

**YANGON UNIVERSITY OF ECONOMICS
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**A STUDY OF EMPLOYEE PERCEPTION ON
PERFORMANCE MANAGEMENT SYSTEM
(A CASE STUDY ON MYINT AND ASSOCIATES CO., LTD.)**

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A STUDY OF EMPLOYEE PERCEPTION ON PERFORMANCE
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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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This is to certify that this thesis entitled “**A STUDY OF EMPLOYEE PERCEPTION ON PERFORMANCE MANAGEMENT SYSTEM (A CASE STUDY ON MYINT AND ASSOCIATES COMPANY LIMITED)**” submitted as a partial fulfillment towards the requirement for the degree of Master of Public Administration has been accepted by the Board of Examiners.

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ABSTRACT

Effective Performance Management System can help to deliver the sustained success to organizations by improving the performance of the people who work in them by developing the capabilities of teams and individual contributors through a combination process of strategic and integrated approach. This thesis is intended to study the importance of employee performance management by identifying the effects of employees' performance management and to analyze the employees' perception on performance management system in one of the well-organized private service company in Oil and Gas Service Sector of Myint and Associate Company Limited (M&AS). The descriptive method with quantitative approach and primary data was collected by semi structured questionnaires and secondary reference data of M&AS. The study findings revealed that the well-organized performance management system has significant influence on its employee performance to be efficient and effective and in achieving individual's goals and organization's goals effectively and efficiently. The result of this study provide important highlight that strategic and well organized Performance Management System serve as an essential tool in achieving organization's sustainable goals in win win situation.

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LIST OF ABBREVIATIONS

BSC	Balanced Scorecards
CSF	Critical Success Factors
CSO	Central Statistical Organization
CSR	Corporate Social Responsibility
E&P	Exploration and Production
GDP	Gross Domestic Product
HACCP	Hazard Analysis and Critical Control Point
HSE	Health, Safety, Environment
KPI	Key Performance Indicator
M&AS	Myint and Associates Company Limited
MEDVAC	Medical Evacuation
MIS	Management Information System
OC	Organizational Culture
OE	Operational Excellence
OJT	On the job training
PM	Performance Management
PMS	Performance Management System
T-Bosiet	Tropical Basic Offshore Safety Induction and Emergency Training

CHAPTER I

INTRODUCTION

1.1 Rationale of the Study

Human Resource is one of the most important resources for an Organization's sustainable development. Organization can rise and fall based on its employee's performance and the employee performance is driven by many factors. Every organization is trying to improve its employee performance with many different ways. Today's technology is changing rapidly and for the organization to cope and adapt in today's changing world, it's crucial for it's employee's performance able to meet those challenges. In order for an organization to achieve its goals and get the sustainable development, it is important for its people can provide innovative idea to meet new challenges in the competitive world and stay ahead of the industry. Therefore, how to develop and improve the skills and knowledge of employees and how to maintain those valuable employees with organization have become the key of today's business success.

To develop employee performance improvement, Performance Management (PM) plays an important role and it is an essential part of today's business's strategy. A good performance management system works towards the improvement of the overall organizational performance by managing the performances of teams and individuals for ensuring the achievement of the overall organizational ambitions and goals while supporting performance, productivity and wellbeing of its employees.

Trained, talented, committed and satisfied employees' high performance are one of the key factors to organizational development. Thus, how to improve employee performance effectively and efficiently is the mainstream of today's challenging world. An effective performance management system can manage an organization's performance through a set of management activities. Performance Management Systems ensure employees understand the importance of their contributions to the organizational goals and objectives, what is expected from them and equally ascertaining whether employees possess the required skills and support for fulfilling

such expectations, also ensure proper aligning or linking of objectives, facilitating effective communication throughout the organization and a positive relationship between an individual employee and the line manager based on trust and empowerment.

The performance management practices can influence on the job satisfaction and employee loyalty through open and transparent job feedbacks to the employees, establish a clear linkage between performance and compensation, provide ample learning and development opportunities by representing the employees in leadership development programs.

Improvement of employee's performance benefit to organization in achieving its goals, benefit to manager work done efficiently and effectively and benefit to employee with improved performance, promotes job satisfaction for a win win situation. Manager benefit saves time and reduces conflicts, ensures efficiency and consistency in performance. Employee benefit clarifies expectations of the employees, self-assessment opportunities clarify the job accountabilities and contributes to improved performance, clearly defines career paths and promotes job satisfaction. It is important that organization to design and implement performance management system that suit the organization goals result in achieving customer's satisfaction and increasing shareholder value and giving opportunity for career development.

Service industry namely tertiary sector of industry providing various services to businesses and final consumers. The service sector makes an important contribution to GDP in most countries, providing jobs, inputs and public services for the economy. The share of services sectors is increasing and becoming the largest share of sectoral output in GDP in Myanmar according to CSO Statistical Year Book 2008. In an open economy, competition is very tough in service sector as well. To be able to cope with these challenges, organizations need to focus on its human resources performance to be improved.

Therefore, with the above discussion, performance management is an important factor to employee performance improvement. This study tries to examine the important of performance management and to find out what is employee perception on performance management system with this thesis on "A Study of Employee's Perception on Performance Management System in Oil and Gas Service Industry". By studying on how is the private service organization in oil and gas service sector continually develop its employee's performance and the perception of

its employee will provide information for top management and HR professional in consideration of employee performance improvement process.

1.2 Objectives of the Study

The intentions of this study are;

- 1) to examine the importance of employee performance management
- 2) to analysis the employees' perception on performance management system.

1.3 Method of Study

The descriptive method is used. The primary data were collected by semi-structured questionnaires with the random sampling of 130 employees from M&AS. Company's performance management reference data are based on company's policies and employee handbook. Related performance management literature and previous studied are explored from libraries and internet.

1.4 Scope and Limitation of the Study

This study focused on the performance management system of M&AS and its employee's perception on performance management system.

The scope of the study is limited to private sector organization of M&AS. All the findings are based on the information provided by the respondents, and are subject to the potential bias and prejudice of the persons involved.

1.5 Organization of the Study

This study is organized into fives chapters. Chapter one is an introduction part which included the rationale of the study, objectives of the study, method of study, scope and limitation of study and organization of study. Chapter two entails the literature review on concepts of performance management, performance management system and process, theories related to performance management and employee performance and review on previous studies. Chapter three involves background of oil and gas sector in Myanmar, introduction of oil and gas industry works, survey profile and performance management in M&AS. Analysis of the primary data collected through the questionnaire are presented in Chapter four. Findings and suggestions from the survey is described in Chapter five.

CHAPTER II

LITERATURE REVIEW

2.1 Concepts of Performance Management

There are many academicians who review the concepts of Performance Management. Harvey and Bowin (1996) have referred to performance management as the total system of gathering information, cascaded down to the employees in order to gain the feedback for the benefit and improvement in the organization. Armstrong and Baron (1998) defined performance management as a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. Neely (1999) has defined 'Performance Management' as 'the sets of indicator used to measure the level of efficiency and effectiveness of the action made by the employees in the firm'.

Dessler (2008) has defined performance management as 'the process that unites goal setting, performance appraisal and development into a single common system' whose aim was to ensure that the strategic aim of the firm be fully supported by the employees' performance. Glendinning (2002) proposed the definition of performance management as 'the distinguishing feature of performance management is that it explicitly measures the employees' training, standard setting, appraisal and feedback relative to how his or her performance should be and their contribution to achieving the company's goal'.

Performance management was defined by Fletcher (2001) as an approach to create a shared vision of the purpose and aims of the organization helping each employee understand and recognize their part in contributing to them. By doing so, manage and enhance the performance of both individual and organization

The main advantages of performance management, according to Armstrong and Baron, 1998, are:

- i. To help achieve maximum sustainable value creation;
- ii. To help enhance transparency;

- iii. To improve internal communication on strategic issues, which will help to achieve consensus;
- iv. To promote the improvement of decision-making;
- v. To help balance the short, medium and long-term organizational activities and objectives;
- vi. To encourage human capital investment and achieve value creation;
- vii. To improve the allocation of resources so that the strategic plan and financial

Performance Management is the process of creating a work environment in which people are enabled to perform to the best of their abilities. It involves developing clear job descriptions, providing effective new employee orientation, offering ongoing education, training, coaching and feedback as needed, providing career development opportunities and offering compensation systems that reward employee for contributions.

Otley (1999) proposed that there are two major roles for the Performance Management as follows:

1. Performance Management (PM) must ensure that the employees usually follow the policies and procedures at all times in order to protect the interests of the organization all the time.
2. The Performance Management must have the ability to motivate the employees to act in accordance with the organizational goal.

Performance management has constituted a process of linking corporate strategies and objectives with the desired performance required by an organization.

2.2 Performance Management System (PMS)

According to Simons (1991), the Performance Management System (PMS) is defined as ‘the formal, information based-routines and procedures managers use to maintain or alter patterns in organizational activities’. De Walle (2007) has proposed PMS definition as the financial and non-financial information to the management that has led to the managerial action and decision making.

PMS has been defined as ‘an integrated set of planning and review procedures which cascade down through the organization to provide a link between each individual and the overall strategy of the organization’ (Smith and Goddard 2002).

There are various models of performance management from different literature. Each model has its importance as a system for managing organizational performance, managing employee performance, and for integrating the management of organizational and employee performance. Performance management involves multiple levels of analysis, and is clearly linked to the topics studied in strategic HRM as well as performance appraisal. Different terms refer to performance management initiatives in organizations such as performance-based budgeting, pay-for-performance, planning, programming and budgeting, and management by objectives (Heinrich, 2002).

