

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF BANKING AND FINANCE PROGRAMME**

**TOTAL QUALITY MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE OF YOMA BANK LTD**

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DECEMBER, 2019

**TOTAL QUALITY MANAGEMENT PRACTICES ON
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A thesis submitted as a partial fulfillment towards the requirements for
the degree of Master of Banking and Finance (MBF)

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ABSTRACT

The aim of this study is to analyze the influence of Total Quality Management practices on organizational performance of Yoma Bank Ltd. Liberalization and globalization of the banking sector has created an era of fierce competition, as a result of which service management and quality performance was expected to assume an increasingly important role in banking sector. Banks can become more effective only if they come out with better customer service, quality, costs, and innovation. The main objective of this study is to analyze the influence of total quality management practices on organizational performance of Yoma Bank Ltd in Myanmar. This study used a descriptive research design in order to explore the effect of TQM practice on organizational performance of Yoma Bank Ltd, Myanmar.

The target population of 63 top management, middle and operation staff of Yoma Bank's through the use of questionnaires for primary data and secondary data were various website, journal. Data were analyzed using descriptive analysis and regression analysis through the use of SPSS. The study concludes that adopting of quality management practices: management commitment, employee involvement, customer focus and continuous improvement was critical in improving the quality of service delivered to the customers and improving the performance of Yoma Bank. The study recommends that Yoma Bank need to include all quality management practices in order to ensure improved bank performance.

ACKNOWLEDGEMENTS

First of all, I would like to acknowledge Professor Dr. Tin Win, Rector of Yangon University of Economics for his allowance to me to study in Yangon University of Economics as Master of Banking and Finance student. Moreover, I also like to express and extend my deepest thanks to Professor Dr. Daw Soe Thu, Programme Director, Master of Banking and Finance Program, Yangon University of Economics. Then, I would like to extend my gratitude to my supervisor Daw Nang Sandar Aung, for her invaluable and inspiring advices to complete this research paper. Without her precious advice and kindly support, my study could not be completed.

And also, I would like to convey my deepest gratitude to all professors, lectures, instructions and visiting lectures, and all my classmates from six batch, especially to group (Group-7) members, of Master of Banking and Finance program, Yangon University of economics. This paper could not be possible to complete without kindly support provided by the persons whom I approached for answering my questionnaire during my writing. I would like to express my sincere gratitude to my friends and colleagues.

Again, I would like to thank to Su Yadi, Yoma Bank Ltd and Ma Nyein Nyein Ei from MBF 5th Batch, Ma May Thu Htun from MBF 6th batch and Ko Zin Wine, MBF 6th batch and other friends and colleagues who provided willingly and constructively discussion whenever met. Last but not the least I would like to express my sincere gratitude to all members from Yoma Bank Limited to allow to attend in this programme especially to my Department Head, Senior Manager, Manager and colleagues form Treasury Department, who always understand to me.

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LIST OF ABBREVIATIONS

CF	Customer Focus
CI	Continuous Improvement
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operation Officer
CTO	Chief Technical Officer
CRO	Chief Risk Officer
CAO	Chief Audit Officer
EI	Employee Involvement
EFQM	European foundation of quality management
M	Mean
SDRV	Standard Deviation
SPSS	Statistical Package for Social Sciences
TQM	Total Quality Management
TMC	Top Management Commitment

CHAPTER 1

INTRODUCTION

In response to extend international pressures customers rigorous superior quality of merchandise and services, the worldwide marketplace has become terribly competitive, several organizations have adopted practices like total quality management(TQM), and lots of students claim that managers will implement TQM in any organization in any sectors of the economy like producing, service, education, and government (Dean & Bowen, 1994),which it generates improved merchandise and services, additional happy customers and staff, reduced prices, improved money performance, increased competitive, and augmented productivity (Deming, 1986; Kaynak, 2003; Zu, 2009).Organizations that adopt a high quality management strategy concentrate on achieving and sustaining a high-quality output mistreatment management practices because the inputs and quality performance because the outputs. (Flynn, Schroeder, & Sakakibara, 1994).

Quality management involves everyone in the process and must be applied throughout in organization in order to be effective. A failure in one part of the system create problems everywhere. The price of quality is the continued examination of the requirement and our ability to meet them. This will lead to continuous improvement philosophy (Hafeez, Malak & Abdelmeguid, 2006). Therefore, all banks have to remain relevant by examining customer needs and meeting them continuously improvement.

Nowadays, banks are being a main player of Money and Capital Marker in Myanmar performs an essential role in the economic development of the country. They have also earned into the consultation market and provide comprehensive service package to individual customers and corporate. The bank today requires that managers are able to view performance of banks in Myanmar can become significant. The extent to which customer focus, internal business process, organizational learning and growth influences organizational performance is therefore of great importance in assessing performance of banks.

1.1 Rationale of the Study

In recent years, measurement structure performance has become essential for firms to survive, whether or not they are within the producing or service sector. Globalization has brought surprising changes to the economy, and since of this, all organizations are trying to find methods to extend performance and mechanisms to face up to any crisis, significantly in The banking sector is facing unstable monetary times, associated with liquidity, inflation, rate of exchange, credit, loans, income and rate, thus banks ought to establish procedures and tools so as to confront these challenges enhance their performance

The banking sector is the largest sector in the banking industry that serves the needs of different categories of people. Currently TQM has become the new method to reinforce competitive advantages and organizational performance; it is the core of a company's success (Ooi et al., 2011). The main idea of this research is: TQM practices to improve their performance? Answering this question will provide a deeper understanding of the dynamic role of all TQM practices.

Many banks in Myanmar have unconditional interest in implementing TQM practices. This study seeks to know the connection between TQM practices and structure performance of Yoma Bank Ltd. Whereas TQM has been heavily researched in recent years, researchers have struggled to choose the way to breakdown the idea of TQM into applicable sub-categories.making applicable sub-hypothesis this paper are going to be ready to offer a lot of through image than before of however all the various aspects of TQM affects .This study can facilitate managers operating in developing political economy perceive however TQM could profit their organization.

1.2 Objectives of the Study

The main objectives of the study are as follows;

- (i) To identify the total quality management practices on organizational of Yoma Bank Limited
- (ii) To analyze the effect of total quality management practices on organizational performance of Yoma Bank Limited.

1.3 Scope and Method of the Study

This study mainly focused on the total quality management practices on organizational performance of Yoma Bank Ltd, Myanmar. Descriptive method is used in this research and the quantitative analysis is mainly applied. Primary data was collected by interviewing and questioning the bank staff of treasury, human resource, loan and communication departments by using structured survey questionnaire. There were total 63 questionnaire, distributed to respective departments. Questionnaire survey method was based on Likert Scale Method. The questionnaire is essential tool for empirical research study, which is adopted for our primary data collection. Secondary data were collected from different published resource, research papers, journal, articles and news from the internet, various website and information from the departments of Yoma Bank Limited.

Organization of the Study

This study included five chapters. Chapter (1) is the introduction that explains rational of the study, objectives of the study, scope and method of the study and organization of the study. Chapter (2) shows theoretical background of the Total Quality Management practices on organizational performance. Chapter (3) is the profile of Yoma Bank Limited, it describes foundation of the bank, it's vision, mission, objectives, core values and motto and total management practices of Yoma Bank. Chapter (4) describes analysis on effect of Total Quality Management practices on organizational performance of Yoma Bank. Chapter (5) concluded with the findings and discussion, suggestions and recommendation, and need for further research.

CHAPTER II

THEORETICAL BACKGROUND

This chapter presents the theoretical background of the study. In order to study and understand the term of “Total Quality Management Practices” in case of Banking has to be defined first. Theories about “TQM practices and Organizational performance are discussed.

2.1 Concept of Total Quality Management Practices

Over the past few decades, a number of studies have shown that Total Quality Management (TQM) has benefited organizations by improving product and service quality, helping to provide their customers with superior quality products, and enhancing the performance of a company (Hoang et al., 2010), Kaynak (2003, p. 206) stated that TQM is a holistic management philosophy that strives for continuous improvement in all organizational functions and can be achieved. Several studies have addressed TQM activities in service companies, but there are always differences on "how best to slice the TQM cake" into variables or elements (Samson & Terziovski, 1999). Bon and Mustafa (2013b, p. 519) described the following seven TQM practices: top management leadership, employee engagement, employee motivation, customer attention, learning, evaluation of data, and continuous improvement.

