

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE**

**TALENT MANAGEMENT PRACTICES ON COMPETITIVE  
ADVANTAGE THROUGH EMPLOYEE PERFORMANCE OF  
YOMA BANK**

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**TALENT MANAGEMENT PRACTICES ON COMPETITIVE  
ADVANTAGE THROUGH EMPLOYEE PERFORMANCE OF  
YOMA BANK**

A thesis submitted as a partial fulfillment towards the requirements for  
the degree of Master of Banking and Finance (MBF)

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October, 2022

## **ABSTRACT**

The study aims to identify the talent management practices at Yoma Bank and the effect of talent management practices on employees' performance at Yoma Bank. The primary data was collected from 98 employees out of 180 employees by way of a structured questionnaire with a 5-point Likert scale. The study used descriptive research methods and regression analysis through the use of SPSS. According to this study, talent management practices such as planning and retention have a positive and significant relationship with employee performance, whereas procurement and development have no significant relationship with employee performance. In accordance with the results, HR planning has the dominant effect on employee performance. According to the results of this study, Yoma Bank needs to support the majority of talent management practices in all business and operational units. Under this study, employee performance has a significant positive effect on competitive advantage. Yoma Bank is already establishing a people division for building a talent management framework and HR policy. Furthermore, effective talent management practices can assist organizations in increasing employee performance and competitive advantage. Therefore, the study recommends that Yoma Bank should include all talent management practices in order to ensure improved employee performance. However, more honestly, the company should continue to invest in the development of talented employees; it ensures enhanced employee performance.

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## **LIST OF ABBREVIATIONS**

ATM	Automated Teller Machine
TM	Talent Management
CBM	Central Bank of Myanmar
CCR	Covid Crisis Response
CSR	Corporate Social Responsibility
ECL	Emergency Cash Loan
GIC	Government Investment Corporation
HR	Human Resource
HRD	Human Resource Development
IFC	International Finance Corporation
NPL	Non Performance Loan
SHRM	Strategies Human Resource Management
HRM	Human Resource Management
SME	Small and Medium-sized Enterprises
SPSS	Statistical Package for Social Sciences
TM	Talent Management
WFH	Work from Home
YB	Yoma Bank

# **CHAPTER I**

## **INTRODUCTION**

Every organization aims to develop products, provide services, and commercialize them for consumers. An organization's focus is to provide the best quality at the lowest cost with best talent. Business human capital is the force that can potentially make the difference between success and failure, which is also true for the banking sector (Garg, 2014). Talent management emerged in the 1990s with the aim of encompassing developments in human resource management that gave more weight to human capital management. Talent management (TM) also refers to the overall process of developing, leading and retaining employees. The goal is to leverage an integrated set of activities that enable the organization to plan, develop, retain and motivate the right type of people needed and in the future. It means getting the right people with the right skills and competencies in the right place at the right time (Automatic Data Processing, Inc, 2013). Talent management is based on the idea that employees are the company's most valuable asset and aims to ensure the flow of talent, recognizing that talent is an important company resource (Armstrong, 2006). Talent in an organization refers to the skills, knowledge, competencies and experience of the employee. Talent management in an organization is the ongoing process of reviewing, developing, and effectively utilizing talent to drive business value and achieve business goals.

A talent management program that includes effective goal management, enables organizations to create a real competitive advantage. Yoma Bank HR aims to align the workforce. Therefore, employees understand how their goals relate to and support the overall goals of the organization that the entire team can move in the same direction. Such goals may focus on improving customer service as a key pillar of the company's competitive advantage. These objectives might center on improving customer service, which is a crucial tenet of a company's competitive advantage. Human resource processes such as HR Planning, HR Procurement, HR Retention, HR Training and Development, and Employee Performance are all included in the talent management process.

Ineffective talent management on employee performance is a demotivation factor that reduces the employee's knowledge and skill towards the job, causing employees to become unsatisfied with their jobs and capable of producing poor results.

Some banks have collapsed and experienced performance problems. This issue becomes very important for the banking sector. Therefore, all banks have to remain relevant by examining employee needs and meeting them with continuous improvement. This study investigates the relationship between TM practices and their impact on employee performance, with the goal of gaining a competitive advantage at Yoma Bank.