A performance management system is a means of integrating HRM activities with the business objectives of the organization, where management and HR activities are working together to influence individual and collective behavior to support the organization's strategy. He also stressed that the performance management system must fit with the organization's culture. Performance management system is a kind of completed and integrated cycle for performance management. The emphasis of performance management systems is on continuously improving organizational performance, and this can be achieved through improved individual employee performance (Macky & Johnson, 2000). Lawler (2003) suggested the objectives need to include motivating performance, helping individuals develop their skills, building a performance culture, determining who should be promoted, eliminating individuals who are poor performers, and helping implement business strategies.

The main purpose of the performance management system is to ensure the work performed by employees accomplishes the work of the company, employees have a clear understanding of the quality and quantity of work expected from them, employees receive ongoing information about how effectively they are performing relative to expectations, awards and salary increases based on employee performance are distributed accordingly, opportunities for employee development are identified and employee performance that does not meet expectations is addressed.

Many literatures have been viewing developing a performance management system is essential for an organization. Developing a performance management system, according to Schneier, Beatty and Baird (1987), is classified into a development, planning, managing, reviewing and rewarding phase. In 2000, Macky and Johnson suggested that a typical performance management system would include: the organization communicates its mission/strategies to its employees; the setting of

individual performance targets to meet the employees' individual team and ultimately the organization's mission/strategies; the regular appraisal of these individuals against the agreed set targets; use of the results for identification of development and/or for administrative decisions; and the continual review of the performance management system to ensure it continues to contribute to the organizational performance, ideally through consultation with employees.

Fletcher (1996) suggested that the main building blocks of a performance management system approach include: development of the organization's mission and objectives; enhancing communication within the organization so that employees are not only aware of the objectives and the business plan, but can contribute to their formulation; clarifying individual responsibilities and accountabilities; defining and measuring individual performance; implementing appropriate reward strategies, and developing staff to improve performance, and their career progression further in the future.

The performance management system gives the employees the opportunity to re-evaluate the main intention and the mission of the organization (Othman 2002). Thus, by knowing clearly the mission and the vision of the organization one could pursue his interest and his career path in accordance with the objectives and goals of the organization.

2.2.1 Performance Management System (PMS): A Global Perspective

The differences in national cultures would contribute to the differences in the ways the PMS has been implemented (DeNisi, Budhwar & Varma 2008).

Boyle (2007) proposed that it was justifiable to generalize or make assumption that PMS measures for productivity would suit in all organizations worldwide. This was because the decision-makers might have not been aware of the implication of the objectives until considerable and careful examination was performed.

Therefore, most governments in the world have been trying to improve the level of service to the community and the attitude of their employees. The adoption of certain performance appraisals to improve performance of the service.

Nevertheless, the techniques in the PMS might be applied to one setting but might be difficult to implement in another setting (Hofstede 1993). For instance, the 360 degrees performance review that has sought feedback on one's performance may

be viewed appropriate and desirable in the United States of America but such behavior could not be applied in a collectivist culture such as China (Bailey, Chen & Dou 1997). In conclusion, the application of the PMS might vary from one setting or culture to another.

2.2.2 Challenges of PMS from Literature

Almost all the literatures reviewed support the fact that top management commitment or leadership has been one of the challenges that has been found to be critical for successful implementation of performance metrics. Top management involvement would help to promote the restructuring of the business organization and to expedite the management of change that would also occur in the organization (Chakrabarty & Tan 2007).

Another element of challenges in performance metrics implementation has been training and awareness, because not all employees accept the changes that have occurred in their workplace. Thus, communication between managers and subordinates must be good in order to enable the organization to materialize the desired mission. Hence, training and awareness have been found to play a vital role in ensuring the success in the PMS implementation (Johnson & Swisher 2003).

The cultural change aspect has also been another major element that has required attention from the management of the organizations. Most literature reviews have stated that cultural changes could have major impact on any implementation of performance metrics (Coronado & Anthony 2002).

Management and employees would depend heavily on the agreement of the performance metrics to be used and thus, it has been found to be critical for the employees especially at the managerial level in organizations to understand it clearly before involving themselves in the implementation processes.

According to Coronado and Anthony (2002), one of the critical success factors in the performance metrics implementation has to be the satisfaction of the customers and the quality characteristics have been found to be emphasized upon.

According to Sparrow and Hiltrop (1994), there are a number of reasons for the failure of performance management systems, including the following:

- The system is not used and supported by top management

- Line managers view the system as an administrative burden and do not see the benefits of energy invested in making the system work.
- Performance objectives are written so subjectively that measurement is not possible.
- Performance objectives set at the beginning of the year seem less important by end of the year if linked to certain projects that were not deemed critical success factors.
- Managers are unable to give feedback and deal effectively and constructively with the conflict generated by the assessment of employees' performance.

Accordingly, during the last two decades, an increasing number of companies have implemented Performance Management Systems (PMS) that are based on Critical Success Factors (CSF) and Balanced Scorecards (BSC). Lingle and Schiemann (1996), describe the results of a study that confirms that companies who balance financial and non-financial measurements, but also link strategic measures to operational ones, update their strategic scorecard regularly and clearly communicate measures and progress to all employees, are better performers.

Smith (2002) stated that, 'Performance management is not static. It will change as performance issues vary, as marketing strategy changes, technologies and the means to measure and record performance change over time.

Another important aspect of this research was finding the effects of PMS towards the attitude of the employees. According to Lawler's model (1976), individual differences and organizational characteristics were combined and filtered. The process of incorporating goals into a performance appraisal has a positive effect on the credibility and acceptability of the entire performance management system.

The ultimate value of performance information does not depend solely on the physical characteristics of the evaluation instruments, but it is also affected by the evaluation process (Yusuf, A 2003). A large number of organizations have implemented the Performance Management Systems based on the key performance indicators and critical success factors. Thus, the PMS has been successfully engaged with and trusted to improve employee attitude which would enhance the level of performance both in the private as well as the public sector (Azhar 2009).

2.3 Performance Management Process

Typical Performance Management Processes include determination of organization strategy and goals, performance planning, ongoing feedback, employee input, performance evaluation, performance review. Figure (2.1) shows PM Process.

Figure (2.1) Performance Management Process



Source: Otley, D. (1999).

a. Performance Planning

It is important to review employees' performance expectations including the behaviors employees are expected to exhibit and the results they are expected to achieve during the upcoming rating cycle. Behavioral and results expectations should be tied to the organization's strategic direction and corporate objectives.

Behaviors are important because they reflect how an employee goes about getting the job done—how the individual supports the team, communicates, mentors others and so forth. During the performance planning process, managers should review and discuss these behavioral standards with employees. It is important for managers to make sure employees understand how the behavioral standards relate to their specific jobs.

While goals and expected results can be established for the entire rating cycle. For the continual change to set nearer-term goals in order to ensure that goals are specific and achievable to have positive motivating effects. Research has also shown

that employee commitment to goals is critically important for goal attainment and that employees must feel that they are able to achieve their goals. Employees participate in the goal setting process is important that they accept their goals and are motivated to work towards those goals. It is also important for managers to communicate their willingness to assist employees in achieving their goals by providing guidance and resources, and removing obstacles to goal attainment.

b. Ongoing Feedback

Performance in both of behavioral and results expectations should be discussed and feedback provided on an ongoing basis throughout the rating period. Managers' responsibilities include providing feedback in a constructive, candid and timely manner. Employees' responsibilities include seeking feedback to ensure they understand how they are performing and reacting well to the feedback they receive. Effective, ongoing performance conversations between managers and employees is the single most important determinant of whether or not a performance management system will achieve its maximum benefits from a coaching and development perspective.

Ongoing feedback can be informal and should occur as part of the daily work routine. In fact, research has shown that in organizations where employees report higher levels of ongoing, informal feedback, performance levels are higher.

c. Employee Input

Employee input has been used effectively in many organizations. Employee input has a number of positive results. First, it involves employees in the process, enhancing ownership and acceptance. Second, it reminds managers about the results employees have delivered and how they were achieved. Third, employee-generated accomplishments can be included in the formal appraisal, decreasing managers' writing requirements. Fourth, employee input increases communication and understanding. Managers and employees usually review and discuss the accomplishments before they become part of the appraisal, resulting in fewer disconnects between the manager's and the employee's views of the employee's contributions. Finally, employee accomplishments can be retained and used as input for pay or promotion decisions.

Research has shown that employee accomplishments are effective predictors of how successfully employees will perform at higher job levels, and they thus provide useful input for promotion decisions.

d. Performance Evaluation

Performance appraisal, as an important evaluation system, started in the early 20th century, stemming from Taylor's pioneering time and motion studies. Performance appraisal, as a distinct and formal management procedure, is used in the evaluation of work performance appraisal. It is a basic human tendency to make judgments about those one is working with, as well as about oneself (Dulewicz 1989).

In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including that of subordinates, naturally, informally and arbitrarily. In a broad sense, in the bigger scheme of things, performance appraisal systems began as a simple method of income justification. This was used to decide whether or not the salary or wage of an individual employee was justified.

Many organizations use competency models as a basis for their performance management evaluation. Competency models articulate the knowledge, skills, abilities and other characteristics that are deemed to be most instrumental for achieving positive organizational outcomes. Job analysis techniques, such as job observations, interviews, focus groups and surveys, are used to identify key competencies and associated critical work behaviors.

An advantage of competency model is that they include the full array of factors associated with success—technical, leadership and interpersonal. Competency models are especially useful because they not only communicate what is important to an organization but also provide a common foundation for developing integrated human resource systems, such as staffing, training, promotion, succession planning and performance management. Figure (2.2) shows sample competency model of HRM.

Figure (2.2) sample Competency Model for Human Resource Manager



Source: Jeffery Schippmann (1999)

e. Performance Review

The performance review session is to plan developmental activities with employees. Experienced practitioners have found that competency models and performance standards help managers and employees identify and address development needs. Any performance standards that are not currently being met should be identified as development areas. If all current job standards are being met, employees and managers can look to the next level's performance standards to identify requirements and developmental areas to pursue in preparation for advancement.

