays, allowance for leaves, no overtime, location of the company and transportation facilities provided by the company.

Table (4.6) Flexibility of the Working Hours

No.	Statement	Mean	Standard Deviation
1	The working days are provided as 5 days (from Monday to Friday) and closed is the weekend	4.25	.511
2	The staffs are not forced to work the public holidays because of closed is the public holidays	3.75	.761
3	The leaves for the staffs such as medical leave, earn leave and casual leave can be enjoyed fairly by government policy	4.03	.489
4	The overtime is rarely occurred because the recruitment of the staffs needed for the organization made exactly by HR Planning	3.95	.617
5	The organization is being located in the downtown area; the transportation time is convenient for the staffs	3.56	.855
6	The organization is provided the ferry as the routes, the waste time is reduced and the event which the staffs are late to come is impossible	4.0	.405
Overall Mean		3.92	

Source: Survey Data, 2019

The above table (4.6) represents the analysis on the flexibility of the working hours which effects on the employee retentions practices. Specially, the mean value of the working days is 4.25, indicating employee satisfaction with their working time. The mean value of allowance for holidays is 3.75, indicating employee satisfaction

with their free time. The mean value of allowance for leaves is 4.03, indicating employee satisfaction with their rights.

The mean value of no overtime is 3.95, indicating employee satisfaction with their personal leisure. The mean value of location of the company is 3.56, indicating employee satisfaction with their saving time to come to the company. The mean value of transportation facilities provided by the company is 4.0, indicating employee satisfaction with their ferry service by the company.

Among the six aspects, employees are most satisfied with their working days. The second satisfied with allowance for leaves and least satisfied with the location of the company.

(f) Analysis on Hire Smart (Recruitment and Selection)

In order to see how much employees are satisfied the hire smart for recruitment and selection was classified into five. This includes the skills or abilities of the employees, the perfect interview process, the allocation of the job position, the giving consideration of the internal staffs and selection process conducted by the company.

Table (4.7) Hire Smart (Recruitment and Selection)

No.	Statement	Mean	Standard Deviation
1	In recruiting process of the organization, I was selected according to my reasonable abilities such as qualifications and experiences	3.77	.756
2	In recruiting process of the organization, the interview process is transparent that does not allow to recruit the friends, relatives of the interviewers	3.50	.772
3	In job appointment, it is recruited the right man at the right time and right place according to our qualifications	3.69	.822
4	In recruiting process of the organization, the internal staffs are usually recruited the supervisor position and the above	3.44	.601
5	In recruiting process of the organization, there are selected steps by steps by examining not only personal interviews but also taking exams strictly	3.61	.798
Overall Mean		3.60	

Source: Survey Data, 2019

The above table (4.7) represents the analysis on hire smart for recruitment and selection which effects on the employee retentions practices. Specially, the mean value of the skills or abilities of the employees is 3.77, indicating employee satisfaction with their qualifications and experiences. The mean value of the perfect interview process is 3.50, indicating employee satisfaction with the transparent selection without any bias.

The mean value of the allocation of the job position is 3.69, indicating employee satisfaction with their values or skills and attitudes. The mean value of the giving consideration of the internal staffs is 3.44, indicating employee satisfaction with their usefulness. The mean value of selection process conducted by the company is 3.61, indicating employee satisfaction with their qualifications by taking exams.

Among the five aspects, employees are most satisfied with the skills or abilities of the employees. The second satisfied with the allocation of the job position and least satisfied with the giving consideration of the internal staffs.

(g) Analysis on Matter of Employee Retention

The survey results from analysis on employee retention were examined and their mean value is presented in Table (4.8).