TQM requires effective knowledge management so as to ensure that employees obtain timely reliable, consistent, accurate, and necessary data and information as they need to do their job effectively and efficiently in the firm. TQM is concerned with the continuous improvement in all the process of design and operation, from the levels of planning and decision making to the execution of work by the front-line staff. The focus on continuous improvement leads to the formation of formidable team whose membership is determined by their work on the detailed knowledge of the process, and their ability to take improvement action. TQM also implies reducing and streamlining the supplier base to facilitate managing supplier relationships, developing strategic alliances with suppliers, working with suppliers to ensure that customer expectations are met.

Total Quality Management, TQM, could be a methodology by that management and staff get involved within the continuous improvement of the assembly of products and services. it's a mixture of quality and management tools geared toward increasing business and reducing losses because of wasteful practices (Hashmi, 2010). in reality Total Quality could be a description of the culture, angle and worker involvement to supply customers with product and services that satisfy their desires. The culture needs quality altogether aspects of the company's operations, with processes being done right the primary time and defects and waste eradicated from operations (Peters, 1994). TQM philosophy begins at the highest, from the board of administrators to the road staff.

TQM is an ideology which is focused on the satisfaction of customer's need. TQM require organizations to develop a customer focused operational processes and at the same time committing the resources that position customers and meeting their expectation profitably. This implies an approach of changing the corporate culture of an organization to be customer centric. TQM requires effective change in organizational culture which is enhanced by the deep involvement/commitment of management to the organization's strategy of continuous improvement, open communication and cooperation throughout the organization; broad employee interest, participation and contribution in the process of quality management. Leaders in TQM system read the firm as a system; support worker development; establish a multi-point communication among the workers, managers, and customers; and use info expeditiously and effectively. In addition, leaders encourage employee participation in decision-making and empower the employees.

2.2 TQM Practices and Organizational Performance

Blecken, (2009) Total quality management may be a management philosophy that emphasizes the devolution of authority to the front-line employees. It ensures the participation of everybody within the decision-making method through activities like quality cycles and team work. TQM ensures that each employee within the organization will his work with quality the primary time, therefore up the potency of operation and avoiding some value related to waste. This successively can provide a lot of worth to customers in terms of value and repair quality, therefore creating them happy. Implementation of TQM additional ensures that organisations modification

however they perform activities thus on eliminate unskillfulness, improve client satisfaction and deliver the goods the simplest observe. Various researchers additionally recognized that triple-crown implementation of TQM and therefore the scale of the potential advantages that may be obtained through this approach rely upon many factors. Hoogervorst (2005) argued that TQM approach needs specialize in worker behaviour, attention to structure culture, management practices, and structure structures and systems. The analysis on TQM observe in Kenyan industrial banks appearance to create a singular contribution to the prevailing body of quality literature by addressing Total Quality Management practices from a unique environmental established, namely: by advancing on the angel et al (2009) crucial eight factors of QM practices and their influence within the money performance.

2.3 TQM Practices in Banking Sector

For Long-term survival organizations need to adopt a broad, strong strategy that provides a sustainable competitive advantage and superior services that differentiate the organization from its competitors. Service is a type of performance provided to another by one party (Kotler & Keller, 2012). The role of TQM in the banking sector is supported by many researchers. (Lukasz, Skowron, & Kristensen, 2012) found TQM to have a good customer satisfaction relationship. Goetsch and Davis (2013) said that total quality management improves the strength of the organization to reduce costs and improve the chances of the organization becoming a leader in a specific market. Al-Marri et al. (2007, p. 174) found that improving profitability, expanding the customer base and increasing customer loyalty is essential for the banking sector.

Many researchers also recognized that successful implementation of TQM and the scale of the potential benefits that can be obtained through this approach depend on the several factors. TQM approach requires focus on employee behavior, attention to organizational culture, management practices, and organizational structures and systems. The research on TQM practice in Kenyan Commercial banks looks to make a unique contribution to the existing body of quality literature by addressing Total Quality Management practices from a different environmental set up, namely: by advancing on the Seraph et al (2009) critical eight factors of QM practices and their influence in the financial performance.

Top Management Commitment

Commitment meaning is "a force that binds a person to an action course related to one or more goals" (Meyer & Herscovitch, 2001). Top management commitment plays a vital role in building trust with workers and must go beyond the adoption of quality improvement strategies and become more involved in quality efforts at various planning and execution and monitoring phases. Top managers must focus on developing the skills and capabilities of individuals through employee engagement in various types of training programs that provide the company with a professional sales and marketing team (Jones & Grimshaw, 2012). Top managers should involve all employees in the implementation and design phases to meet stakeholders, customers ' expectations and raise quality and satisfaction levels (Pencarelli et al., 2013). Managers must have quality of knowledge about TQM, a willingness to actively participate and enthusiasm. They need clearly defined terms for good understanding of the work; otherwise employees may develop their own definitions which might lead to unfavorable outcomes for the organization and stakeholders (Sanzo & Alvarez, 2012).

Employee Involvement

The management of the company needs to develop an environment that encourages workers to participate in the performance activities of the organization. Such an environment should primarily aim to create a positive attitude among workers, collaborate on what priorities need to be met, and expectations should primarily address both organizational and individual needs, evaluate job performance, and make work more exciting and demanding. Finally, it is necessary to recognize and celebrate top performance, Mann (2009). Employees usual have some raw ideas and inventions that make the difference between success and failure if used well by an organization. As a result of their new found motivation to work tirelessly for the company, their efficiency often increases by involving employees, Besterfield, Michina & Sacre (2010). According to Bilich and Annibal (2000), workers who participate in the TQM processes as a team have a significant impact on the company's performance.

Customer Focus

Most recent studies emphasize the importance of customer satisfaction, like (Asikhia, 2010; Kassim & Abdullah, 2010), who showed that the customer satisfaction is a vital trend to develop the organizational performance, Fotopoulos and Psomas's (2010) study also reflects that customer focus and satisfaction are positively and significantly related to the performance of the organization. Dadfar et al. (2013) shows that building a strong relationship with the consumer and service provider is necessary in order to be able to co-produce effectively together. Rai (2013) described satisfaction as ' the buyer's post-subjective emotional or mental response and comparison of pre-purchase expectations and actual performance following the consumption of the product or service, while assessing the costs and benefits incurred during a particular purchase, even or over time, during the transaction with an organization.

Continuous Improvement

It was developed to be employed by a firm in their pursuit of having a culture rooted in quality. A firm's workforce must constantly be guided by quality in their thoughts, actions and speech. A firm must successfully link quality to a firm's processes and systems by continuously having her employees trained on quality, evaluate and improve on their work, get involved in groups that are geared towards achieving global quality standards for the firm and finally transforming the work style of top management to be one that highly works towards finding a solution for a firm's challenges using a collective approach, Besterfield, Michina & Sacre (2010). A firm that is committed to continuous improvement processes enjoys the benefits of having her workforce getting into the mentality of never ceasing to learn on how they can perform their roles better and in the long run the firm will be transformed into a self-directed learning centre which is independent of an instructor guided learning.

2.4 Theoretical Review

TQM theory was developed courtesy of three areas: early contributions from the quality gurus, the quality award models and finally measurement studies (Rahman, 2001; Sila, 2005; Prajogo, 2005; Brah and Lim, 2006; Ya'acob, 2008; Salaheldin, 2009; Satish & Srinivasan, 2010; Arumugam & Mojtahedzadeh, 2011).

courtesy of price, ensure there is a production system that is continuous and improvement of service, enhanced performance courtesy of the job training, infusing quality in leadership, dismantle fear aspects from the firm, do away with departmental barriers, eliminate work goals that are based on quantity achieved, eliminate use of quotas and standards, encourage pride in craftsmanship, facilitate the training and education process of everyone in the firm and ensure that the firm's top management structure facilitates the other points.