Many factors will impact the effectiveness of an organization's performance management system, in which three are most important. First, the system needs to be aligned with and support the organization's direction and critical success factors. Second, well-developed, efficiently administered tools and processes are needed to make the system user friendly and well received by organizational members. Third, and most important, is that both managers and employees must use the system in a manner that brings visible, value-added benefits in the areas of performance planning, performance development, feedback and achieving results.

2.4 Theories related to Performance Management

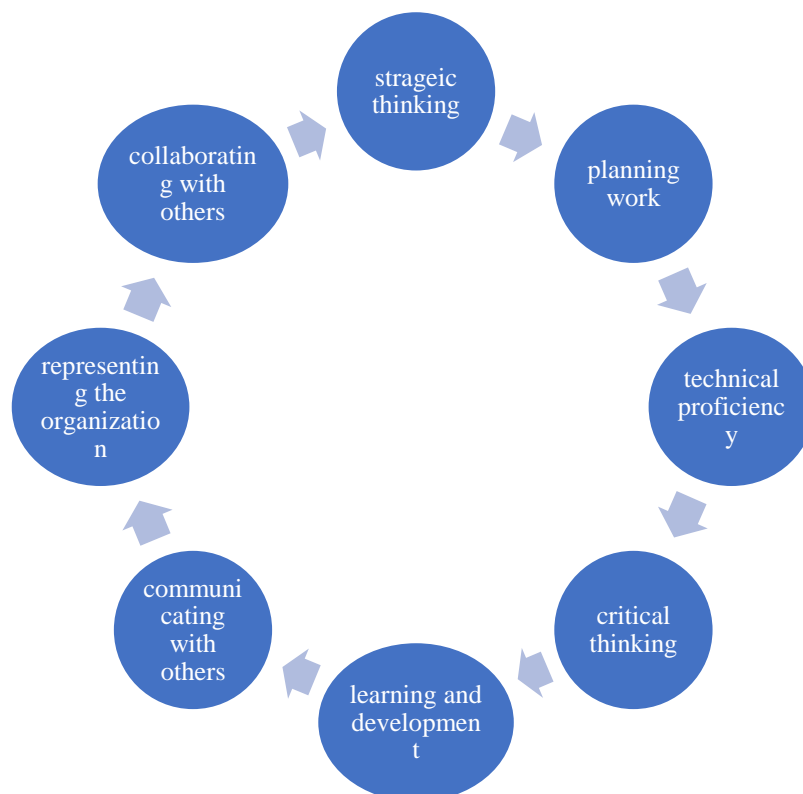
Theories related to PM include the Competency Model Theory, the Behavioral Theory, the Humanistic Theory, Hofstede's Theory of Organizational Culture (OC)

a. The Competency Model Theory

The Leadership Competency Model by Pulakos (2009) suggest the organizations and their leaders to create well-oiled and strong performing organizations. The relevance of Leadership Competency Model Theory to this survey is from the perspective of the attitude of the employees in the Company. Furthermore, according to Hamel & Prahalad (1989), the theory behind competency model would improve the firm's performance by identifying the needs and competencies as well as the ability of the members in organizations.

In the 1990s, agencies adopted competency-based human capital systems, including the use of competency models as the basis of performance management (Spencer, L & Spencer, S 1993). Figure (2.3) shows the Leadership Competency Model.

Figure (2.3) The Leadership Competency Model



Source: Pulakos, 2009

Pulakos (2009) has been commented that competency is defined as ‘the knowledge, skills, abilities and other personal characteristic that contribute to organizational success’. Moreover, according to Drucker (1993), the dependence on the performance of knowledge workers emerged as an important asset in every nation in the world especially in developed countries. These factors such as skills, knowledge and attributes as shown in Figure (2.4).

Figure (2.4) Competencies Required by New Economy Workers



Source: Lau, Chan and Man, 1998

b. The Behavioral Theory

The relevance of Behavioral Theory to this survey is from the perspective of the attitude and behavior of the employees in the Company. Furthermore, Behavioral Theory has been developed based on the evaluation of the behavior and attitude of the employees.

Sluijs and Kluijtmans (1998) proposed that PMS should act as a tool or device to control the attitude and behavior of the members in the organization. Hence, employee attitude has been viewed as a mechanism to evaluate and predict their capabilities in performing the task (Hogan et al. 1996).The behavioral perspective has focused on the role of employees’ behaviors which could mediate the relationship between the performance management system and the firm performance which is relevant to this survey.

Plomin (1989) proposed that attitude or behavior could be modified through the learning process and thus, the human beings’ act has been considered as behavior. However, in the field of this survey, behavior has been referred to as any activity of a human being which is influenced by the environment and heredity. Furthermore, motivation has been considered as the pillar of the behavioral aspect of the human being (Mitchell 1982; Cesare & Sadre 2003). Additionally, behavior was found to

have been greatly influenced by motivation and the actions were a good reflection of performance (Mitchell 1982). In 2000, Vlachopoulos, Karageorghis and Terry in their research found that there were three main motivational forces that influenced behavior namely intrinsic motivation, extrinsic motivation and amotivation.

However, Pincus (2004) commented that people who try to gain personal recognition and reward through involvement in the activity were known to have had extrinsic motivation whereas intrinsic motivation was a pleasure derived from participation in activities or involvement in the task. Hence, with regards to cultural differences, Maslow's hierarchy of needs was used in all situations or scenarios. The same fundamental needs were found to be the major motivation factors for people across the world.

Cesari and Sadri (2003) reiterated that the similarity did not exist between individualistic and collectivistic culture from the self-actualization point of view. This is because the satisfaction of needs might vary from one to another.

However, in the light of the observation, Osteraker (1999) mentioned about the needs were changing constantly among the individuals. Maslow's Hierarchy of Needs Theory however, claims that the ultimate goal of self-actualization is led by the advocates, the dynamic processes of need satisfaction. For instance, Chung (1969) proposed that Maslow's theory is dynamic because it realizes that human being is constantly searching to fulfil needs and claimed that motivation only represents a part of social aspects of human behavior.

Wiley (1997) claimed that biological, cultural and situational factors could be the determinant factors that could influence behavior and attitude. However, behavior or attitude has to be studied holistically because needs were found in a variety of combinations instead of in isolation (Chung 1969).

The behavioral perspective or matching model as introduced by Beer, Spector and Lawrence (1984) has been criticized because the perspective assumed a degree of freedom on the part of the employees. In reality, the changes have been normally rejected by the workforce because they are reluctant to learn new things but they were forced to follow the new measurement as their key performance indicators (KPI) were imposed on them by the management (McKeena & Beech 2002). A number of studies were identified to correspond with the behavioral approach (Miles & Snow 1984; Schuler & Jackson 1987; Paauwe 1996).

c. Humanistic Theory

The humanistic theory is relevant to this survey due to the analysis on the employee attitude towards their work, their commitment and their relationship with the supervisors. Mele (2003) suggested that humanistic psychologists recognized past experiences to be important in determining one's self-potential and self-actualization. Self-actualization was defined as 'a process of learning, growing and becoming a better person' (Franken 1998). The humanistic theory assumes that peoples' life is their own responsibility and believe in themselves as well as they are motivated to actualize their potential (Franken 1998).

Kaufman (1976) suggested that Maslow's theory of needs emphasizes on the human basic needs which apparently do not change genetically in instinct or origin. Lombardo and Foschi (2002) emphasize that the concept of self-actualization has been strongly influenced by needs.

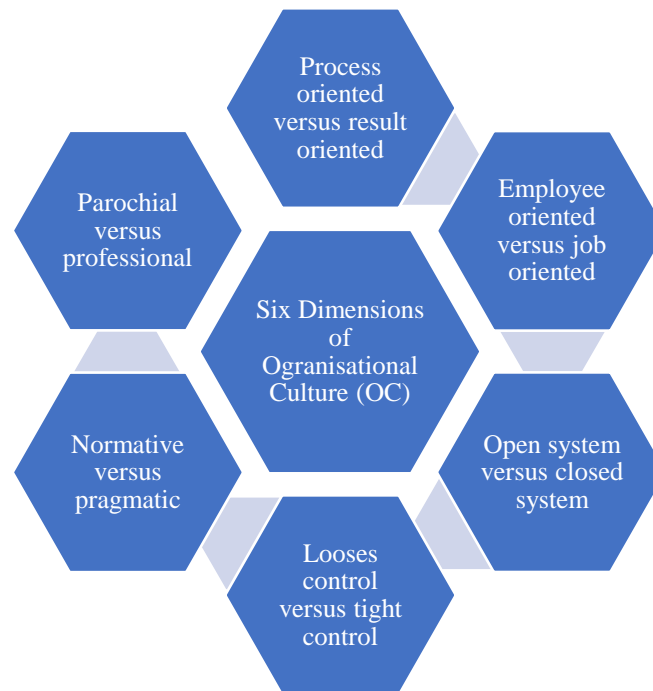
The Mayo-Hawthorne studies (1933) proved that economic reward had not been the sole motivator for employees (Gallagher & Einhorn 1976). The hygiene factors introduced by Herzberg (1964) had distinguished the reward that facilitates the career growth and factors that ease annoyance or irritation among the employees. Almost all humanistic psychologists believe that human behavior or attitude is greatly influenced by needs.

d. Hofstede's Theory of Organizational Culture (OC)

From Hofstede (1991) researched in Denmark and Holland between the national and organizational cultures has revealed a considerable difference between these two nations whereby people who held the same values might practice and behave differently in same situations. Wilkins and Ouchi (1983) stated that the learning of the organizational culture typically 'occurs in childhood and the members of contemporary organizations rarely live in total institution'. He assumed that the social understanding in the organization has been influenced deeply by one's perception and view that have occurred from the time of the upbringing rather than what has been created by the organization (Hofstede, 2001). Moreover, Collin and Porras (1994) stressed that long-term performance in successful organization had been influenced by the OC.