Table (4.8) Matter of Employee Retention

No.	Statement	Mean	Standard Deviation
1	I decide to work long time in this organization because of other jobs may not be more than my current job role	3.35	.871
2	I am satisfied current position, compensation benefits and working times	3.50	.771
3	The organization provides my personal development and improving skills and knowledge	3.28	.967
4	I try the job smart and honesty to the organization	3.49	.683
5	The organization is more success in future, so I will stay working many years	3.76	.800
Overall Mean		3.48	

Source: Surveyed Data, 2019

The above Table (4.8) presents analysis on employee retention. It was found that the mean value of all the aspects of employee retention. Among them, it was found that this is the more success in future, so I will stay working many years is the most satisfaction factor with the mean value of 3.76. On the other hand, the least satisfaction factor of the organization provides my personal development and improving skills and knowledge is with the mean value of 3.29.

4.3.3 Correlation between HRM Factors toward Employee Retention

Employee retention practices involve compensation and benefits, job security and company reputation, learning and personal development, good supporting from the manager, flexibility of the working hours and hire smart (recruitment and selection). In order to see employee retention practices of Myanmar Thiha Group of Companies and its employees' retention at the organization, correlation analysis is also performed. Correlation analysis provides information about the degree and strength of association between two variables and it can take values between -1 and +1 inclusive. The positive signs indicate positive relationships and negative sign indicates negative relationships. The higher value of correlation coefficient, the stronger the association between the two variables. The outcomes of the correlation coefficients for the relationship between HR Management factors and employee retention are listed in table (4.9).

Table (4.9) Correlation between HRM Factors and Employee Retention

HR Practices	Correlation Coefficient
Compensation and benefit	.642**
Job Security and Company Reputation	.651**
Learning and Personal Development	.293**
Good Supporting from Manager	.618**
Flexibility of the Working Hours	.689**
Hire Smart (Recruitment and Selection)	.473**

By Table (4.9), it was found that compensation and benefit and employee retention are positively and strongly correlated ($r=.6$) and their correlation is statistically significant, implying that necessities of compensation doesn't sure to reduce intention but better compensation could make employee to retain longer. It was found that job security and company reputation and employee retention are positively and moderately correlated ($r=.6$) and their correlation is statistically significant, implying that the better job security and company reputation could make employees to retain longer.

It was found that learning and personal development and employee retention are negatively and moderately correlated ($r=.2$) and their correlation is statistically significant, implying that the better learning and personal development could make

employees to retain longer. It was found that good supporting from the manager and employee retention are positively and strongly correlated ($r=.6$) and their correlation is statistically significant, implying that the more supporting supervisor could make employees to retain longer.

It was found that flexibility of the working hours and employee retention are positively and moderately correlated ($r=.6$) and their correlation is statistically significant, implying that the more providing flexibility of the working hours could make employees to retain longer. It was found that hire smart (recruitment and selection) and employee retention are positively and moderately correlated ($r=.4$) and their correlation is statistically significant, implying that offering the hire smart (recruitment and selection) could make employees to retain longer. Among six factors of HR practices, flexibility of the working hours and job security and company reputation have the strongest relationship with the employee retention ($r=.6$).

4.3.4 Regression Result of HR Practices on Employee Retention

The multiple linear regression analysis was performed to check the proposed objective of the relationship between employee retention as dependent variable and each HR practices as independent variables. The various linear regression outcomes are shown in the following Table.

Table (4.10) Regression Result of Employee Retention on Human Resource Practices

Practices	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.665	.208	-	3.401	.009
Compensation and Benefit	.298	.088	.387	2.977	.010
Job Security and Company Reputation	.341	.093	.386	3.743	.000
Learning and Personal Development	.298	.086	.348	3.112	.017
Good Supporting from Manager	.331	.090	.468	4.624	.008
Flexibility of the Working Hours	.486	.097	.516	5.283	.000
Hire Smart (Recruitment & Selection)	.287	.084	.313	2.989	.019
Dependent Variable = Employee Retention (p-value = 0.000)					
Dependent Variable = (.665+.298+.341+.298+.331+.486+.287)					

Source: Survey Result 2019

According to the outcomes shown in table (4.9), the model can explain that compensation and benefits, job security and company reputation, learning and personal development, good supporting from the manager, flexibility of the working hours and hire smart (recruitment and selection) have positive coefficients, implying that these independent variables positively related to employee retention. The situation of the organization, job security and company reputation positively impact on employee retention at 1% level. It can be concluded that employee retention is very importantly regress on job security and company reputation. Therefore, the organization should offer job security and maintain the reputation of the company to the employees by working freedom on their job. The situation of the organization, flexibility of the working hours positively impacts on employee retention at 1% level. It can be concluded that employee retention is very importantly regress on flexibility of the working hours. Therefore, the organization should provide the working times to the employees flexibly. Learning and personal development positively impacts on employee retention at 5% level. Therefore, the organization providing learning and personal development program to thee employees.