2.5 Deming's Theory

Deming's TQM theory is grounded upon fourteen management points, profound knowledge system, and the Shewart Cycle. He's famous for his ratio that does state that Quality equals the outcome of work efforts over total costs. If a company focused on costs, a challenge will arise where costs will rise as levels of quality will be deteriorating. Deming's profound knowledge system consists of: Understanding how the firms' processes work, Understanding the variations that do occur and why they do, understanding what can be known and human nature understanding. The Deming's theory of TQM points is: Creation of a purpose of constancy, new philosophy adoption, halting the dependency on mass inspections, never award business.

2.6 The EFQM Framework

The European Foundation for Quality Management Model is built upon nine TQM guidelines. Of the nine guidelines, five guidelines mainly cover what a firm does while the other four guidelines mainly touch on what a firm achieves. The outcome of this is that this EFQM model avoids bias of favoring one specific methodology that can enable a company achieve quality management in its operations but embraces an array of methodologies that can enable an organization embrace TQM practices in her operations.

This model has the following guidelines: an emphasis on outcomes that is a firm sole function is to keep satisfied all her stakeholders. Clientele focus that is keeping clientele satisfied by meeting their needs in a consistent manner. Emphasis on management which has the sole responsibility of devising, driving and monitoring systems and methods which will enable the firm realize success in the long run. Employee focus, that mainly articulates the need for a firm to have her workforce

receive top notch training plus constantly involve them in the running of the firm. Continuous learning; all the firm workers must be availed opportunities of developing themselves with a great focus on their professional development. Creation of partnerships; a firm will greatly benefit from this as it offers them a chance to learn from their peers on how they can better their internal processes. Finally, a firm should have a policy of partnering with society with the main goal of making their surrounding environment a better place as this greatly impacts on the society positively.

2.7 Ishikawa's Theory

Dr. Isikawa, credited for developing the last TQM theory, basically argued his case on TQM from a human standpoint. He did state that there seven guidelines needed to be embraced by a firm which is pursuing improvement in their level of quality. These are employment of pareto analysis to pick out the big obstacles in a process, cause and effect diagrams which enables an individual to figure out the origin of an obstacle, stratification which basically analyses the fit of the collected information, check sheets which do analyze the frequency of an obstacle occurring, histogram which takes note of any variation in processes, scatter charts which exhibits the relations between an array of factors and process control charts that guide the firm in identifying which variations should be closely monitored.

2.8 Empirical Review

As demonstrated by the examination of Yang (2006), TQM close by human resource organization in a general sense affected quality execution, especially concerning customer and agent satisfaction. As demonstrated by Sila (2007), customer and delegate satisfaction and streamlined methodology together convey upgraded operational and budgetary results which will at last provoke to business extraordinariness. Consider by Wilson and Collier (2000) tentatively attempted the causal associations of the MBNQA framework and when all is said in done IS quality. They found that execution of TQM practices altogether influenced business comes to fruition. There is creating affirmation that TQM execution has improved affiliations'

execution and basically affected on most associations' performance (Dewhurst, Martinez-Lorente, and Sanchez-Rodriguez, 2003).

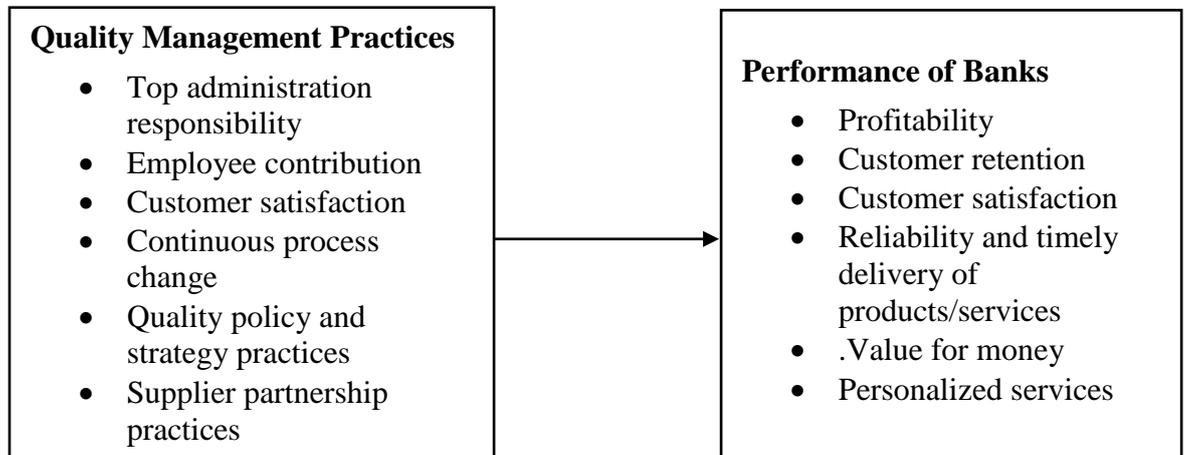
As demonstrated by the examination of Yang (2006), TQM close by human resource organization in a general sense affected quality execution, especially concerning customer and agent satisfaction. As demonstrated by Sila (2007), customer and delegate satisfaction and streamlined methodology together convey upgraded operational and budgetary results which will at last provoke to business extraordinariness. Consider by Wilson and Collier (2000) tentatively attempted the causal associations of the MBNQA framework and when all is said in done IS quality. They found that execution of TQM practices altogether influenced business comes to fruition. There is creating affirmation that TQM execution has improved affiliations' execution and basically affected on most associations' performance (Dewhurst, Martinez-Lorente, and Sanchez-Rodriguez, 2003). of the bank. The top management of NBK recognizes the need for providing its staff with required training and resources to ensure they perform their duties well.

Adnan (1999) presumes that the commitment of aggregate quality administration as a key calculate for association achievement the past has been all around perceived and recognized. The goal of this study was to test the relationship between aggregate quality administration hones, corporate execution and upper hand in Jordanian saving money division. Past studies declared a positive and noteworthy impact of aggregate quality administration on authoritative execution and upper hand, and the concentrate experimentally affirmed the discoveries of those studies. More or less, the study had been led in Jordanian keeping money area and found a positive relationship between aggregate quality administration hones, bank execution and upper hand. Bank administration should guarantee that putting considerable assets in adjusting and executing all out-quality administration rehearses in their operations would be significant to make and maintain prevalent bank execution.

Adeoti (2003) inspected the additions of utilization of aggregate quality administration in the administration business with specific reference to the commercial banks' in Nigeria furthermore to perceive how the use of TQM can anticipate future dangers of trouble in the commercial banks. Three banks were chosen haphazardly, one to speak to each of the three era banks. The outcome of the study demonstrated that the quality and amount of workers utilized decide to a huge

degree the survival of any bank, likewise that the utilization of TQM is not invulnerability against misery but rather a preventive component for economic pain.