Hofstede (2001) discovered the organizational culture consisted of six dimensions. Hofstede's Six Dimensions of OC as shown in Figure (2.5).

Figure (2.5) Six Dimensions of Organizational Culture



Source: Hofstede, 2001

Hofstede (2001) explained the six dimensions of OC as follows:

(i) Process oriented versus result oriented

In a result-oriented culture, employees face new challenges every day and have the ability to put in maximum effort and face the risks in performing the task. On the other hand, the process oriented culture would emphasize on the process and employees tend to avoid any risk and spend only minimal effort in performing the task. Result-oriented culture emphasizes on goal achievement while process-oriented culture emphasizes on the means in performing the task.

(ii) Employee oriented versus job oriented

In employee oriented culture, the welfare of the employees is being fully administered and taken care of by the employer including their personal matters. On the other hand, in job oriented culture, the employer is only concerned with the job performance without considering any personal problem faced by the employees. In job oriented culture, most decisions are made by the individuals or employees whereas in employee oriented culture, most decisions are determined by the employer.

(iii) Parochial versus professional

In parochial culture, the firm takes into account the family background of the future employees before they enter the organization. In other words, the family background is being taken into consideration as much as the job competence shown by the employees. Employees in parochial culture strongly believe that the company will take care of their future without having to prove their capabilities in performing the task.

On the other hand, professional culture only emphasizes on the job competence, skills and knowledge. The employees are not depending on the firm to take care of their future particularly their promotion but they are dependent on their own competence in performing the task in order to get the rewards.

(iv) Open versus closed system

In open culture, the newcomers are capable of getting fit in the organization in a short period of time, because people tend to open to outsiders in performing the ways of doing the job more efficiently. The newcomer feels free to give ideas and suggestion in upgrading the quality in performing the task. On the other hand, the closed culture would not consider any ideas or suggestion from the newcomers and they require a long period of time to blend with the people in the organization. Thus, the organizations with closed culture are not capable of changing the way of doing things and subsequently improvement is very slow due to the lack of new ideas given by the newcomers.

(v) Loose versus tight control culture

The people in loose control culture are not so disciplined in appreciating the cost, meeting time, deadlines and urgency in making vital decision. In other words, they are not cost conscious. On the other hand, the people in tight control culture appreciate the urgency and time management as it will affect the cost of running the business. The tight control culture promotes a higher level of efficiency and thus, the task could be performed effectively, with minimal cost and within a stipulated period of time.

(vi) Normative versus pragmatic

In normative culture, the organization procedures are more important than the end results. In other words, the procedures must be adhered to by the employees although these might not be the most efficient way to perform the task. Hence, major emphasis has been given in justifying the use of organizational procedures.

On the other hand, in pragmatic culture, end results are the bottom-line and thus, the firm gives priority in meeting the needs of the customers although it might breach certain procedures of the firm.

There should be no extreme culture in performance management and management need to align with organization's strategy and changes in environment.

2.5 Employee Performance

Employee's performance has an impact on organization's success or failure. Employee performance involves factors such as quality, quantity and effectiveness of work as well as the behaviors show in the workplace. Employee performance is usually looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong, 2000). According to Kenney (1992), employee's performance is measured against the performance standards set by the organization. When measuring performance, there are a number of measures that can be taken into consideration, for example productivity, efficiency, effectiveness and quality measures as briefly explained hereafter. Stoner (1996) stated that efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target. Stoner, Freeman and Gilbert (1995) stated that productivity is expressed as a ratio of output to that of input. It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Lipsey, 1989). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong, 2002).

It is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This management process encourages employees to get involved in planning for the company, and participates by having a role in the entire process thus creating

motivation for high performance levels. It is important to note that performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner. Performance management can focus on performance of the employees, a department, processes to build a product or service, etc. Therefore, productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs. Also, it is easy to motivate high performers to attain organization goals.

2.5.1 Effects of training on performance

Training for employees play an essential role in improving performance as well as increasing productivity. This leads to engaging organizations in the better positions to face competition and stay at the top. It is important for the organizations need to have continuous policies of training and retaining of employees to avoid the occurrences of skill and performance gap. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature.

2.5.2 Benefits of training on performance

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations.

2.5.3 Capacity Building

Capacity building is defined as “activities which strengthen the knowledge, abilities, skills and behavior of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goals in a sustainable way”. It is as an important part of development work. The ability of strength of individuals, groups, institutions, and organizations is to identify and solve development problems over time. This means helping people and institutions to realize their own development objectives and address issues of human survival and welfare. Building capacity involves skills transfer, training, human resources

management, organizational development, and the strengthening of communities and social networks.

2.6 Reviews on Previous Studies

Mohd Haizam Mohd Saudi (2014), the effects of the performance management system and the organizational culture on the employees attitude emphasize that performance management system as a means for accelerating growth and achieving the business target and goals. Staff should be trained to measure performance of achievable targets and goals. It is also necessary to review and revise PMS on a periodic basis to keep pace with the changing business environment.

Soe Htun Aung (2018) studied “A study on impact of HR Practices on Employee Performance in Hotel Industry” a case study of Hotel in Bagan. The results reveals that HR practices have strongly impact on employee performance and HR practices contribute to high employee performance.

Tint Naing Win (2018) in his thesis “The Relationship between Human Resource Practices and Employee Retention in Private Large Firms in Myanmar” a case study on AWC also point out that the employees agreed that they understood performance standards and expectations required for them to successfully deliver on their jobs effectively. The employee valued performance appraisal because it offered an opportunity where progress and feedback was discussed between the employee and supervisor.

Thant Zin Maung (2013) studied “A study on Human Resources Management System of WHO Myanmar” find out that implementing the Organization’s training and learning policy which is based on the principle that staff development is an ongoing process and priority and a critical investment for the future development of the staff as well as for the attainment of organization’s productivity and achievement.

CHAPTER III

EMPLOYEE PERFORMANCE MANAGEMENT OF PRIVATE SERVICE COMPANY IN OIL AND GAS INDUSTRY

3.1 Background of Oil and Gas Sector in Myanmar

Myanmar is one of the important natural gas and petroleum producer in Asia. It is home to one of the world's oldest petroleum industries. Myanmar began first crude oil exports in 1853. Income from Oil and Gas Industry is one of the main sources of income in Myanmar historically and until today. Early British explorers in Myanmar discovered a flourishing oil extraction industry in the town of Yenangyaung in 1795. Before British started drilling oil wells, the area had hundreds of hand-dug oil wells under the hereditary control of 24 Myanmar families. The London-based Burmah Oil Company (BOC) was established in 1871. BOC has monopolized the industry for more than three decades until the American Standard Oil Company entered in 1901. Prior to World War II, Myanmar oil production stood at 6.5 million barrels annually and Myanmar was the more prosperous nations in Asia with the main contributing income sources from petroleum and agricultural exports.

During the British colonial period and from getting the independence to 31st December 1962, Burma Oil Company (B.O.C) controlled the Myanmar Oil Industry including production, refining and distribution of oil. On 1st January 1963, all the above operations in Myanmar were carried out by the Public Oil Enterprise. Today's Myanmar Energy Sector was regulated under Ministry Of Electricity And Energy consists of three key stakes (i) Myanmar Oil and Gas Enterprise formed in 1963, responsible for exploration, production and domestic gas transmission, (ii) Myanmar Petrochemicals Enterprise, operates small refineries and fertilizer plants and (iii) Myanmar Petroleum Products Enterprise responsible for retail and wholesale distribution of petroleum products.

Currently, Myanmar oil production stood around 4~5 million barrels annually. Myanmar is today primarily natural gas producer, now exporting gas to Thailand and China. Natural gas export revenues generated account for 40% of total government

revenue. Currently, Myanmar has four major gas production fields namely Yadana gas field, Yetagon gas field, Shwe gas field and Zawtika gas field.

The Yadana gas field is the first offshore gas field in the Andaman Sea. The Yadana gas field contains more than 150 billion cubic meters of natural gas and has an expected field life of over 30 years. It started gas export to Thailand in 1998. In 2009, the output averaged 780 million cubic feet per day (22×10^6 m³/d). The Yadana gas field and pipelines are operated by French-based Total S.A., United States-based Chevron Corporation, Thai state-owned PTT, and Myanmar Oil and Gas Enterprise (MOGE). Total has working interest of 31.2%, Chevron 28.3%, PTT 25.5%, and MOGE 15%.

The second natural gas offshore project in Myanmar was Yetagon gas field in the Andaman Sea. The Yetagon gas field contained a reserve estimated at 3.2 trillion cubic feet (91 billion cubic metres). In 2000, the production started at 200 million cubic feet per day (5.7 million cubic metres per day) and could go up to 300 million cubic feet per day and export to Thailand. Yetagon could also produce eight to nine thousand barrels of gas condensate per day. The Yetagon gas field was a joint venture between Texaco (50%), Premier Oil (30%), and Nippon Oil (20%). After Texaco and Premier Oil withdrew in 2002, Petronas became the operator.

The Shwe gas field is a natural gas field in Andaman Sea. It was discovered in 2004 and developed by and Daewoo. It began production in 2013 and produces natural gas and condensates. The total proven reserves of the Shwe gas field are around 9.1 trillion cubic feet (260 km³), and production is slated to be around 700 million cubic feet/day (20×10^5 m³). The gas pipeline allow delivery of natural gas from Shwe gas field to China with an expected annual capacity of up to 12 billion cubic metres of natural gas and its first gas export to China on May 2013. The Shwe, Shwe-Phyu, and Mya areas in the A-1 and A-3 blocks, estimated to hold 127–218 billion cubic metres of natural gas in total, are operated by a group led by Daewoo International Corp. The operators group also includes Myanmar Oil and Gas Enterprise, India state-owned GAIL, and Korea Gas Corporation.