Yoma Bank required an upgrade to mobile and online banking by expanding the service to business customers. Therefore, Yoma Bank also needs a large number of laborers to operate the bank, however the company faces a lot of difficulties unless those laborers are skilled and talented. Therefore, achieving skilled and talented employees for the bank is very important for a company to be successful and to create competitive advantages. Therefore, Yoma Bank respects and is concerned about labor-intensive and talent management training programs to create competitive advantages. It has been stated that Yoma Bank is practicing differentiation in business strategy to create competitive advantages. Yoma Bank is offering unique banking services compared to other private banks, such as home loans and cash withdrawals with non-online booking at other private banks. Those services are based on the talent and skills of the employees, who should have innovation and creativity skills. Employees must be not only talented and qualified, but also creative in order to create competitive advantages.

Yoma Bank, one of the best private banks in Myanmar, employs more than 3,000 people and has 83 branches across the country. In order to achieve strategic goals, Yoma Bank has made significant investments, particularly in human resources, corporate governance and technology. Yoma Bank has invested heavily in human resources management to gain a competitive edge in the Myanmar banking industry and make the most of extensive branch network across the country for efficient human resources services.

## **1.1 Rationale of the Study**

One of the biggest challenges that faces companies all over the world is building and sustaining a competitive advantage. The banking industry is commonly recognized for contribution to the economic activities, employment, innovation and wealth creation of a country.

Employee performance is one of the challenges of many business organizations today. Organizations that retain talented employees can achieve goals and objectives effectively and efficiently. From the side of management, it should know the factors which drives the employees' motivations to stay in organization and more develop by creating motivation on employee performance, employee support program and career development systems. These can lead to reduce turnover, absenteeism, effective work and better financial performance.

Yoma Bank is one of the longest and strongest banks in Myanmar. Most of the bank's collapse was in financial crisis during 2003, Yoma Bank can stand and survive over these situations. Yoma Bank has large market shares like other big banks. According to the 2021 Covid pandemic and 2022 Myanmar political situations, customer trust in the banks decreases and the withdrawal of individual deposit have increased. Due to the spread of the Covid disease at the extraction peak level, some employees had to be placed on work from home and then customer service was difficult. In that case, Yoma Bank continues to provide service with a compact staffing. In such situations, it is necessary to have high performance and high commitment from the employees, and the talent of the employees should be systematically updated in order to provide satisfactory services to the customers. Therefore, the study of talent management is important to achieve and maintain high performance by TM employees at Yoma Bank.

Many banks in Myanmar have an unconditional interest in implementing TM practices. This study seeks to determine the connection between TM practices and employee performance at Yoma Bank. While TM has been heavily studied in recent years, researchers have struggled to choose the best way to breakdown the idea of TM into applicable sub-categories. Making an applicable sub-hypothesis, this paper is going to be ready to offer a lot more through image than before, despite all the various aspects of TM it affects. This study can facilitate how managers operating in a developing political economy perceive how TM could benefit their organization.

## **1.2 Objectives of the Study**

The main objectives of this study are;

- i. To identify talent management practices at Yoma Bank
- ii. To analyze the effect of talent management practices on employee performance in Yoma Bank
- iii. To analyze the effect of employee performance on competitive advantage in Yoma Bank

### **1.3 Scope and Method of the Study**

The study mainly focuses on the talent management used by Yoma Bank to gain a competitive advantage. The scope of the study emphasizes Yoma Bank among 31 private banks in Yangon. In this study, the descriptive and quantitative research method has been mainly used. The study employs the primary data as well as secondary data. The primary data was gathered through structured survey questionnaires and interviews with bank employees at the main branch in Yangon and other branches at Myaynigone, Kyauktada, Myanmar Plaza, and Star City.

The target population is 180 employees who are from above five branches of the bank. The structured questionnaires are distributed through 124 employees, only 98 employees responded. This means that over 50% of the target populations are responded the survey. The period of data collection takes place in August 2022. The secondary data are among other banks' financial reports as well as published reports, research papers, articles, and news from the Internet, the annual report of Yoma Bank, and information from the Central Bank of Myanmar. In this study, the effectiveness of talent management practices on employee performance and Yoma Bank's competitive advantage are evaluated using regression analysis.

### **1.4 Organization of the Study**

This study is made up of five chapters. Chapter one includes the introduction, rationale of the study, objective of the study, scope and method of the study and organization of the study. Chapter two provides literature review of talent management strategy, how it improves employee performance and competitive advantages and previous studies related to the talent management practices. Chapter three identifies the profile of Yoma Bank, the talent management practices of Yoma Bank. Chapter four represents the analysis of talent management practices on competitive advantage of Yoma Bank. Chapter five includes the conclusion of the study with findings and recommendations.