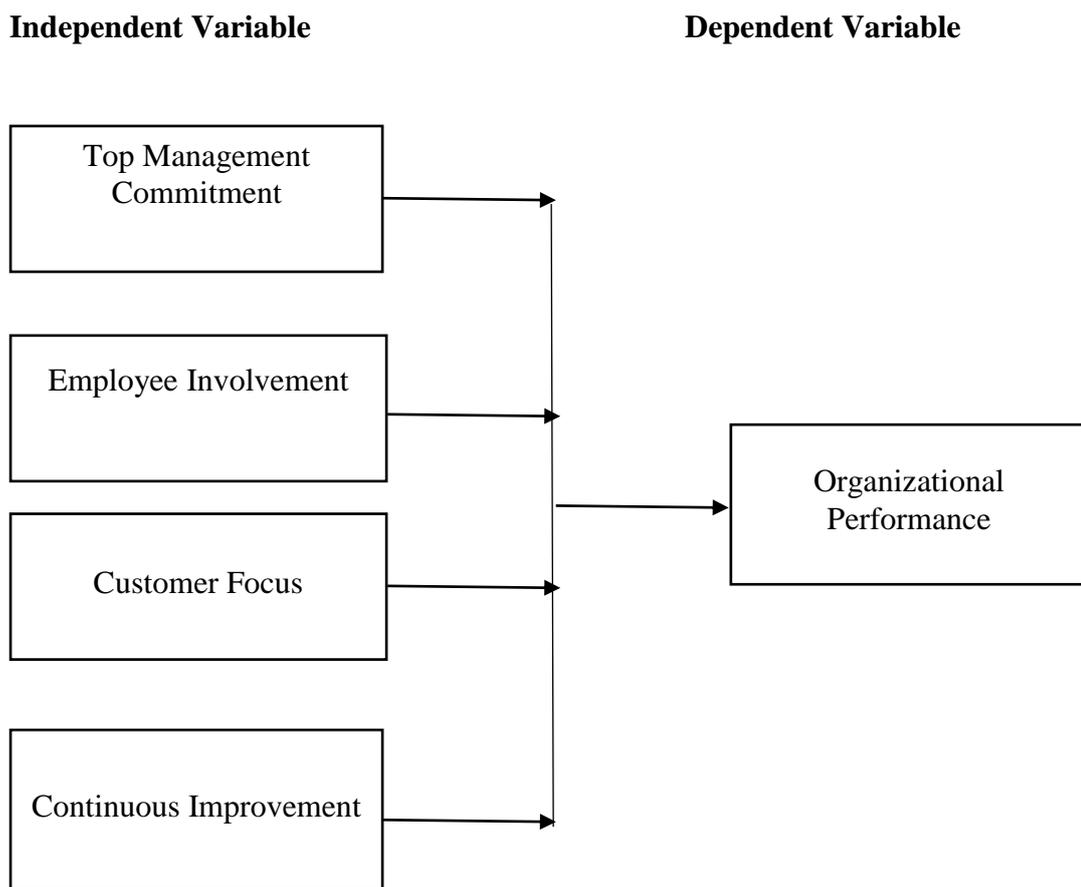
Figure (2.9) Conceptual Framework of the quality management and performance of commercial bank in Kenya



Source: Benedict Asin Onyango (2015)

Figure (2.10) The Conceptual Framework of the study

The above empirical studies showed that most of the TQM practices such as top management commitment, employee commitment, customer focus and continuous improvement significantly effect to the organizational performance. Therefore, it is very crucial to have an effective TQM practices within the bank to monitor to achieve the short-term and long-term objective of the bank. This study conducts the effects of TQM practices on organizational performance of Yoma Bank by using the below Conceptual framework of this study used is shown in Figure (2.10).



Source: Own Compilation, 2019

Yoma Bank concerned about retaining and growing their customer bases. As mobile and on-line technology improves, customers are simply replacement several of the services once offered at brick-and-mortar branches with their smartphones and tablets. The first step is to be told your customers' desires. Many corporations that try to be a lot of targeted on the buyer notice that they really do not know what they need out of the link.

The first step is to be told your customers' desires. Many corporations that try to be a lot of targeted on the buyer notice that they really do not know what they need out of the link. However, customer focus and continuous improvement had positive relationship but significant level was a bit low Yoma Bank concerned about retaining and growing their customer bases. As mobile and on-line technology improves, customers are simply replacement several of the services once offered at brick-and-mortar branches with their smartphones and tablets. This framework is formulated to explain the relationship between independent variables (Top management commitment, Employee involvement, customer focus and continuous improvement and dependent variable is organizational performance. The researcher founded that there is positive relationship between top management commitment and organizational performance of Yoma Bank Ltd. At the same time, employee commitment and organizational performance also had positive relationship.

CHAPTER III

BACKGROUND STUDY OF YOMA BANK LIMITED

This chapter highlights the general situation of Myanmar banking industry and the profile and TQM practices of Yoma Bank Limited, it describes foundation of the bank, it's vision, mission, objectives, core values and motto.

3.1 Current situation of Banking Sector in Myanmar

Myanmar has four state owned banks, nine semi-governmental banks, 14 private enterprises, 13 foreign bank branches, and 49 representative office of foreign banks. Due to the vast untapped potential of the financial sector, banks are becoming more competitive in developing their innovative services, such as online payment system, mobile banking and other related applications. Myanmar remains a predominantly cash-based economy. The Myanmar people have less trust on the banking system compared to other countries in the region since they had previously experienced a banking and currency crisis. For this reason, most people prefer to keep cash in hand, or buy property to secure their financial position. However, in the past couple of years, the financial sector took important steps to reduce cash transactions: 21 out of 28 banks joined the SWIFT system, whereby local banks can make financial transactions to foreign correspondent banks. In 2011, the Myanmar Payment Union (MPU) was established by Myanmar banks to serve as a national payment switch for Myanmar. MPU provides electronic channels such as the Automated Teller Machines (ATM), Point of Sale (POS) terminal, and mobile banking to support non-cash payments. MPU membership consists of three state-owned banks and 14 non state-owned banks. In 2015, MPU became a public company, and 23 out of 28 Myanmar Banks joined as members. MPU cardholders can access almost 1,700 ATMs nationwide and use almost 3,500 POS terminals in Myanmar. In addition, the cardholder can also purchase products on 32 e-commerce websites. It is the first time in 50 years that foreign banks are allowed to support the country's economy with their extensive international experience and worldwide networks. In 2016, the Central Bank of Myanmar granted licenses to 13 foreign banks to open a branch in Yangon. Foreign bank branches are limited to wholesale banking and are not permitted to engage in retail banking, even though they are expected to contribute to the development of the domestic banking sector by participating in the interbank market,

lending to domestic banks, and engaging in foreign exchange business. Foreign banks are allowed to grant loans, to take deposits from foreign corporations and domestic banks in both international currency and Myanmar Kyat. According to the regulation from CBM, each foreign bank needs to provide 75 million USD as minimum investment capital. Therefore, the arrival of foreign banks has brought substantial benefits to both foreign investors and local businesses, such as faster transactions in foreign trade and the opportunity for local investors to expand their export market.

3.2 Brief Description of Yoma Bank Limited

Yoma Bank is one of Myanmar's largest commercial bank as well as it is the 3rd biggest bank in Myanmar. The bank is led by Australian Dean Cleland who was newly join in 2019 November. Yoma Bank was founded in May 1993 by Mr. Serge Pun of the First Myanmar Investment Company (FMI). After receiving a full commercial banking license, Yoma Bank opened its first branch in August 1993. Since 1996, Yoma Bank expanded and has become one of the largest private banks in Myanmar. In 1999 Yoma was Myanmar's first bank with a computerized accounting system and to use wireless communication to connect to all of its branches via satellite. After the Myanmar Banking Crisis in 2003, Yoma Bank's license was limited, stopping the bank from accepting deposits or issuing loans. Yoma Bank focused on fee-based services such as remittances.

In August 2012, the Central Bank of Myanmar reinstated Yoma Bank with a full banking license. Yoma Bank Chairman Pun stated the goal for the future development of the bank is to be of international standard. To accomplish this, Yoma Bank began employing foreign managers and returning Burmese from abroad and focusing its service on small and medium size enterprises (SMEs). The International Finance Corporation (IFC), member of the world bank group, announced in May 2014 the long term plan to promote the Yoma Bank in its SME lending program with a loan of over \$30 million.

In August 2019 Yoma Bank employed more than 3,000 employees in 80 branches. After signing the contract with the IFC, the bank received the first \$5 million for its SME program in September 2014. Additionally, the IFC agreed to assist Yoma

Bank with installing a new core banking system and improving the bank's risk management and corporate governance. In November 2014 Yoma Bank and the telecommunications firm, Telenor Myanmar announced their cooperation to provide mobile banking to Myanmar. The aim of the cooperation is to provide the non-banked access to financial services. For the transformation of their core banking system, Yoma Bank decided in March 2015, to utilize "Fusion Banking Essence" software from the British provider Misys.

Because of Yoma Bank's access to SMEs and international banking standards, the German development agency GIZ selected Yoma Bank in May 2015 as a partner for its program to promote SMEs in Myanmar. In 2018, Yoma Bank introduced a new bank account service named JZü. JZü is a prize-linked account to encourage the habit of depositing money into bank accounts among the public. On top of a 3% annual interest rate, which is calculated daily and paid monthly, each account will be included in a monthly draw for a chance to earn double the monthly minimum balance. To qualify for the monthly draw, JZü account holders will need to maintain a MMK 100,000 minimum balance in their account.