The Zawtika gas field project includes the development of the Zawtika field located in blocks M-9 and M-11 of Moattama offshore Myanmar. It is estimated to contain 3.2 billion barrels of oil and 56 billion cubic metres of natural gas reserves and daily gas production is 345 million cubic feet. In June 2013, Zawtika's first gas export to Thailand. Petroleum Authority of Thailand Exploration and Production

International (PTTEP International) is the operator of the project. PTTEP owns an 80% interest in the project and Myanma Oil and Gas Enterprise (MOGE) is holding the remaining 20%.

Current Natural Gas Operators in Myanmar are Total (France), Petronas (Malaysia), POSCO (Korea) and PTTEP (Thailand) who doing production and exporting Myanmar Gas to Thailand and China. Myanmar has 51 onshore blocks and 53 offshore blocks for natural gas production including 26 deep water blocks for oil and gas exploration. International and National Companies are entering into Myanmar Oil and Gas exploration through tendering exercise.

MPRL E&P Group is also one of the leading players in Myanma Oil and Gas Field. MPRL E&P local independent company took a role in the successful exploration and production of hydrocarbon resources in Myanmar to improve oil production in Mann Oil field. MPRL E&P currently doing an onshore Mann oil field, has recently made successive gas discoveries over the last few years. The company is planning to drill a new appraisal well and in parallel, will carry out studies for developing gas from the block A-6 and towards accessing a long-term sustainable energy supply for future electrical power generation needs in Myanmar. The A-6 block is expected to be Myanmar next major offshore gas development. Woodside has a 40 percent stake in A6 and is the joint operator of the block with MPRL E&P with 20 percent holding and Total hold 40 percent share after farming in to the block in 2015.

3.2 Introduction of Oil and Gas Industry Works

Crude oil and natural gas are naturally occurring substances that are found in rock in the Earth's crust. These organic raw materials are created by the compression of the remains of plants and animals in sedimentary rock such as sandstone, limestone, and shale. In Oil and Gas industry, it was divided into three major sectors: upstream (exploration and production- E&P), midstream and downstream. The upstream sector includes searching for potential underground or underwater crude oil and natural gas fields, drilling exploratory wells, and subsequently drilling and operating the wells that recover and bring the crude oil or raw natural gas to the surface. There are three main types of works in Oil and Gas Industry which are by Exploration and Production (E&P) companies, Drilling companies, and Well-servicing companies. Exploration and Production (E&P) companies find hydrocarbon

reservoirs, drill oil and gas wells, and sell these raw materials to companies that refine them. Drilling companies contract their services to E&P companies to extract oil and gas. Well-servicing companies conduct related construction and maintenance activities on well sites.

E&P companies assets are oil and gas reserves and new reserves are an essential source of future revenue for E&P companies. Thus, E&P companies spend a lot of time and money exploring for new untapped reservoirs in order to maintain sustainable growth. E&P companies do not usually own their own drilling equipment or employ a drilling rig staff. They hire contract drilling companies to drill wells for them and the contract drilling companies generally charge for their services based on the amount of time they work for an E&P company. After a well is drilled, various well servicing activities are involved in generating and maintaining its production over time. These activities include logging, cementing, casing, perforating, fracturing, and maintenance.

3.2.1 Services for Oil and Gas Industry

The International and National Oil and Gas E&P companies such as Total, Petronas, PTTEP, MPRL E&P outsourced engineering, procurement, logistics, catering and manpower provide services at their onshore and offshore project fields with short or medium term contracts and they focus their resources on operations to drive efficiency. If these E&P companies contracted with international drilling companies for seismic and drilling campaign and for well-servicing, international companies will enter into Myanmar Oil and Gas industry. Those Oil and Gas Drilling companies and Well-servicing companies also contracted with local service providers to do a wide range of services from engineering, procurement, agency and logistics, catering and manpower provide services. There are several Myanmar Companies who provide Consulting and Agency Services, Manpower Supply Services, Logistics & Procurement Services, Catering Services, Transportation & Mobilization Services etc. to Oil and Gas related companies with contract basis.

Providing services in Oil and Gas Sector demanding for health, safety and environment concern, skills, competence and high operational standard for both onshore and offshore projects. Service Industry in Oil and Gas is very competitive. Each service company is competing to achieve customer's satisfaction and compliance with high standard provision. Due to the downturn in oil prices in 2014,

the Oil and Gas Operators and Drilling Companies have exercised extensively cost cutting and it also have an impact to Oil and Gas related service industry.

Oil and Gas industry is a risky industry and operational hazards including blowouts, spills and personal injury can be occurred in project fields. Every day, a number of wells, hundreds of thousands of miles of pipelines and a number of items of processing equipment to deliver energy safely to our homes, transport systems, businesses and communities. Thus, all companies in the industry increasingly focused on improving its operations and need for operational excellence (OE). It is very important for oil and gas operations running their assets safely, reliably, sustainably and cost effectively and there are six areas to be success such as:

- (i) World-class health, safety and environmental (HSE) performance
- (ii) Top-quartile performance and return on capital across all assets
- (iii) Best-in-class standards and systems, standardized and adopted consistently across an entire business
- (iv) A high-performance culture that is always striving to improve
- (v) Distinctive core capabilities carried out by a highly talented workforce
- (vi) Immaculate reputation, based on efficient operations and sustainable business practices

3.2.2 Operational Standard Requirements for Oil and Gas Sector

All three main types of oil and Gas sector companies E&P companies, Drilling companies and Well-servicing companies required contractors to comply operational and safety standard requirements and has been put in their service contracts for service providers to follow.

3.3 Service Provider Myint and Associates Company Profile

Myint and Associates Company Limited (M&AS) is a privately owned Myanmar National Company founded in 1989 as the first privately owned Myanmar company to conduct business as a service contractor in the oil and gas sector of Myanmar. Since its foundation, M&AS has proven itself to be a leading service provider and a specialist service contractor for a broad range of services specifically tailored for international oil companies and their main contractors operating in Myanmar.

From the very onset of its foundation, the philosophy, culture and commitment of the company is to provide the highest quality of services in an efficient and most cost effective manner to its clients. The culture and philosophy of the company is reliability, quality and integrity. M&AS services include complete and comprehensive logistics services with its extensive network and personnel, is also the first service provider to provide catering & housekeeping services to companies in the energy sector in Myanmar and the company has been recognized for providing consistent quality services and products.

M&AS recruits, supplies and manages a wide range of manpower needs for oil and gas Industry. In order for M&AS can respond to any specific need for manpower supply with training, international network and local database capabilities, before starting every project, personnel undergo specific training related to conditions of work, procedures, safety, MEDEVAC, specific work condition risks, standards, and regulations as per clients' needs. A skills certificate is developed for supplied personnel containing all of their personal and medical information as well as a list of courses completed and skills acquired.

M&AS is committed to operating in an economical, environmental, and social manner that is sustainable and involve balancing the interest of a diverse range of stakeholders. M&AS Corporate social responsibility (CSR), including corporate community investment projects, is shaped and influenced by values identified by the companies' workforce. Values such as honesty and integrity for people whom they work with, and in communities they work in, produces a strong sense of focus on results impacting sustainable performance and development across the company's activities. M&AS is an accepted member of the Myanmar community, which provides and support projects that are for the community and by the community. M&AS management take priority initiatives in CSR to improve future performance include:

- Supply Chain Services and Partnerships
- Environmental Management
- Employee Volunteerism
- Community Investment Projects

M&AS has established four core values (Integrity, Teamwork, Performance and Learning) which are the focus of each and every employee within M&A. The M&A policies and procedures for health, safety and environmental matters and

quality assurance are founded on these core values. M&A is dedicated to providing leadership in the health, safety and environmental arena to both its clients and the service sector in general. This is supported by the M&AS HSE Management System backed by strong commitment from M&AS management which is implemented in the company.

Vital to successful HSE practices is the cascading of accountability and responsibility of HSE requirements from management down to every level of employment. This accountability cascade is considered key to the proper management of HSE and the mitigation of risks. M&AS HSE department strives to provide the updated and sustainable solutions for the organization and its clients with the objectives of Zero accidents, No harm to people and Minimal environmental impact.

M&AS senior management team include Chief Executive Officer, seven functional departments and one Engineering team & HSE team. The functional department includes Operations & Logistics, Catering & Beverages, Business Development, Human Resource, Internal Audit and Finance department. M&AS Management team involve Senior Managers which are long services with the company and are loyal to the company. The organization structure of M&AS is as shown in appendix.

M&AS has 170 employees of permanent staff and management in 2019. The following table is the number of employees in the particular field.

Table (3.1) Number of Employees

No	Level of Occupation	Number of Employees
1	Executive Level Management (Executive officers, consultant and managers)	10
2	Other level management except executive level	14
3	Officer and Supervisors level	15
4	Other Level Staff	131
	Total	170

Source: Number of Employees, M&AS (2019)

As a service provider to oil and gas companies, M&AS need to fully comply its client's operational standards and safety standard requirements. To fulfill international oil and gas companies required operational & safety standards, M&AS practices involve:

a. Health, Safety, Environment (HSE) Standard Practice of Service Provider

Working in the Oil and Gas Service Sector is risky than other service sectors due to the nature and location of work. Thus, Operator Companies and Drilling Companies set the required standards and safety measures in their service contracts. Service provider need to strictly comply the specified required training and safety standards and safety rules and monitor and keep track of monthly HSE records.

b. Medical

Upon successful of personal interview before appointment, every staff, onshore and offshore employee need to do pre-employment medical check-up from the approved medical center. Different operators use the different medical centers. Company reject the application if the employee do not fit for work. After appointed, routine bi-annual or annual medical check-up need to be done for onshore and offshore employee to ensure employee is fit to work.

c. Insurance

Company purchase Personal Accident Insurance and Comprehensive General Liability Insurance for onshore and offshore employee to cover the operational and inherent risks through risk-transfer mechanism to ensure full or partial financial compensation for the loss or damage caused by event(s) beyond the control of the company.

d. T-Bosiet Training

All Offshore employee are compulsory to attend T-BOSIET – Tropical Basic Offshore Safety Induction and Emergency Training at the approved certified training center. Certification is valid for three years and need to attend refresher course if certificate is expired. Employee can start doing their jobs with valid certificate in hand only.

e. HSE Training and Measure

Company has HSE policy and HSE Manual is provided to employee. Each employee need to attend HSE Training given by the company's HSE in charge to understand Company's HSE policy and guidelines as a proactive approach. Monthly HSE meeting will be held and any HSE activities, incident & accident will be discussed and necessary actions will be taken for reactive safety measure. There is HSE bonus program for safety driving and no accident occur in the specified period. Monthly care card reporting system is in placed to promote safety culture with no name, no blame policy. Company HSE in charge and Operation Manager work closely with client's HSE in charge for workplace safety measure.