The situation of the organization, good supporting from the manager impacts on employee retention at 1% level. It can be concluded that employee retention is very importantly regress on the supporting from the manager. Therefore, the managers are supporting and providing the opportunities to the employees. The result can be interpreted like that. Hire smart (recruitment and selection) positively impacts on employee retention at 5% level. It can be evidence to prove that the recruitment is very important and it is positively affected on employee retention. Compensation and benefits positively impacts on employee retention at 1% level. Therefore, the organization supporting the benefit plans for the employee to retain skilled full employees.

CHAPTER V

CONCLUSION

This study describes the influencing factors of compensation and benefit, job security and company reputation, good supporting from manager, learning and personal development, flexibility of the working hours and hire smart (recruitment and selection) are relation to employee retention in Myanmar Thiha Group of Companies (MTH). This chapter focal points are two main parts; findings and recommendations.

5.1 Findings

This study shows main two objectives. The first one is identify the HR management practices for employee retention program and the second one is analyze the factors influencing of employee retention practices in Myanmar Thiha Group of Companies.

In this study, descriptive method is used with both primary and secondary data. There are organizing with 9 enterprises and various staff and worker employed at The Myanmar Thiha Group of Companies. The survey was conducted by using well-structured questionnaires including questions about characteristics of the respondents and Factors of employee retention, to collect primary data from a random sample of various enterprise from Yangon. A sample of 200 employees was taken from some enterprises through management level and operation level in Yangon Region of Myanmar Thiha Group of Companies.

The first includes 5 demographic questions while the second part includes 6 constructs about retention factors of employees. Each organizes involve of various number of statements, and each statement is determined on five-point Likert scale.

The study found that estimate the employees in the organization are at the age between 20 and 45. This study describes that MTH organization needs young and middle age employees for operation and management level.

The study shows that marital status has important influence in the working life of the employees. Most of the employees in the organization are single. And mostly employee qualification is graduate. The study found that employee salary package is nearly above 200000 and above 400000.

Although employee retention factors can have many dimensions, the six aspects of employee maintaining were used for this study. Among these six aspects, it was found that the most employees are most satisfied to job security and company reputation, compensation and benefit and flexibility of the working hours and then resulted by good supporting from manager, hire smart (recruitment and selection) and learning and personal development.

Regarding compensation and benefit, the study found that employees are most satisfied with their salary matching with current position. The second satisfied with accommodations and meals provided by the company and least satisfied with the pay structure plan of the Myanmar Thiha Group of Companies. Compensation and benefit are major role in employee retention practices and high level of motivation.

MTH has been founded job security and company reputation, employees are most satisfied with the reputation of the company. The second satisfied with vision and mission of the company and least satisfied with welfare programs to the employees. Job security and Company reputation are important point of reduce employee turnover rate and high retention rate.

Regarding learning and personal development, the study found that employee most satisfied with updating product knowledge training of the company. The second satisfied with job training for apprentices of the MTH and least satisfied with training course for promotion of the employees.

Regarding good supporting from manager, the study shows that employees are most satisfied with the recognition from the manager. The second satisfied with the arrangement for job allocation and least satisfied with the recommendation for the promotion.

Flexibility of the working hours of Myanmar Thiha Group of Companies, it was found that among the six aspects, employees are most satisfied with their working days. The second satisfied with allowance for leaves and least satisfied with the location of the company.