Serge Pun & Associates (also SPA Group) is a major Myanmar-based conglomerate, engaged in 8 core sectors with 25 subsidiaries, involved in automobiles, real estate, retail, luxury tourism, agriculture and financial services. First Myanmar International (FMI), was established in 1992 as one of Myanmar's first publicly traded companies. SPA Group was founded by Mr. Serge Pun Executive Chairman of Yoma Bank Ltd in 1983 as an investment holding and operating company. The company was registered in Myanmar in 1991. The company, Yoma Bank, and Telenor, our joint venture partner, plan to launch the innovative mobile payment system for Wave Money. Wave Money allows customers to store and transfer money just using their mobile phones.

In March 2016, FMI became the first publicly listed company on the Yangon Stock Exchange. The stock exchange is also a convenient forum for foreign investment. When the Myanmar Companies Act is finally amended, an important new step in Myanmar's economic development will be the entry of foreign capital into local businesses. While some foreign investors already have operations in Myanmar, many others would like to be involved in our economy's growth by investing in local

businesses. Investing in companies listed on the local stock exchange is the most convenient way to do this.

3.3 Core Values and Motto

Yoma Bank Limited always tries to serve its customers in the best ways for their satisfaction. It also values all employees in the organization. Yoma Bank Limited has developed a statement of core values to guide the bank's pursuit of its vision, mission, objectives and ways of day to day operations and the behavior of the personnel.

The bank's core values are:

- Innovation
- Integrity
- Respect
- Team work
- Customer

Yoma Bank's Moto is "The Responsible Bank" Yoma bank transparency and clear about how their products and services create value for their customers, clients, investors, as well as society.

The Responsible Banking help any bank whatever its starting point to align its business strategy with society's goals. Bank provide the framework for a sustainable banking system, and help the industry to demonstrate how it makes a positive contribution to society. They are accelerating the banking industry's contribution to achieving society's goals as expressed in the Sustainable Development Goals.

Moreover, Yoma Bank's mission statement is to help organizations realize their full people potential by helping them find the right talent, train and develop the skills of their people, to maximize business and people results.

Vision statement is the most preferred and comprehensive provider of HR solutions to help our customers solve their business and people problems. And bank's values are to provide excellent experience to our internal and external customers in every interaction with them. Accountability- Yoma Bank hold each other accountable for best business and financial results. Reciprocity- Bank provide and solicit positive reciprocity in all dealings with our internal and external customers. Entrepreneurship -

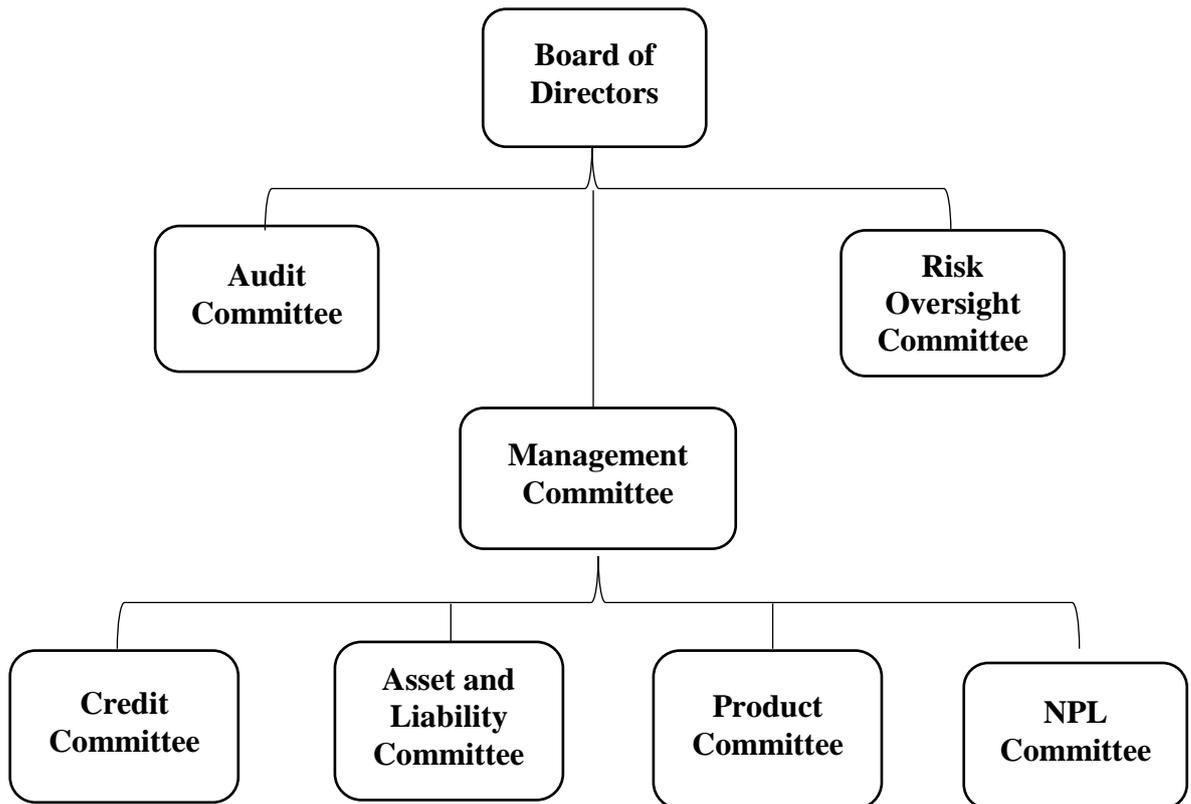
Yoma Bank relentlessly pursue new opportunities - on day to day basis- to add value to our business also work smarter and achieve more with fewer resources. Core value of Yoma Bank is to become a leader in serving the small and medium sized enterprises (SMEs) sector, and reach businesses that significantly contribute to the local economy and build up local communities

3.4 Board of Directors in Yoma Bank Limited

Yoma Bank is a private limited company established by BOD and Management Committee. Under the BOD, there are Audit Committee and Risk Oversight Committee. Under the Management Committee, there are Credit Committee, Asset and Liability Committee, Product Committee and NPL Committee.

Board of directors are Executive Chairman, Chairman, Executive Director, Non-Executive Director and Director. Audit and Risk Oversight Committee includes Non-Executive Directors and Directors. Management Committee includes CEO, Ombudsman, Executive Director, Adviser and Chief Compliance Officer, CFO, CRO, CPO, CTO, CAO and Head of Administration, Head of Learning and Development, Chief Human Resource Officer and Deputy Chief Compliance Officer. The organization structure of Yoma Bank Ltd is shown in the appendix. Management is a top down system and all the department are under control of Executive Chairman, Chairman and Board of Directors.