3.4 Performance Management in M&AS

Employee plays an important role and rich in diversity. To be able to sustain through its commitment to develop its people strong performance and help them align their skills with its business objectives, Performance Management System is set up to achieve the mission and long term objectives of the company. The team not only ensures superior quality of services, but sets stringent HSE standards and measures which are enforced at all times. Staff's health and welfare is also treated by management as top priority. Employee Handbook and HSE Handbook were issued to provide policy and procedures guideline for each employee easy reference.

Human Resource Department is fostering for the continuous learning and professional development of employee. It facilitates employees to be successful in achieving the company's business objectives.

3.4.1 Key Tools and Techniques used in M&AS For PM

Mentoring Program

Mentoring program enable for new employee and existing employee to understand working procedures, learn new skills and knowledge that need to develop for current position, new job assignment or for next career step. Mentor and Mentee agreed for learning period and mentor need to assess the development at the completion of mentoring program whether the mentee successful in learning or need the extension for mentoring period.

Performance Appraisals

Performance appraisals are the most commonly used performance management tool. M&AS use the performance appraisals for aligning the goals of individuals with the strategic goals of the organization under Performance Management Process. Performance appraisal process is a regular, honest, fair and constructive two-way conversation.

Evaluation Process

Performance assessment is done in every month and performance appraisal is conducted twice in a year. Manager assess the performance of employee monthly whether the employee meet the criteria, assess the employee attitude and behaviors and grading will be given. Bi-annual and annually, employee do a self-appraisal and Managers and Management will appraise the employee performance, development and attitude of employee. Discussion and feedback of accomplishment and requirements will be established. Performance Management process is linked to the salary increment, promotion, transfer, requiring employee to attend the development training benefit.

Performance Improvement Plan

The performance improvement plan for performance improvement is conducted specifically for required performance improvement employee with a standard period of one to three months. Mentoring will be given by senior staff and evaluation will be conducted at the end of programme.

Learning and Development Programme

The company provide learning organization for continuous learning and professional development. Training objective is to develop employee performance, career development and in the same time contribute to customers, partners and employees to be successful in achieving the business objectives. Typical types of training program provided and sponsored by the company are

- Orientation Program
- On-the-job training
- Soft skills training

- External Seminars/ Forums/ Conferences/ Workshops (Overseas/ Local)
- External Trainings (Local)
- External Trainings (Overseas)

Orientation Program: It is mandatory to hold the orientation for new employee by every departments including Finance team, HSE team and MIS team within a week of joining date. The objective is introduce the company profile, core value, rules and regulations, entitlement and benefit and process and procedure. Orientation training is important for new employee who does not know about company, what the company business is going on and some needs to follow the company regulations in advance.

On the job training: OJT training or internal knowledge sharing training is given while employee performs the regular jobs. Particular department assignment for OJT training as knowledge transfer from the senior employees to a new employee and the assignment period is three months. After the assignment period, functional manager review the performance of new employee by check list documents which is done by both senior and new employee whether new employee can do the job independently. If not, the OJT assignment period would be extended.

Soft skilling training, Workshop and Seminar: The company sponsor for the related soft skill training such as advanced Excel training for Accountant, HACCP training for Catering personnel, English Language training for all of the staffs, Leadership training for Managerial level staff to develop employee productive personality traits.

Reward and Recognition Programmes

When employees feel that good performance goes unrecognized and unrewarded, motivation plummets, and people disengage from the company's overall mission. Reward and recognition programmes are therefore an important part of any performance management system, creating a method for celebrating those who are high performers. It is important for maintaining morale and continued high performance. The company recognizes and employee contribution to the company by providing service years award of 5 Years interval, annual bonus based on company's performance and regular attendance award. Best employee is chosen every year and the award is awarded to employee who can perform the most outstanding performance.

CHAPTER IV

SURVEY ANALYSIS

This chapter describes details of data analysis results, the study findings as provided in research objective and methodology section in Chapter II. Results of data analysis are calculated on the study sample, and then the result were analyzed and discussed.

4.1 Survey Profile

Founded in 1989, the first privately Myanmar National owned Company Myint And Associates Company Limited (M&AS) that conducted its business as a leading service contractor in the oil and gas sector of Myanmar. The company has built up track record in oil and gas service industry in providing catering services, manpower providing services and procurement and logistics services to international and national oil and gas companies. The company has employed about 500 employees including projects employee both onshore and offshore oil field projects.

4.2 Survey Design

This section describes a detailed presentation of methodology and procedures which have been followed in conducting the study about the employee perception on performance management. The descriptive research design was used to sustain quantitative measurement and analysis. Data has been collected through semi-structured questionnaires as a main tool for the study.

4.2.1 Sampling Design

The study focused on M&AS one of the leading service company in oil and gas industry in Myanmar. To analyse the perception on employee performance management of the organization, targeted group of 130 employees from main core catering crews and functional departments has been selected as follows;

- Catering crews include Camp Boss, Cook, Housekeeping staff in project sites.

- Functional Departments include Catering & Beverages team, Finance team, Human Resource team and Operations and Logistics team in head office.

Table (4.1) Population Distribution

No	Variable	Category	Target Population
1	Target Group	Catering Core Crews	30
		Functional Departments	100
		Total	130

4.2.1 Questionnaire Design

The semi structured questionnaires were used with (5) points Likert scale with opinions ranging from Strongly agree to Strongly Disagree (Scale 1 stands for Strongly disagree, Scale 2 is for Disagree, Scale 3 is for Neutral, Scale 4 is Agree and Scale 5 is for strongly agree) to test the degree of agreement with particular statements on performance management practices. The research aim to establish the personal attitudes, opinion and beliefs. Therefore, some of which may be sensitive and the anonymous nature of the questionnaire allowed respondents to freely express their true beliefs, attitudes and perceptions. The questionnaires were distributed and collected by drop and pick up system and via email for confidentiality purposes.

Questionnaires included headings used to categorize questions in the study as follow:

The questionnaires consist eight sections:

- section A (personal details)
- section B (performance appraisal analysis)
- section C (manager support analysis)
- section D (learning and development)
- section E (performance management practice)
- section F (rewards and salary benefit)
- section G (employee participation)
- section H (employee commitment)

The personal details include gender, age, service years and education. The performance appraisal analysis concerns with the employee perception on

performance appraisal process which helps to improve current performance. The manager support analysis concerns with the manager support in sharing knowledge and giving guidance, recognition from manager and job opportunity. The learning and development concerns with the challenges and learning opportunities of current job and training provided by the organization. The performance management practice concerns with the analysis of performance management practice align to the organizational goals and objectives, the employee understanding on their specific goals and expected outcomes, the employee perception on performance evaluation. The rewards and salary benefit concerns with the analysis of the awards practice, the impact of rewards and the employee understanding on salary increment and benefit scheme. The employee participation concerns with the employee perception on the organization culture and team work participation practice. The employee commitment concerns with the employee perception of working environment and their future development outlook and employee commitment to the organization.

This study focuses on the importance of employee performance management and analyzes the employees' perception on the performance management system. The employee performance and career development with the performance management system for the short term and long term goals. In compliance with the study objectives, 130 respondents were randomly answered from the targeted group of 130 populations.

During this study, the primary data was collected from M&AS. The researcher provided a statement for reasons for requiring information and guaranteed of privacy and identity revelation for the respondents to freely provide their opinions and perceptions in answering the survey questionnaire. The primary sources of data involved in this study is the questionnaire and key informants' interview. A semi-structured questionnaire comprising 36 questions is designed and administered to above mentioned target groups.

The data collected was first coded, edited and tabulated to ensure consistency and completeness. The data analysis was done by utilizing (SPSS version 22). The study utilized the statistical tools means score and descriptive analysis.

4.3 Survey Findings

In order to study the employee perception of employee performance management system, survey analysis is presented in eight sections which are personal details, employee perception on performance appraisal, manager support, learning and development, performance management practice, benefits and rewards, employee participation, employee commitment and the data is presented in form of tables.

4.3.1 Characteristics of Respondents

The target group of respondents on this survey is based on catering crews and functional department of total 130 respondents.

Table (4.2) Profile of Respondents

No	Description	Particulars	Number of Respondents	Percentage
1	Gender	Male	80	61.5
		Female	50	38.5
		Total	130	100
2	Age (Years)	18-25	14	10.8
		26-35	67	51.5
		36-45	22	16.9
		45-55	13	10.0
		>55	14	10.8
		Total	130	100
3	Working Experience	1-3 years	40	30.8
		4 - 10 years	65	50.0
		10-20 years	16	12.3
		6 years and above	9	6.9
		Total	130	100
4	Education	Middle School	2	1.5
		High School	31	23.8
		Graduate	86	66.2
		Post Graduate	11	8.5
		Total	130	100

Source: Survey data (2019)

A total of 130 employees responded to the questionnaire in this study. The majority of the respondents (61.5% or 80) are male employees, indicating that male employees are more than female employees in the company which compared to female employees (38.5% or 50).