## **CHAPTER II**

### **THEORETICAL BACKGROUND**

In this chapter, literature related to the effects of talent management practices on employee performance and an organization's competitive advantage is reviewed. The review focuses on the elements of talent management practices that are put in place for planning, procurement, training and development, and retention of employees. Views from different authors and past studies in relation to talent management and effects on organizational competitive advantage were analyzed. Therefore, this chapter includes the role of TM management, the meaning and interpretation of motivation, the importance of employee performance, other related talent management, employee performance, and competitive advantage theories, talent management theory, resource-based view theory, and Herzberg's two-factor motivational theory, as well as the importance of employee performance.

#### **2.1 Concept of Talent Management**

Talent management is currently perceived as a key method of gaining and maintaining a competitive edge (Mikuła, Stefaniuk, 2012). The fact of having talented personnel is no guarantee of success. Because of their uniqueness and specific nature, talents can be a demanding group of workers. According to M. Armstrong (2007) "Talent management is the processes of ensuring that talented people are attracted, retained, motivated and developed in line with the needs of the organization". B. Jamka (2011), Talent management is the "attraction, development, and retention" of the talents, i.e. the most valuable staff members, by creating conditions conducive to their potential development, therefore employees can be put to use for the company's operations for as long as possible.

Talent management is a set of activities taken vis-à-vis personnel with outstanding talents, to ensure their development and increase their operational efficiency, while simultaneously achieving corporate goals (J. Moczyłowska, 2010). Talent Management consists of searching for talents inside or outside the organization, undertaking special activities to enable their development, training and career path planning, and ensuring that their remuneration is competitive with that of other organizations (E. Maliszewska, 2008).

Talent management is defined as a set of practices designed by the organization to attract, development, retain talent and career management to meet future needs in order to put the right person in the right place (Cappelli and Keller, 2014). According to (Muriithi and Makau, 2017), talent management practices are developed as an advancement of human resources to increase competitiveness and today it becomes a concern of the organization to manage talent effectively and efficiently.

Furthermore, (Gupta and Aggarwal, 2012) stated that talent management is the pillar of people management to achieve organizational goals through talented employees. For organizations to be competitive in today's business environment, employees must develop appropriate processes to attract talent through recruitment and selection, develop talented people to meet current and future skill needs, manage and retain them employees are in better conditions to compete to be able to (Steel et al., 2007). According to the theory of the self-interest theory defends the same idea with referent cognition theory. Namely, employees want to increase their outcomes.

## **2.2 Talent Management Practices**

Talent management as a concept emerged in the late 1990s after the McKinsey (1997) study “War of Talent”, which drew attention to the importance of attracting talented employees for business success (G. Stahl et al., 2012). Human capital represents one of the most important sources of competitive advantage and sustaining company performance, and to ensure the recruitment, retention and development of their employees, organizations need to develop and implement talent management practices, which according to (Çırpan and Şen, 2009) play an important role in bridging the gap between the talent needed and the talent that exists to achieve their goals. (Merlevede, 2014) found that talent management practices are implemented at all stages of the employee life cycle, from the day employees are hired to the day employees quit Management is about having qualified people with the best skills and abilities for critical tasks to implement the Human Resources vision.

### **2.2.1 Human Resource Planning**

The continual process of systematic planning known as human resource planning (HRP) aims to make the best possible use of an organization's most precious resource: highly qualified workers. By ensuring the optimal fit between workers and jobs, workforce planning helps to prevent both labor shortages and oversupply.



Many organizations face challenges that may hinder their success and development. These challenges include increased competition for employees, volunteers, participants, and customers; an aging population the up-skilling of the workforce in new technologies and other specialized areas, and diversity within the workforce. Such challenges have undoubtedly caused HRP to take a more strategic role in the strategic planning process of an organization (Doherty, Taylor, and McGraw, 2009). Human resource practices is considered the primary means of ensuring that an organization's human resources contribute to the achievement of business strategy; it is a vital function in terms of assisting the organization to achieve goals. Thus, it is not surprising that the focus on linking HRP to strategy has become an overriding concern for HR professionals (Lam and Schaubroeck, 1998).