Figure (3.5) Organization Chart of Yoma Bank Ltd



Source: Yoma Bank Limited (2019)

The Bank's Board of Director is the highest authority that has guided the Chairman and is composed of Executive Director and CEO. Yoma Bank policies are laid down by the board, while the Yoma Bank's activities are conducted by operational committees headed by the CEO and Executive Directors and Directors. The following department was shown by the Yoma Bank Ltd. They are as follows:

- Human Resources Department
- Administrative Department
- Information and Communication Technology Department
- Finance Department
- Domestic Banking Department
- Currency Department
- International Banking Department
- International Business Division

- Agent Banking Department
- Credit Risk Department
- Home Loan Department
- Internal Audit Department
- Legal Department
- Corporate Banking Department
- SME Department

3.5 Management Mechanism and Bank Culture of Yoma Bank

The Bank's Board of Directors are the highest authority led by the Chairman. Top Management is the highest authority that realizes the policies laid down by the Board. Heads of Departments execute the operational plans as directed by the Top Management. Committees: the three committees below are organized with the Bank's Directors, outsourced experts and high-ranking Bank officials. There are;

- Risk Management Committee
- Credit Committee
- Audit Committee

Moreover, Yoma Bank will provide the following services for Retail Banking. Domestic Banking Services for as below;

- Current Deposit
- Saving Deposit
- Fixed Deposit
- Call Deposit
- Loan Terms Loans/Short Terms Loans²
- Overdraft
- Hire-Purchase
- Staff Loan
- SME Loan
- Safe Deposit
- Internal Remittance
- Agent Banking such as Wave Money
- Smart Card

- Gift Cheque
- Payment Order
- L.C (Export, Import)
- Bank Guarantee
- T.T
- Currency Exchange (Money Changer)
- International Remittance

3.6 Definition of Terms: TQM – Total Quality Management

TQM could be a method of managing to enhance the effectiveness, flexibility and aggressiveness of a business. TQM is associate degree integrated structure approach in delighting each external customer by meeting their expectations on endless basis through everybody involved the structure functioning on continuous improvement all told merchandise, services and procedures alongside correct problem-solving methodology. TQM is associate degree approach for effective management of associate degree enterprise through forms on its folks and processes by organization with client driven leadership. TQM could be a elementary shift, the systematic analysis and blue printing of operation, method of habitual improvement wherever management is embedded inside and is driven by culture of the organization. Managing quality is that the job of every and each member of a corporation. TQM could be a efficient system for group action continuous quality improvement efforts of individuals in the slightest degree levels in a corporation, to deliver merchandise and services that guarantee client satisfaction.

3.7 TQM practices of Yoma Bank Limited

Top Management Commitment of Yoma Bank Limited

The top management of Yoma Bank Ltd is commonly a group of individuals who execute the daily responsibilities of a corporation at a senior level in an organization. In addition, bank management is a catalyst in setting values, goals, and systems to meet and exceed customer expectations and lead to improve performance in the organization. Yoma Bank's top management includes evaluation, engages in development efforts to achieve goals and objectives, aligns the information system with business strategy based on market demand and consumer needs leading to

organizational success and profitability. Bank's effective leadership encourages the company's strategic direction to maximize customer satisfaction and business results. Strategic planning stresses that long-term corporate survival and a competitive environment are key strategic concerns that must be part of the overall planning of an organization. Therefore, it is important for top management to assume that TQM is the best and only way for a company to succeed.

Employee Involvement of Yoma Bank Limited

There are four Key Strategies of Employee Involvement in Yoma Bank. First, Yoma Bank sharing about business performance, plans, goals, and strategies, about new technologies and competitors. Without business information, individuals are restricted in their ability to make meaningful contributions, participate in planning and setting direction, understand the effectiveness of their performance and that of the organization. Information sharing includes both information disclosure and open communication processes.

Second, Knowledge development and training to provide skills in group decision-solving, leadership, quality and statistical analysis, an understanding of the business and job skills and cross-training. This knowledge and training enable employees to understand and contribute to organizational performance.

Third, Rewards and recognition systems that are based on the performance of the organization and that are designed to encourage employees to obtain information, add skills, take more decision-making responsibility, enhance teamwork, and perform in ways that help the business (for example, through the use of individual incentives, work group or team incentives, profit sharing, employee stock ownership plans, stock options plans and recognition and awards for performance. Self-managing work groups, mini-business units, and participation on decision-making boards and committees that alter staff to use and apply information the data} and knowledge effectively; key ways embrace locating decisions at all-time low doable level within the organization

Customer Focus of Yoma Bank

Internal clients square measure among the company-the colleagues operating along for delivering a service or product for the external customer. Associate degree external client could also be a personal or associate degree enterprise that hires or purchases the product(s) or service(s) from another person or business in exchange of cash. one in every of the foremost vital factors for the success of associate degree enterprise is its customers.

Continuous Improvement of Yoma Bank Limited

Yoma Bank have to deal with the environmental changes in the industry including government regulations, globalization, and technology, uncertain consumer demand, increased competition, changing demographics, economic downturn, increased levels of education among consumers and develop the necessary responses in order to remain competitive. Banks keep introducing innovative technology-driven products which are more customer-friendly, and are designed to suit different categories of customers. These new products and services are easily replicated by rival banks which make it difficult to use product or cost differentiation strategies to maintain or improve on competitiveness. The differentiation factor hence is the quality of service and continuous process improvements which ensures that the banks remain flexible and are able to adapt effectively and efficiently to counter these challenges in the environment.

Organizational Performance

Yoma Bank's performance is the results document the relationship between what organizations do in terms of quality management practices and the results they achieve in several types of outcomes. Promoting superior quality and innovation is one of the most important priorities of Yoma Bank Ltd. Bank's performance is measured using bank profitability. Bank's profitability is a primary goal of any business venture without which the business cannot survive in the long run. Therefore, the reason that they are constantly looking for ways to change their businesses and consequently increase profitability and hence the adoption of policies

such as the use of strategies such as TQM which have the ultimate goal of increasing banks profitability by reducing losses through loan defaults.

CHAPTER IV

ANALYSIS THE EFFECR OF TQM PRACTICES ON ORGANIZATIONAL PERFORMANCE OF YOMA BANK LTD

This chapter presents the results and findings from the answers and information. There are two parts in this chapter. The first section discusses respondents ' demographic characteristics and the second part focuses on the analysis on TQM practices on organizational performance of Yoma Bank. Descriptive analysis from the employee of Bank and mean values and standard deviation are calculated from data collected from the questionnaire.

4.1 Research Design

A standardized questionnaire is designed to collect the respondents ' primary data. By identifying the variables based on literature review, the questionnaire was developed. The simple random sampling method was used for this calculation. The other explanation for this sampling was that collecting the information needed is the quickest and most effective. To collect the data required for the analysis, a questionnaire was used. The questionnaire provided data about the respondents ' demography and the study's other dependent and independent variables. Respondents were asked to rate their opinion using 5 point of Likert scale ranging from 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=strongly agree.

To collect the information needed for the analysis, a questionnaire was used. The questionnaire elicited demographic information, perceived usefulness, perceived ease of use, and intended usage.

4.2 Profile of Respondents

The profile of respondents in this surveyed corporation, the gender, position, education and working experience is shown as below.

Genders of Respondents

The samples of 63 employees are categorized by their genders and the result of respondents is shown in Table (4.2)

Table (4.2) Number of Respondents by Gender

Gender	Frequency	Percentage
Female	40	63.5
Male	23	36.5
Total	63	100

Source: Research data 2019

As shown in above table female respondents are greater than the number of male respondents. 63.5% which consist of 40 respondents are female and 36.5 % that included 23 respondents are male of Yoma Bank's staff from the respect department. Most of the employees worked for Yoma Bank is Female.

Position Level of Respondents

The following table (4.3) presents the level of position of respondents. In the survey questionnaire there are all employees from the respective department of Yoma Bank.

Table (4.3) Number of Respondents by Position

Position	Frequency	Percentage
Assistant Manager	5	7.9
Department Head	7	11.1
Dy Head	11	17.5
Manager	13	20.6
Officer	15	23.8
Sr Manager	12	19.0
Total	63	100

Source:
Survey
data
2019
As
shown

in above table (4.3), most employees answered 23.8% at 15 respondents for Officer, 20.6% at 13 respondents for Manager and, 19% at 12 respondents are Sr. Manager, 11.1 % at 7 respondents are Department Head and 7.9 % at 5 respondents are Assistant Manager respectively.

Experience of Respondents

There are four group of respondents that are less than 5 years, 6-10 years, 11-13 and finally over 15 years as shown in table (4.4).

Table (4.4) Number of Respondents by Experience

Experience	Frequency	Percentage
11 - 13 years	14	22.2
6 - 10 years	20	31.7
Less than 5 years	13	20.6
Over 15 years	16	25.4
Total	63	100

Source: Survey Data, 2019

In this result the researcher to determine the length of time the respondent worked for Yoma Bank. The results show that 20.6% of respondents served in the bank for less than 5 years, another 31.7% for 6 to 10 years, 22.2% for 11-13 years and over 15 years was 25.4% respectively.

Educational Level of Respondents

Education level is divided into three groups as graduated, master and doctorate level. The result is shown in Table (4.5).