The data obtained from the questionnaire reveals that 67 respondents, each between 26 to 35 years of age representing (51.5%) formed the majority, 14 respondents between 18 to 25 years of age representing (10.8%) and 22 respondents each between 36 to 45 years of age representing (16.9%) respectively. 13 respondents each between 45 to 55 years of age representing (10.0%) respectively and 14 respondents over 55 years of age representing (10.8%). The results reveal that M&AS employed mainly adult employees.

M&AS has long established since 30 years, therefore the service years are long. It proved that (50%) of the respondents have worked for the organization for 3.1-10 years (65 or 50.0%), followed by 0.1-3 years (40 or 30.8%) and 16 respondents (12.3%) have worked for the organization for 10.1-20 years and 9 respondents (6.9%) have worked for the organization for 20 years above.

Education level of M&AS employees have been taken in questionnaire. 86 respondents (66.2%, 86) have been graduated and most of the company employees are graduates. There are 11 respondents (8.5%) of employees are post graduates. 31 respondents (23.8%) of employees finish high school and 2 respondents have finished middle school.

4.3.2 Performance Appraisal Analysis

The first stage of analysis is the employee perception on Performance Appraisal Analysis.

Table (4.3) Performance Appraisal Analysis

Performance Appraisal	Mean
Objectives and standards of performance setting helped me to focus on what I should be aiming to achieve.	3.89
If any criticisms were made during the review, they were acceptable because they based on fact, not opinion	3.78
I generally felt that the feedback made by my supervisor is fair.	3.79
I felt motivated and personal development due to our organization's performance management practice.	3.95
I felt motivated upon receipt of my manager's feedback.	3.87
Overall Mean	3.86

Source: Survey data (2019)

The result in table (4.3) showed the overall perception of employee on performance appraisal is positive with an overall mean 3.86. The objective and standards of performance setting helped them to focus their ambition (Mean = 3.89). They felt acceptable on criticisms during the review as it were based on facts, not opinion (Mean = 3.78). Mostly agreed that the feedback made by their supervisor was fair (Mean = 3.79). Most of the employee felt motivated and personal development because of their organization's performance management practice which has the highest mean in this Section A (Mean = 3.95). They felt motivated upon receipt of their manager's feedback (Mean = 3.87).

From the result above, most employee felt motivated and lead to personal development from performance management system. Thus they have the positive perception on the performance appraisal. This is healthy for the company to maintain their performance appraisal practice as a driving tools to achieve individual as well as organizational goals.

Table (4.4) Supervisor's and Manager's Support

Supervisor's and Manager's Support	Mean
The action I have taken since the appraisal meeting has led to a distinct improvement in my performance	3.88
I receive mentoring and coaching from my immediate supervisor	3.93
I receive my supervisor's feedback about my performance fairly	3.78
My manager fully recognized my achievements.	3.68
I was given fairly opportunity by my manager.	3.61
Overall Mean	3.78

Source: Survey data (2019)

The result in table 4.4 showed that there is a positive impact after appraisal meeting and action taken by most of the employee (Mean = 3.88). The result provided most of the employee received mentoring and coaching from their immediate supervisor (Mean = 3.93). There is satisfactory respondents and revealed positive perception on supervisor's feedback about their performance (Mean = 3.78). There is lower number of agreed employee that their manager fully recognized their achievements. The target results and achievement have some arguments from some employee (Mean = 3.68). Some respondents thought that they were not given fairly opportunity by their managers, but majority answered they were given fairly opportunity by their managers. Managers need to assign task based on their competency and skills which is the most suitable for them.

The overall results showed that most of the employee receive supervisor's and manager's support such as coaching and mentoring from overall mean is 3.78. Some think they were not given fair opportunity. This should be addressed in appraisal meeting what employee dreams and how they can be improved to achieve their dream jobs.

Table (4.5) Learning and Development

Learning and Development	Mean
My job is challenging.	3.75
Training needs are identified during performance appraisal process.	3.54
My job is interesting.	3.94
I get opportunities to learn in this job.	4.01
My organization provide several job related training programmes.	3.74
Overall Mean	3.80

Source: Survey data (2019)

The result in table (4.5) showed most of employees' perception felt that their jobs were challenging (Mean = 3.75). The lowest result showing some training needs were identified during performance appraisal process. There are some employee which training needs were not identified during performance appraisal process. The majority of employee got the opportunities to learn from their jobs (Mean = 4.01). It showed that learning from doing is the most prefer and effective teaching experience. Most of work knowledge came from experiences. According to 70/20/10 rules, 70 % of the development happens as training on the job. Most of employee reveals that their organization provided several job related training programmes (Mean = 3.74).

The results showed that most of employee learn from their jobs and they interested in their jobs. Some employees didn't get training need analysis. Manager should do training need analysis for employee whether need the external or on job training for their performance improvement.

Table (4.6) Performance Management

Performance Management	Mean
My organization's performance management practices are aligned to the organizational strategic goals and objectives.	3.79
I understand the required KPI and expected outcomes to complete my assigned tasks successfully	3.91
There is regular discussion about the individual's performance accomplishment, improvement and requirements.	3.72
Performance Appraisal is conducted fairly and I am clearly understand how the employee performance evaluation is done.	3.70
Overall Mean	3.78

Source: Survey data (2019)

The result in table (4.6) showed most of employees agreed the organization's performance management practices were aligned to the organizational strategic goals and objectives (Mean = 3.75). The highest results showing they understand the required KPI and expected outcomes to complete their assigned tasks successfully (Mean = 3.91). By understanding KPI, employee try their best to meet KPI. The result showed that there are regular discussion about the individual's performance accomplishment, improvement and requirements (Mean = 3.74). Employee show positive feedback on performance appraisal was conducted fairly and they clearly understood how the employee performance evaluation was done. None the less, there are still some employee, may be new employee who did not fully understand performance evaluation.

From the above the overall results showed the positive perception and agreed that the performance management for the individual development strategically organized to achieve organization's development. The results also revealed that there is an effective system for individual performance improvement in the organization and was working efficiently.

Table (4.7) Benefits and Rewards

Benefits and Rewards	Mean
Contribution towards my organization's is adequately rewarded.	3.68
Rewards practices have an impact on motivation of personal development	3.79
Salary and benefits of our organization is comparable to the market.	3.45
I understand my entitled salary and other benefits.	3.79
I understand how my pay can be progress.	3.67
Performance based rewards scheme encourages performance improvement.	3.76
Overall Mean	3.69

Source: Survey data (2019)

The overall result in table (4.7) revealed that most of the employees agreed their contribution towards their organization were adequately rewarded (Mean = 3.68). They also felt motivated have positive impacts on their performance due to the organization's rewards scheme (Mean = 3.79). Some stay neutral about their salary and benefits were able to compare with the market salary but majority felt that their salary are comparable to the market (Mean = 3.45). The result showed that most of the employees understand their entitled salary and how their pay can be progress (Mean = 3.79) and (Mean = 3.67). Most employee agreed that the organization's performance based rewards scheme and were encouraged to their performance improvement.

The overall results showed the employee have positive perception and are happy with the organization's salary and benefit. They felt motivated with company's performance based rewards scheme.

Table (4.8) Employee Participation

Employee Participation	Mean
Manager always encourage participation in discussion of working procedures and practices.	3.84
I like working in my current organization.	3.95
I have good relationship with my work colleagues.	4.06
I am satisfied with the culture of my workplace	3.86
Employee participation in improving operational working practices contribute to personal development.	3.98
Overall Mean	3.94

Source: Survey data (2019)

The fifth section of the survey result in table (4.8) proved that employee were encouraged participation in discussion of working procedures and practices (Mean = 3.84). With the participatory approach the employees liked working in their current organization (Mean = 3.95). The result also revealed the organization's team work is good as most of the employee have good relationship among their colleagues with the highest Mean = 4.06. They also satisfied with the culture of their organization (Mean = 3.86). The result showed that most of the employees agreed their participation in improving operational working practices also contributed to their personal development (Mean = 3.98).

The higher overall results showed the employee participation is important for the organization as well as individual development.

Table (4.9) Employee Commitment

Employee Commitment	Mean
I felt that my current organization is an open, transparent, comfortable and safe work environment.	3.81
I understand my organization's goals, objectives, and strategies.	3.82
I believe that the services provided by this organization are excellent.	3.85
I am satisfied with my organization's current achievement value.	3.87
I believe that I have a good future and prospect in this organization.	3.77
I intend to continue working in this organization.	3.88
Overall Mean	3.83

Source: Survey data (2019)

The final section of the survey result in table (4.9) revealed that most of the employee felt that my current organization was an open, transparent, comfortable and safe work environment (Mean = 3.81). Therefore, they understand the organization's goals, objectives, and strategies (Mean = 3.82). They were confident that the services provided by this organization are excellent (Mean = 3.85) and they are satisfied with their organization's current achievement value. Most of the employee believe that they have a good future and prospect in this organization (Mean = 3.77). The result also revealed the most of the employee have intention to continue working in their current organization (Mean = 3.88). Most of respondents were strongly committed and they are loyal to the company. Some of the respondents were neutral and they revealed they don't have so much intention to work in company. There were a few respondents disagree on the statement that may be they are looking for the new job and they may have other reason to leave from the company.

Table (4.10) Overall Employee Perception on PMS

No.	Particulars	Overall Mean
4.3	Performance Appraisal Analysis	3.86
4.4	Supervisor's and Manager's Support	3.78
4.5	Learning and Development	3.80
4.6	Performance Management Practice	3.78
4.7	Benefit and Rewards	3.69
4.8	Employee Participation	3.94
4.9	Employee Commitment	3.83
	Overall Mean	3.81

Table (4.10) revealed the overall employee perception on M&AS PMS is good with Overall Mean = 3.81 showed that most of employee are satisfied with M&AS PMS which is a good sign for the Company.