Yoma Bank is built on strong teamwork and collaboration. Especially in 2020 and 2022 employees have shifted priorities to support, reassure and help staff navigate rough waters. This has allowed us to provide collaborators with the necessary support plan to ensure their well-being and operational efficiency. In addition, a series of plans have been put in place to protect and care for teams. A business continuity and crisis management plan has been implemented for employees to create a safe working environment. In 2018, six years after Yoma Bank created official careers website and JobNet platform, managing and storing paper resumes became cumbersome and inefficient. During pandemic, Yoma Bank conducts additional COVID social distancing measures, new alternate offices, allowing work from home (WFH) support, branch health screening protections, and staff rotation work schedules for the safety of employees. Health insurance for all employees (including COVID coverage), emergency payroll loans, WFH laptop and chair support, frontline lunches, interim and full-year bonus payments, telemedicine, diagnostic services of COVID, COVID support packages are allowed to offer the extrinsic and intrinsic rewards to employees.

### **2.2.2 Human Resource Procurement**

In order to best manage an overall workforce, a partnership must be forged between procurement and HR departments, especially when it comes to introducing and managing the external portion of the workforce. Companies with this well-established relationship benefit from efficient processes, best-practice approaches to talent acquisition, compliance with policies, and increased communications that set the right tone for their program. Zhao (2006) argued that attracting, selecting, and retaining the

necessary workforce is a critical factor in business success. A large number of companies recruit young graduates for the sole purpose of promoting company growth and continuous improvement through innovation (McDermott et al., 2006).

Business environment is drastically different than it was just a few years ago and the dominant factor is demographics. Not only are there fewer people, there are also fewer people with the skills that are in demand. A new employment relationship was also created, which has evolved from a long-term loyalty relationship into an economic contract between employer and employee, leading to an increase in employee turnover; the challenge of retaining qualified and talented employees and more difficult to attract and recruit from a limited talent pool (Tanuja, 2007).

### **2.2.3 Human Resource Development**

Different definitions of human resource development (HRD) enable one to fully understand the term and also to recognize the fact that different sources describe this term in different ways. According to Nadler and Nadler (1990:36) HRD is organized learning experiences in a definite time period to increase the possibility of improving job performance growth. Wilson (1999:21) stated that HRD shall be taken to mean a process that includes the principles, methods and techniques used to assess and meet the learning and organization development needs of employees and their organizations.

HRD has the goal of fostering long-term work-related learning in organizations for purposes for advancing individuals and organizations. Since 1991, the "Investors in People" initiative has been used increasingly by organizations to set goals for training and developing their employees. It has helped to prove that investments in human potential give payback in organizational performance (Mason, 1997). HRD is concerned with increasing productivity in the workplace. It doesn't care about people's personal relationships with their families or how healthy employees are. Finally, HRD utilizes the theories of change and how these relate to the organization. Change affects individuals, groups and the organization and HRD is predominantly concerned with the change of individuals (Galagan, 1986:19).

### **2.2.4 Human Resource Retention**

Researchers have argued that employee retention is a process of encouraging employees to stay with the company for the maximum period of time, as it is beneficial to both the company and the employee. Several publications have been reviewed across

occupations and have shown that both age and seniority are related to voluntary retirement. Alamdar Hussain Khan, Muhammad Aleem (2014), on the factors like pay, promotion, job safety and security, and the nature of the work that effect the level of job satisfaction. The sample of the research consists of 200 doctors, nurses, administrative, and accounting staff working in autonomous medical health institutions in the Punjab. Out of the total 270 questionnaires distributed in the autonomous medical institutions of the Punjab, 200 were returned and used for analysis.

Employee retention improves when employees are offered compensation, benefits, and support Work culture, can develop, promote and balance work and life activities (Messmer, 2006). Talent retention includes all activities, practices, systems and strategies likely to be put in place by an organization to prevent talented employees from resigning or voluntarily firing and leaving an organization prematurely. Employees are offered growth opportunities to reduce turnover intentions (Allen, Shore, and Griffeth, 2003; Steel et al., 2002). Silbert (2005) argued that better-placed and well-educated people could find similar job opportunities elsewhere, but to retain them organizations would need to formulate social support policies.

### **2.3 Theory of Talent Management**

#### **Resource Based View Approach to Competitive Advantage**

According to the resource-based view (RBV), a firm has a competitive advantage when it employs value-added tactics that are not simultaneously employed by any other existing or potential competitor (Barney, 1991). This assumes that a firm's competition includes all current competitors, but also potential competitors (Barney, 1991). The resource-based view of business has proven to be a highly influential strategy theory, suggesting that companies can achieve sustainable competitive advantage through owning and deploying valuable and unique resources. Researchers have concluded that a resource is only suitable as a source of sustainable competitive advantage if it adds value to the company and is rare, unique and irreplaceable. Guest (1990) states that when management trusts employees and assigns them challenging tasks, employees respond with high motivation, high commitment, and high performance in return. The resource-based view argued that firms can develop sustained competitive advantage by creating value in ways that are unusual and difficult for competitors to replicate (Barney, 24 1991, 1995).