Table (4.5) Number of Respondents by Education

Education	Frequency	Percentage
Doctorate	4	6.5
Graduate	17	27.0
Master	41	65.1
Total	63	100

Source: Survey Data, 2019

In this research, most employees are holding master degree which is 65.1% at 41 of respondents. Graduated are 27% at 17 respondents and finally 6.5% at 4 are doctorate level.

4.3 Analyzing the influence of TQM practices on Organizational Performance of Yoma Bank Limited

In this section, the researcher described about the objective - to analyze the influence of total quality management practices on organizational performance of Yoma Bank.

Table (4.6) Management Commitment for questionnaire average mean scores

No	Statement	Mean	Std. Dev
1	Bank management has general strategic goals and target based on depositor, loan and borrower needs	4.14	.692
2	Bank management analyzes the situation of other competitors to improve the service	4.10	.712
3	The bank have a good system to study the market and the economic changes	4.11	.721
4	Bank management has ways to follow up changes in customer needs and wants.	4.08	.747
5	Senior management has long-term plans for the service quality	4.13	.729
6	Yoma Bank's Employer Awards increases the bank performance level compared to other banks that don't have	4.13	.751
Total Average Scores		4.11	

Source: Survey Data, 2019

The results of this study provide strong support for the influence of TQM on quality service delivery through top management commitment. According to Crosby (1979), top management acts as a driver to quality implementation, creating values, goals and systems to satisfy customer expectation thus improve organizations' performance. The result of Top Management was strongly supported for organizational performance due to the Mean score of 4.14, management has long term strategic goals and target for bank's customers

Table (4.7) The respondents were asked to discuss the influence of employee involvement to quality management at their bank and the results are shown below.

Table (4.7) Employee Involvement

No	Statement	Mean	Std. Dev
1	Employees are motivated by rewards and incentives to improve the quality management practices	4.24	.665
2	Employees are looking for a chance to develop their performance, learning and experience	4.33	.696
3	Employees have the opportunity to participate in the development of quality management practices	4.27	.653
4	All employees in relation to TQM activities are honored for their contributions and success	4.32	.779
5	Every member of the bank staff are committed to maintaining high standard of work in every aspect of the bank's operation	4.33	.718
Total Average Scores		4.30	

Source: Survey Data, 2019

Employee involvement is a means to better meet the organization's goals for quality and productivity at all levels of the organization. Involving employees, empowering them, and bringing them into the decision-making process provides the opportunity for continuous process improvement. Employees are motivated to improve on quality management practices implementation through rewards and incentives and Employees effectively look for chances to improve their fitness, learning and experience both had a mean score of 4.33. This is in accordance with Mann (2009), whom expresses that supervisors should at all levels make nature for people to persuade themselves by setting up an uplifting state of mind, share the objectives that address individual and hierarchical needs, screen advance through periodical audit of execution, create intriguing work through occupation pivot, work expansion and employment enhancement, convey adequately and commending accomplishment through perceiving worker accomplishment. Agree that their bank is reliable and does have good documentation that they can depend on. Customers also

believe that they receive immediate services and that the employees and the bank management care for their needs. This reflects the fact that customers feel that they are the focus of the bank operation, which satisfies an important criterion in the TQM process.

Table (4.8) The respondents were asked to discuss the influence of **Customer Focus** to quality management at their bank and the results are shown below.

Table (4.8) Customer Focus

No	Statement	Mean	Std. Dev
1	The bank management listens to feedback from the customer and offers prompt solutions	4.24	.640
2	The bank management is doing surveys to learn the needs of the customer and desires	4.30	.663
3	The bank allows customers to recommend ways to improve the quality of the products they provide	4.25	.695
4	Customer focus is essential to organizational success	4.38	.607
5	All employees understand targets relating to the customer satisfaction	4.35	.652
6	Your bank collects extensive customer complaint information that is treated with the highest priority	4.43	.640
Total Average Scores		4.33	

Source: Survey Data, 2019

From the table (4.8) above the respondents do agree measuring bank collects extensive customer complaint information that is treated with the highest priority and this had a mean score of 4.43. This is in concurrence with the findings of Rootman et.al (2008), who expresses that client criticism must be constantly requested and checked as clients consistently alter their opinion, desires and providers. Criticism empowers the association to: find client disappointment, find relative needs of value, contrast execution and the opposition, recognize clients' needs and decide open doors for development. Strategies for acquiring criticism from clients include: a remark card, client poll, center gathering, sans toll phone numbers, client visits, report card, the web and PCs, worker input and mass customization. Believe that the bank

management is “customer focused”, as they run surveys to find out what are the customer needs, and they listen and try to provide immediate solution to the problems at hand. However, this contradicts with the customer opinion (from customer satisfaction questionnaire) about the bank interest in them, as they do not note these actions and attitudes. Agree that the bank management focus on employees needs as they try to improve their performance by holding training programs, encourage creative thinking and teamwork to enhance their professionalism, allow them the chance to express them self’s and giving rewards for excellent performance.

Table (4.9) The respondents were asked to discuss the influence of continuous improvement processes to quality management at their bank and the results are shown below.

Table (4.9) Continuous Improvement

No	Statement	Mean	Std. Dev
1	The bank has a plan to reduce unnecessary work and training	4.21	.722
2	The bank has methods for analyzing the activities needed to deliver the service	4.14	.759
3	The bank has a documentation system that is introduced and applicable from employees in all levels	4.25	.761
4	The management aim is to minimize the cost of different financial processed	4.17	.773
5	The bank management and its staff are taking corrective and prompt action to correct the errors	4.19	.737
6	The bank determines the expectations of current and future customers	4.22	.706
Total Average Scores		4.20	

Source: Survey Data, 2019

As table mentioned, bank has documentation system for all applicable which was highest mean score of 4.25. At the same time bank management determines the requirements and expectations of current and future customers for the mean score was 4.22.

Table (4.10) The respondents were asked to discuss the organizational performance to at their bank and the results are shown below.

Table (4.10) Organizational Performance

No	Statement	Mean	Std. Dev
1	To what extent do you believe that Top Management Commitment influence the organizational Performance.	4.19	.759
2	To what extent do you believe that Employee Involvement influence the organizational Performance.	4.22	.728
3	To what extent do you believe that customer focus influences the organizational Performance.	4.08	.725
4	To what extent do you believe that continuous improvement influences the organizational Performance.	4.10	.756
Total Average Scores		4.15	

Source: Survey data ,2019

4.4 Correlation Coefficient and Multiple Regression Analysis

In this part, research described second objective to explore the effect of total quality management practices on organizational performance of Yoma Bank Limited

Correlation Coefficient

Pearson correlation is a statistical test that assesses the strength of the relationship between two numerical data variables (Saunders et al., 2009). Therefore, the relationship of independent variables and dependent variable is measured via Pearson Correlation. The significance level is 0.05 in the Pearson Correlation test, which means there is 95% of confidence level. Therefore, the hypotheses only can be accepted if the significant p-value is less than 0.05 (Malhorta, 2010).

(4.11) Correlation

TQM Practices		Organizational Performance
Commitment	Pearson Correlation	.772**
	Sig. (2-tailed)	.000
Employee Involvement	Pearson Correlation	.390**
	Sig. (2-tailed)	.001
Customer Focus	Pearson Correlation	.123
	Sig. (2-tailed)	.169
Continuous Improvement	Pearson Correlation	.786**
	Sig. (2-tailed)	.000

Source: Survey Data,2019

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

This means the value will be considered significant if is between 0.001 to 0.010

* . Correlation is significant at the 0.05 level (2-tailed)

This means the value will be considered significant if is between 0.010 to 0.050

(4.12) The multiple regression analysis is conducted, and the results are reported in Table (B).