From the survey result, the highest overall mean value is 3.94 from employee perception on part of employee participation which showed that the company allows employee participation in working practices and employee like company culture and are happy working in company.

The second highest ranking of overall mean value 3.86 comes from employee perception on performance appraisal analysis revealed employees have good perception on PMS. This is the most important and basic of PM stage as performance appraisal set the goals and drive to meet its goals. From the survey result showed that most of employee felt motivated and the performance appraisal practice has led to their personal development. Thus, it is healthy for the company to maintain their performance appraisal practice as a driving tools to achieve individual as well as organizational goals.

The third highest overall mean value is 3.83, gave a good perception on employee commitment revealing most of employee decided to continue working with company as they believe in company success, they accept the company culture and they commit to grow together with company.

Next highest mean value is 3.80 from perception on Learning and Development which showed that most of employee are interested in their jobs and

they got the opportunity to learn from their jobs and from the training provided by the company.

There is the same mean value 3.78 on employee perception of supervisors' and managers' support and performance management practices which are closely related. Supervisor's and manager's support are important for employee performance development and in performance management. The result revealed most of employee got supervisor's and manger's support which showed company's performance management system helped the young employee to grow and gain knowledge and experience from their supervisors and managers.

The least mean value of 3.69 is employee perception on Benefit and Rewards. There are more number of employees stayed neutral on their salary and benefits in their organization is comparable to the market. The positive result showed majority of employee got adequately rewarded with performance management system. The majority felt company's benefit and rewards practice is fair and they got motivated.

From the survey results, employee understand their organization goals and strategy. They also felt that the organization is an open, safe and comfortable environment. They satisfied with the company's achievement and they also believed that they have a good future in this organization. Experienced employee commitment can be interpreting that the employee believes in the organization's achievement and decided to stay in with the company for their career development.

CHAPTER V

CONCLUSION

In order to know the importance of performance management and employees' perception on performance management system are surveyed and the survey is carried out 130 respondents from M&AS. In addition, in light of the literature review and data analysis, this chapter discusses the performance management system effects on employees' performance. This chapter presents findings and recommendations.

5.1 Findings

According to survey findings, performance management is positively affected on the employees' performance regards to the job given to them. The different questions are presented to the respondents and thus examined. These questions are focusing on employee perception on performance appraisal, manager's support, learning and development program, performance management practice, rewards and salary benefit related to employee performance, employee participation and personal development, employee perception on the organization and employee commitment.

The results from the analysis of performance appraisal prove that the performance appraisal evaluation's feedback is acceptable and supervisor's feedback motivated employee performance improvement. Objectives and standards of performance setting helped employee to focus on what they should be focus and thus it serves as guidance and motivator to achieve the expected target result.

The finding show that the employees receive mentoring and coaching from their managers. From mentorship program, new employee and existing employee can get guidance and knowledge sharing from their managers. Manager's recognition on their performance also contributed to the employee performance. At the time of goals setting for performance improvement, individual goals have been reviewed by manager and employee get a chance to discuss its goals with its Managers for their performance improvement. The survey result show that they get fair job opportunities for their performance improvement.

It is also found that the training is more valuable to their learning, acquire information and knowledge that is new to them. Most of respondents' training needs are established during the appraisal and some didn't establish the training requirement. It is better to let employee know that what they should pursue for their performance development either external training or internal training even though technical training such as accounting training need to be learned from external. Some think that their job is challenging and this show that they need training from their managers. Most of employee felt that their job is interesting. It means that they can achieve their goals and they enjoy doing their given jobs. From the result, the respondents are expected to attend further trainings and fulfil their learning objectives.

Regarding to employees' perception on performance management practice, the result found that the overall performance management is effective and align with the organization's goals and objectives. There is mechanism in place for employee to discuss the requirement for performance improvement and employee achievement. As the employee fully understand their goals and how their performance is evaluated, they feel motivated and driving to performance improvement.

There is rewards and benefit linked to the performance appraisal and employee are clearly understanding on how they can be promoted or how their salary can be increased. The study found that with the rewards linked to performance scheme have impact on their personal development. They felt motivated for personal development and career development due to rewards and career development program.

This study found that the performance appraisal enables the employee participation to set its goals, let the employee participate in discussing working procedures and practices. With the employee participation practice, there is communication between employee and lead to good relationship and team spirit in work environment. With the employee participation, they also feel that they can accept and follow the company's rules and culture. The result show that employee are happy to work in this company.

Overall, the study found that employee understanding of the company goals and objectives, the achievement of the company makes them satisfy and they believe in the company. They felt that the company is open, transparent, safe and comfort for working. Thus, productivity and performance led to the service excellent and they believe in company for future career development and committed to stay in the company.

Finally, this study found that with the performance management system, and bi-annual, annual performance review result were increased in good results. In conclusion, this thesis results proved the performance management is important and with performance management system employee are satisfied with their career development and personal development.

5.1 Recommendations

Based on the study, the following recommendations are made as follows in order to improve and effective performance management for M&AS and the future research. Continuous performance improvement starts with an assessment of the potential for opportunity and key performance indicators measure performance improvement at the asset level, and a series of checkpoints, work done statements and records assessments and feedback loops reinforce the habit of continual assessment and improvement. Thus, continuous feedback and communication among supervisors and subordinates are the key for success of performance management and not to wait until the appraisal period to give feedback on employee performance.

First of all, M&AS should arrange English communication skills as mandatory training for functional employee communication in order for dealing with international companies. Soft skills training should be given to supervisory level staff for leadership role. With the leadership ability of supervisors, they can coach and mentor its subordinate and employee performance can be improved.

The organization should consider the specific trainings for employees who need to improve skills according to the annual performance review. Then, their specific need would be improving and can contribute more in achieving the organization's goal.

As a performance management system is a means of integrating HRM activities with the business objectives of the organization. Therefore, management and HR activities need to work together to influence individual and collective behavior to support the organization's strategy.

This study is focused only on a single organization precisely M&AS, service company. Further researchers can carry out on this study in other industries. Employee performance and training and career development plan and employee commitment are linked together and Human Resource Managers need to consider suitable performance management plan for different industries.

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Questionnaire

(I) Socio-Demographic Profile of Respondents

Sex	Male <input type="checkbox"/>	Female <input type="checkbox"/>
Age (Years)	18-25 <input type="checkbox"/> 26-35 <input type="checkbox"/> 36-45 <input type="checkbox"/>	
	46-55 <input type="checkbox"/> 56 above <input type="checkbox"/>	
Service Years	_____ Years	
Education	Middle School <input type="checkbox"/>	High School <input type="checkbox"/>
	Graduate <input type="checkbox"/>	Post Graduate <input type="checkbox"/>

(II) Performance Management System

(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Strongly Disagree ← --→
Strongly Agree

(A)	Performance Appraisal	1	2	3	4	5
1	Objectives and standards of performance setting helped me to focus on what I should be aiming to achieve.	1	2	3	4	5
2	If any criticisms were made during the review, they were acceptable because they based on fact, not opinion.	1	2	3	4	5
3	I generally felt that the feedback made by my supervisor is fair.	1	2	3	4	5
4	I felt motivated and personal development due to our organization's performance management practice	1	2	3	4	5
5	I felt motivated upon receipt of my manager's feedback.	1	2	3	4	5

(B)	Supervisor's and Manager's Support					
6	The action I have taken since the appraisal meeting has led to a distinct improvement in my performance	1	2	3	4	5
7	I receive mentoring and coaching from my immediate supervisor	1	2	3	4	5
8	I receive my supervisor's feedback about my performance fairly	1	2	3	4	5
9	My manager fully recognized my achievements.	1	2	3	4	5
10	I was given fairly opportunity by my manager.	1	2	3	4	5
(C)	Learning and Development					
11	My job is challenging	1	2	3	4	5
12	Training needs are identified during performance appraisal process.	1	2	3	4	5
13	My job is interesting.	1	2	3	4	5
14	I get opportunities to learn in this job.	1	2	3	4	5
15	My organization provide several job related training programs	1	2	3	4	5
(D)	Performance Management Practice					
16	My organization's performance management practices are aligned to the organizational strategic goals and objectives.	1	2	3	4	5
17	I understand the required KPI and expected outcomes to complete my assigned tasks successfully	1	2	3	4	5
18	There is regular discussion about the individual's performance accomplishment, improvement and requirements.	1	2	3	4	5
19	Performance Appraisal is conducted fairly and I am clearly understand how the employee performance evaluation is done.	1	2	3	4	5

(E)	Benefits and Rewards					
20	Contribution towards my organizations is adequately rewarded.	1	2	3	4	5
21	Rewards practices have an impact on motivation of personal development	1	2	3	4	5
22	Salary and benefits of our organization is comparable to the market.	1	2	3	4	5
23	I understand my entitled salary and other benefits.	1	2	3	4	5
24	I understand how my pay can be progress.	1	2	3	4	5
25	Performance based rewards scheme encourages performance improvement.	1	2	3	4	5
(F)	Employee Participation					
26	Manager always encourage participation in discussion of working procedures an practice	1	2	3	4	5
27	I like working in my current organization	1	2	3	4	5
28	I have good relationship with my work colleagues.	1	2	3	4	5
29	I am satisfied with the culture of my workplace	1	2	3	4	5
30	Employee participation in improving operational working practices contribute to personal development.	1	2	3	4	5
(G)	Employee Commitment					
31	I felt that my current organization is an open, transparent, comfortable and safe work environment.	1	2	3	4	5
32	I understand my organization's goals, objectives, and strategies.	1	2	3	4	5
33	I believe that the services provided by this organization are excellent.	1	2	3	4	5
34	I am satisfied with my organization's current achievement value.	1	2	3	4	5
35	I believe that I have a good future and prospect in this organization.	1	2	3	4	5
36	I intend to continue working in this organization.	1	2	3	4	5