Hire smart (recruitment and selection), the study found that among the five aspects, employees are most satisfied with the skills or abilities of the employees. The

second satisfied with the allocation of the job position and least satisfied with the giving consideration of the internal staffs.

According to the summarized results on employee are most satisfied with over all factors and this organization is teamwork to workplace. However, among the six factors, employees are most satisfied on compensation and benefit, good supporting from manager and flexibility of the working hours. Compensation is very important for their motivation and also working hours is crucial factor for their family time. And then employee's motivation is related with their manager supporting.

5.2 Recommendations

On the base of findings and conclusion of the study, Myanmar Thiha Group of Companies should be provided the following practices to better of influencing employee retention.

Myanmar Thiha Group of Companies are provided of employee and MTH success is including the motivation and good performance of their employees. In this way, MTH is emphasis of recruitment and selection process for right man, right place and right period. Need to optimal of manpower for organization. Manpower should be optimal, no need to overtime. And productively is more effective of optimal manpower. Employees have free time after working hours, they can do other actives and their family.

And compensation and benefit are most important for employee motivation. Thus, HR department should be planned to systemically attractive welfare benefit and salary increment packages for employees. Every employee needs to be increased their salary and their personal improvement. MTH should be retained to potential employees for long stay in organization and high performance of workplace. Nowadays, every organization face to higher turnover rate because of other competitor's salary benefits. In fact, organization 's reputation is very important for employee retention because of employee interest on organizational culture and financial statement. Employees need to carefully their income and flexible of the working hours.

In related with learning and personal development, the top management should be carefully of orientation and on job training. And MTH should be conduct of yearly training plan and training cost for career development of employees. Employees consider what they can get from organization for long term personal life

and effective workplace. Organization should be recognized employee performance and loyalty. Thus, employee is most satisfied carefully for their performance and work done from manager.

Management can be provided and appraisal of employee's development and promotion on yearly for retention. And Management should be allocated job description on fairly not bias. Employee want fair and equal relations, because lack of equal and fair attitude toward many employees may cause them to leave the organization. Good supporting from manager is working relationship between supervisor and employee must be improved. Employee feel their role is valued and their work done is perfected.

Effective training programs to every employee should be motivated their performance, improvement and increased employee retention rate. Employees need to be involved decision making process with management team member. Nowadays, competitive organizations are increased quickly, therefore Myanmar Thiha Group of Companies need to be retained employees with attractive factors for decreasing employees' turnover rate. And MTH is need to be keep potential employee for organizational achievement.

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APPENDIX

Survey Questionnaire for Employee Retention Practices

Section A: Demographic Questionnaires

Kindly respond to the following items in order to provide the background information for the research.

1. Gender

- Male
- Female

2. Age

- Under 25
- 26-34
- 35-44
- 45-54
- 45 and above

3. Marital Status:

- Single
- Married

4. Education

- Under Graduate
- Graduate
- Post Graduate
- Professional Graduate
- Others -----

5. Salary

- Under 100,000
- 150,000 - 200,000
- 200,001 - 300,000
- 300,001 - 400,000
- Above 400,000

Section B: Employee retention factors

Strongly Disagree-1 Disagree-2 Neither-3 Agree -4 Strongly Agree-5

	Compensation & Benefit					
1	I am working in this organization for the salary which is reasonable for the current position	1	2	3	4	5
2	I am working in this organization for providing the accommodation and the meals for the staffs	1	2	3	4	5
3	I am working in this organization for providing the promotion and annual increment salary for the staffs	1	2	3	4	5
4	I am working in this organization for enjoying the pay structure plan of the organization	1	2	3	4	5
5	I am working in this organization for providing the ferry service and allowance for the staffs	1	2	3	4	5
6	I am working in this organization for getting salaries and benefits which are equal in the competitor market	1	2	3	4	5
	Job Security and Company Reputation					
7	I enjoy working and will be continued in this organization due to the dignity of the company and dealing with the staffs as the relatives	1	2	3	4	5
8	I am working in this organization because of its vision and mission which is drawn based on the benefits for the staff's priorities	1	2	3	4	5
9	I am choosing to work in this organization because of the systematic organization's structure of the organization and giving considerations of the idea and suggestions of the staffs	1	2	3	4	5
10	I am working in this organization because its products and reputation stand the top of the market and its causes getting large profits	1	2	3	4	5
11	I am stay working in this organization due to the presence of the annual planning of welfare program for the staffs drawn by HR Department	1	2	3	4	5