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.302	.256		1.179	.243	
Commitment	.509	.044	.574	11.66	.000	1.254
Involvement	.031	.047	.034	.662	.511	1.393
Focus	.039	.048	.038	.803	.425	1.163
Continuous Improvement	.489	.042	.589	11.73	.000	1.307
N		62				
Adjusted R ²		.880				
F value		115.56 ** (.000)				
Durbin Watson		2.081				

Source: Survey Data, 2019

Table 4.12 above show that the ratio of regression to residuals is positively and strongly relationship as well as significant correlation between independent and dependent variables employed in this study. It can be observed in both management commitment and and continuous improvement that 0.000 is the less than the level of significance (0.05) confirming that the flexibility variable is significant. The result in the table show that management commitment had strongly and positively relation on the performance of Yoma Bank and this effect was significant at 77.2%. The results show that the commitment of senior management, continuous improvement had also strongly positively relationship on the performance of Yoma Bank and this effect was significant level at 78.6%. When top management commitment increased by one-unit, organizational performance increases by .509.

Deming's theory that emphasizes fourteen points total quality management as follows: Create consistency of reason, receive the new theory, stop conditions' on mass investigations, don't grant business based upon the value, go for ceaseless generation and administration change, get front line at work preparing, actualize bleeding edge techniques for authority, abrogate fear from the organization, deconstruct departmental obstructions, dispose of amount based work objectives, dispose of quantities and norms, bolster pride of craftsmanship, guarantee everybody is prepared and instructed and ensure the top administration structure underpins the past thirteen focuses. The study could also have arrived at a statistically insignificant relationship between total quality management practices and performance in Yoma Bank banks.

CHAPTER V

CONCLUSION

This chapter presents the summary of findings, discussion, conclusion and recommendations of the study and suggestions for the future research. The main objective of this study was total quality management practices on organizational performance of Yoma Bank Ltd, Myanmar.

5.1 Findings

The discussion of findings was influence of total quality management practices on organizational performance of Yoma Bank. They were presented under the four main quality management practices chosen to carry out study. The study revealed that Top management has general strategic goals and target based on depositor, loan and borrower needs with the highest mean score of 4.14, to success bank's organizational performance. At the same time, bank management has long-term plans for the service quality which help organizational performance growth of 4.13 and has a good system to study market and economic changes at the score of 4.11. This result shows that majority of our respondents do agree that bank management has long-term plans for the service quality which help organizational growth.

Employee involvement is importance in relation to performance of Yoma Bank, the study revealed that employees are looking for a chance to develop their performance, learning and experience and every member of the bank staff are committed to maintaining high standard of work in every aspect of the bank's operation which was equal mean score of 4.33. Moreover, all employees motivated by rewards and incentives to improve the quality management practices mean score was 4.24.

And also, researcher believe that the bank management in "customer focused", as they run surveys to find out what are the customer needs, and they listen and try to provide immediate solution to the problems at hand and customer focus is essential to organizational success as a result of highest mean score was 4.38. Then, all employees understand targets relating to the customer satisfaction was 4.35.

Believe that the bank management tries to improve the quality continuously by trying to avoid mistakes, minimize the cost of financial services, keeping a good documentation system and continuous modification of work practices. Believe that the bank management is keen on developing their competitive edge by creating effective communication between them and the customers and follow the customer's needs.

Therefore, we recommend that banks are more concerned with TQM practices that could increase organizational efficiency, whether financial or non-financial, research results show that the most significant TQM practices on organizational performance is management commitment and continuous improvement that appropriate strategies be developed and implemented to the fullest, that their employees be encouraged to innovate and create of new technologies that differentiate between banks and others. We also recommend examining the hurdles to the introduction of TQM and carrying out a report on other sectors or industries.

The study revealed that most total management practices employed by the commercial banks in Yoma Bank were top management commitment, employee involvement, customer focus and continuous improvement. TQM practices are meant to foster performance of Yoma Bank. The study established that banks had the capacity to satisfy customer needs, embraced continuous improvement process to meet customers' needs and values both internal and external customers.

5.2 Suggestions and further research

This study examined certain TQM management practices that affect organizational performance of Yoma banks' in Myanmar. However, there are other TQM management practices that do influence organizational performance and need to study those other TQM practices if they have been implemented and determine to what extent if they are statistically significant do influence the performance of banks.

Further research needs also to be carried out on those additional variables apart from TQM practices that do affect performance of Yoma Bank. The study on TQM practices influence on performance of Yoma banks' need to be expanded to cover not only Yoma bank in Myanmar but also other banks in country. There is also need for further studies on how TQM practices do affect the performance of other service industry sectors that is, if those service sectors have implemented TQM practices and later on a comparison drawn.

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APPENDIX-1
QUESTIONNAIRE

TOTAL QUALITY MANGEMENT PRACTICES ON ORGANIZATIONAL
PERFORMANCE OF YOMA BANK LTD

Section I. Data about respondents

Please answer the following questions as truthfully as possible. There is no right or wrong answers. The responses will be kept confidential.

1. Kindly indicate your gender

Male Female

2. Kindly indicate your position within the institution

Department Head Dy; Head Sr.Manager
Manager Assistant Manager Officer

3. Kindly indicate years of experience in this bank

Less than 5 years 6 to 10 years 11 to 15 years
Over 15 years

4. Kindly indicate your Educational Level

Graduate Master Degree PhD

Section II. Please kindly indicate whether you agree with the following statements of **Top Management Commitment** as the following practices in your Bank.

1. 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

No	Statement	1	2	3	4	5
1.	Bank management has general strategic goals and target based on depositor, loan and borrower needs					
2.	Bank management analyzes the situation of other competitors to improve the service					
3	The bank has a system to study the market and the economic changes					
4.	Bank management has ways to follow up changes in customer needs and wants.					
5.	Senior management has long-term plans for the service quality					
6.	Yoma Bank's Employer Awards increases the bank performance level compared to other banks that don't have					

2. Please kindly indicate whether you agree with the following statements of **Employee Involvement** as the following practices in your Bank.

No	Statement	1	2	3	4	5
1.	Employees are motivated by rewards and incentives to improve the quality management practices					
2.	Employees are looking for a chance to develop their performance, learning and experience					
3	Employees have the opportunity to participate in the development of quality management practices					
4.	All employees in relation to TQM activities are honored for their contributions and success					
5.	Every member of the bank staff are committed to maintaining high standard of work in every aspect of the bank's operation					

3. Please kindly indicate whether you agree with the following statements of **Customer Focus** as the following practices in your Bank.

No	Statement	1	2	3	4	5
1.	The bank management listens to feedback from the customer and offers prompt solutions					
2.	The bank management is doing surveys to learn the needs of the customer and desires					
3	The bank allows customers to recommend ways to improve the quality of the products they provide					
4.	Customer focus is essential to organizational success					
5.	All employees understand targets relating to the customer satisfaction					
6.	Your bank collects extensive customer complaint information that is treated with the highest priority					

4. Please kindly indicate whether you agree with the following statements of **Continuous Improvement** as the following practices in your Bank.

No	Statement	1	2	3	4	5
1.	The bank has a plan to reduce unnecessary work and training					
2.	The bank has methods for analyzing the activities needed to deliver the service					
3	The bank has a documentation system that is introduced and applicable from employees in all levels					
4.	The management aim is to minimize the cost of different financial processes					
5.	The bank management and its staff are taking corrective and prompt action to correct the errors					
6.	The bank determines the requirements and expectations of current and future customers					

5. To what extent do you believe that **Top Management Commitment** influence organizational performance?

No	Statement	1	2	3	4	5
1	Very Low Extend					
2	Moderately low Extend					
3	Neutral					
4	Moderately Extend					
5	Very Large Extend					

6. To what extent do you believe that **Employee Involvement** influence organizational performance?

No	Statement	1	2	3	4	5
1	Very Low Extend					
2	Moderately Low Extend					
3	Neutral					
4	Moderately Extend					
5	Very Large Extend					

7. To what extent do you believe that **Customer Focus** influence organizational performance?

No	Statement	1	2	3	4	5
1	Very Low Extend					
2	Moderately Low Extend					
3	Neutral					
4	Moderately Extend					
5	Very Large Extend					

8. To what extent do you believe that **Continuous Improvement** influence organizational performance?

No	Statement	1	2	3	4	5
1	Very Low Extend					
2	Moderately Low Extend					
3	Neutral					
4	Moderately Extend					
5	Very Large Extend					