The methodology requires that a company creates an image not through activities in the product market, but as a unique set of resources that are complex, intangible and dynamic. It is believed that human resources are a source of competitive advantage because employees are a valuable, scarce, inimitable and irreplaceable resource (Barney, 1992; Wright et al., 1994, 1998).

Firms needed to take a longer-term perspective (Srivastava<sup>1</sup>, Franklin and Marinette, 2013). A diversified HRM framework "that respects the differential contributions that specific worker groups can make" was the focus of Collings and Mellahi's (2009) discussion on talent management. According to this strategy, acquiring competitive advantage is made easier by people who possess organization-specific, priceless, unique, and rare attributes (Barney, 1991). This theory supports the relative variable of TM practices and the dependent variable Competitive Advantage.

### **Herzberg's Two-factor Theory of Motivation**

The two-factor theory of Fredrick Herzberg (1959) differentiated between two types of elements which affect employee performance. These include motivators, which are intrinsic to the work itself and hygiene factors, which are extrinsic to the work.

Frederick Herzberg's Two-factor theory tries to clarify satisfaction and motivation in the identified as motivators and hygiene factors. An employee is motivated to work when there is continued work and job satisfaction relationship. Majority describe motivation as an inner force that energizes employees to accomplish individual and organizational goals. The intrinsic aspects of the job that motivate people are crucial to employee retention in an organization. To motivate employees, overriding needs (intrinsic or motivating factors) must be provided. The implication for organizations of using this theory is that meeting employee hygiene or extrinsic factors only discourages employees from becoming actively dissatisfied but does not motivate them to make extra efforts for better performance.

To motivate employees, organizations must focus on providing intrinsic or motivating factors Robbins (2009). The motivators symbolized the psychological requirements that were perceived as an additional gain. Employees should be praised and recognized for their accomplishments by their supervisors, among other motivators. The employees must have a sense of accomplishment. This depends on job satisfaction. There must be fruit of some sort on the job. There must be opportunities for development and promotion in an organization to motivate the employees to perform

well. Employees should minimize control but remain accountable. The work itself should be meaningful, interesting, and challenging for the employee to perform in order to keep employees motivated.

Properly developed intrinsic motivators, according to Herzberg, included areas such as interesting work, recognition, and personal growth, which could enhance employee motivation and satisfaction. According to Herzberg's theory, only a challenging job has the opportunity for achievement, recognition, advancement and growth that motivate personnel. This theory supports the independent variable of HR retention and employee performance. When employees are provided with the right hygiene and motivational factors, employees stay longer and get higher level of performance in the organization due to the satisfaction employees derive from that organization.

## **2.4 Employee Performance**

One of the factors that has the largest impact on an organization's performance is employee performance. The effective organization recognizes the significance of human resources as an essential factor that directly influences and contributes to performance (AL-Qudah et al., 2014). Although there are numerous other factors that influence an organization's performance, the activities and behavior of staff have a significant role. Examples of these factors involve: organization's size, operating environment, and operations. In the present period and the highly competitive workplace strategy between organizations, the direction to increase employee performance is to improve the practices of HRM. Human resources management methods are often used to analyze the performance of employees in the organization (Bowra et al., 2012). Employee performance is the use of knowledge, skills, experience, and abilities to efficiently and effectively perform the task required of their supervisors (DuBrin, 2006).

Employee performance is evaluated in accordance with organizational performance standards, according to Kenney et al. (1992). There are some performance-related expectations for employees in any organization. And employees are deemed to be performing effectively when employees adhere to defined standards and fulfill organizational objectives. Every employee individually contributes to the effectiveness of the organizational unit and, consequently, of the rest of the company. Reorganization or termination are typically the results of an organizational unit's or an

individual employee's performance falling too far behind. The value of consistent performance is rising, especially in a setting where competition is fiercer than ever. Employees are essential parts of every successful business. Employees play the role toward organization development that cannot be underestimated. Equipping these unique assets through effective career training becomes imperative in order to high the job performance.