Learning and Personal Development						
12	I am working in this organization due to the apprentices are provided both the orientation training and on the job training	1	2	3	4	5
13	I am stay working in this organization because the training programs needed for the organization are provided by the internal and external department systematically	1	2	3	4	5
14	I am working in this organization due to the person who wants to attend the training course is supported by allowing on-job duty with the financial aid	1	2	3	4	5
15	I am stay working in this organization due to the staffs who needed the training course for the promotion are allowed to attend it by the organization	1	2	3	4	5
16	I am likely stay in this organization because of in the process for sending to attend the training course, the organization provides the selection of the staffs systematically without any bias	1	2	3	4	5
17	I am working in this organization because the staffs are trained to know all the product by the organization in order to update product knowledge	1	2	3	4	5
18	I am working in this organization due to the training course conducted by the organization are useful not only for the current job and position but also for the personal development (long –term)	1	2	3	4	5
19	I am working in this organization due to the training courses related with the digital technology to catch up are provided according to the position levels fairly	1	2	3	4	5
Good supporting from Manager						
20	My manager always recognizes or appreciates my performance and hard working	1	2	3	4	5
21	If there is any problem in my performance, my manager rechecks it and coach me not to make it again	1	2	3	4	5
22	My manager analyzes and manages the procedure without any bias	1	2	3	4	5

23	My manager recommends the promotion or annual increment for me by appraising on my performance	1	2	3	4	5
24	My manager provide and arrange the job allocation fairly for me	1	2	3	4	5
	Flexibility of the working hours					
25	The working days are provided as 5 days (from Monday to Friday) and closed is the weekend	1	2	3	4	5
26	The staffs are not forced to work the public holidays because of closed is the public holidays	1	2	3	4	5
27	The leaves for the staffs such as medical leave , earn leave and casual leave can be enjoyed fairly by government policy	1	2	3	4	5
28	The overtime is rarely occurred because the recruitment of the staffs needed for the organization made exactly by HR Planning	1	2	3	4	5
29	The organization is being located in the downtown area, the transportation time is convenient for the staffs	1	2	3	4	5
30	The organization is provided the ferry as the routes, the waste time is reduced and the event which the staffs are late to come is impossible	1	2	3	4	5
	Hire Smart (Recruitment and selection)					
31	In recruiting process of the organization, I was selected according to my reasonable abilities such as qualifications and experiences	1	2	3	4	5
32	In recruiting process of the organization, the interview process is transparent that does not allow to recruit the friends, relatives of the interviewers	1	2	3	4	5
33	In job appointment, it is recruited the right man at the right time and right place according to our qualifications	1	2	3	4	5
34	In recruiting process of the organization, the internal staffs are usually recruited the supervisor position and the above	1	2	3	4	5
35	In recruiting process of the organization, there are selected steps by steps by examining not only personal interviews but also taking exams strictly	1	2	3	4	5

Section: C

Matter of Employee Retentions

Strongly Disagree-1 Disagree-2 Neither-3 Agree -4 Strongly Agree-5

No.	Matter of Employee Retention					
1	I decide to work long time in this organization because of other jobs may not be more than my current job role	1	2	3	4	5
2	I am satisfied current position, compensation benefits and working times	1	2	3	4	5
3	The organization provides my personal development and improving skills and knowledge	1	2	3	4	5
4	I try the job smart and honesty to the organization	1	2	3	4	5
5	The organization is more success in future, so I will stay working many years	1	2	3	4	5
6	I am likely recruitment process and system of the organization	1	2	3	4	5

Thank you for your participation