## **2.5 Competitive Advantage**

In today's highly competitive business environment, only the most effective organizations succeed (Analoni, 2007). Having highly skilled and committed personnel is one method to ensure a competitive advantage. In order to develop a lasting competitive advantage, employees are critical (Bratton and Gold, 2003). By ensuring that the business has the trained, engaged, and motivated personnel it requires to achieve sustained competitive advantage, strategic human resource management improves strategic capability creation (Armstrong and Baron, 2002). Competitive advantages usually result from a core competence. A company's core competency is what a company can do better than competitors. A competitive advantage can include a variety of organizational characteristics; For example, customer focus, brand equity, product quality, research and development focus on employee skills and innovation. Some of the indicators of competitive advantage are the uniqueness of the products and services offered by the organization. Unique is new, different, untested and untested. By the time a unique solution is validated as viable, it is no longer unique to the next company.

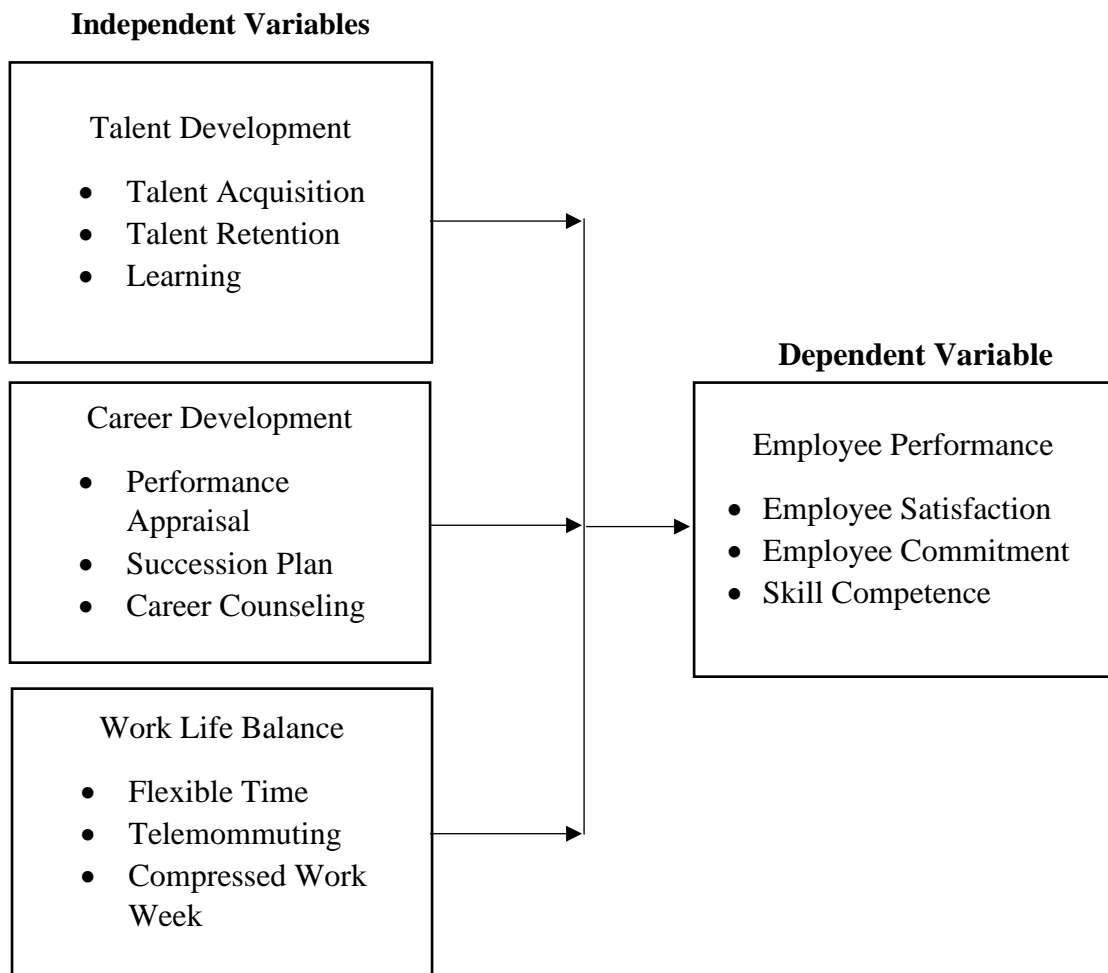
Competitive advantage is a plan on which the company depends, through the effective management of resources and capabilities that competitors do not have, and which leads to high competitive performance in the market (Urbancova, 2013). Xu and Quaddus (2013) define that competitive advantage arises when a company has a product or service that competitors do not have and uses it to strengthen competition and maximize value in the marketplace. According to Wang (2014), competitive advantage consists in providing quality services and products in order to achieve superior performance over competitors in order to attract customers and achieve high satisfaction.

## **2.9 Empirical Studies**

The relationship between employee performance and talent management practices has been rapidly increasing in current research. Systematic training, a suitable work environment, mechanisms for training and development, proper appraisal evaluation, employee involvement in the appraisal process, established career paths, and constructive feedback enhance employees' performance. Talent management strategies enhance employee performance in public sector organizations in the UAE (Mahmoud Kaleem, 2019). Talent management can have a negative impact on the success of the organization if not effectively implemented. Ineffective implementation of a talent management strategy poses a challenge for the performance and retention of key employees (Mahlahlat, 2018).

In the study of Ndolo Faith Mutnina 2017, the effect of talent management on employee performance at commercial state corporations was found. The specific objectives were to determine the effect of talent development on employee performance, examine the effect of career training development on employee performance, and establish the effect of work-life balance on employee performance of commercial state corporations in Kenya. The study was anchored on Resource-Based View (RBV) theory, Pearson-Environment Theory, and Social Exchange Theory. Career development practices reduced employee dissatisfaction and turnover, improved employee commitment as well as employee performance, and had a direct impact on organizational performance. Work-life balance had a positive, significant effect on the performance of employees of commercial state corporations in Kenya. Good work-life balance in the organization led to the success of the organization, an efficient work-life management policy led to higher employee satisfaction, and a good work-life management policy improved employee commitment and performance.

**Figure (2.1) The Relationship between Talent Management and Employee Performance**



Source: Ndolo Faith Mutnina, 2017

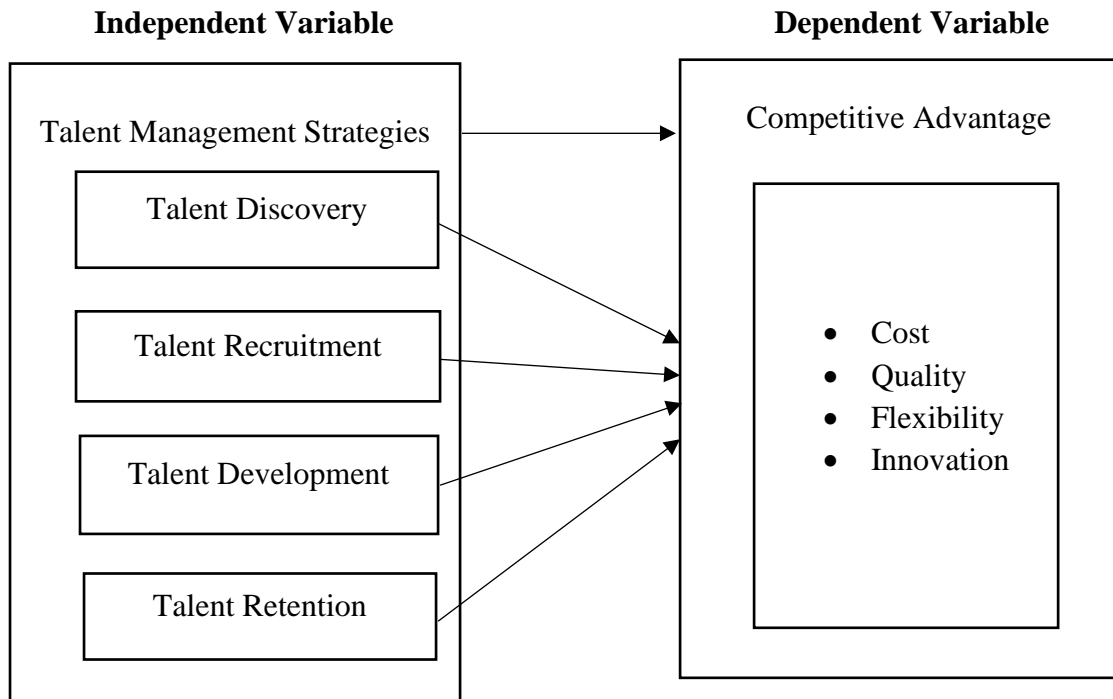
The relationship between the effect of talent management and employee performance in commercial state corporations in Kenya. According to the leasing company in Ndolo Faith Mutnina in 2017. As per the research, talent development, career development, and work-life balance are effective in improving employee performance. The conceptual framework of this research is illustrated in Figure (2.1).

This study refers to the research of (Sajeda Ahmad AL-Hadid, 2017) which investigated the impact of talent management processes on retaining competitive advantage in Jordanian telecommunications companies. The results of the current study show that there is a high level of talent management in the Jordanian telecommunications companies Talent development has been rated the highest, followed by talent discovery, talent recruitment, and finally talent retention. This study recommends that businesses pay attention to talented employees and invest in talent



and intellectual capital, which are two of the most important assets of companies in this highly competitive environment.

**Figure (2.2) The Relationship between Talent Management Strategies and Competitive Advantage**



Source: Sajeda Ahmad AL-Hadid, 2017

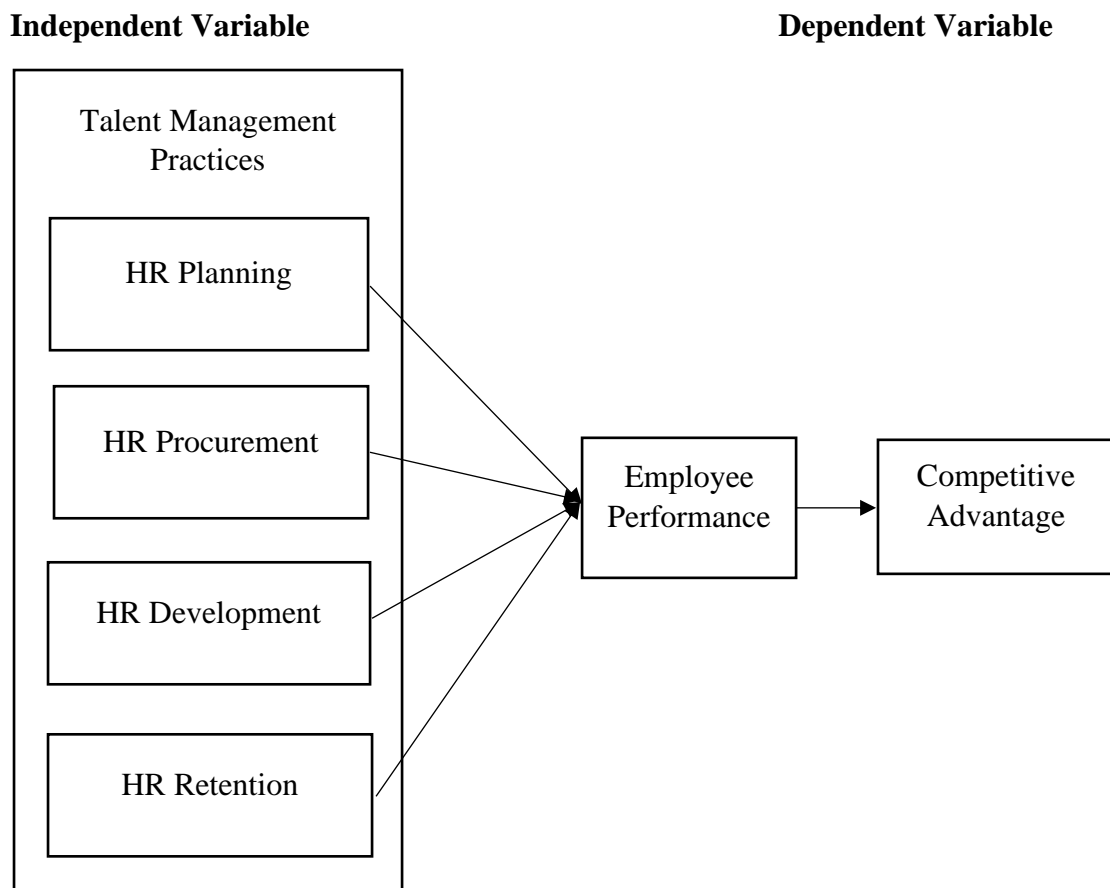
Previous research aims to investigate the impact of Talent Management processes on Attaining Competitive Advantage in the Jordanian telecommunications companies: Orange and Umniah. As per the research, talent discovery, talent recruitment, talent development and talent retention are effective on competitive advantage. The conceptual framework of this research is illustrated in Figure (2.2).

## 2.10 Conceptual Framework of the Study

The conceptual framework for this study was developed based on the theoretical background and previous studies. Ndolo Faith Mutnina (2017) studied that relationship between talent management and employee performance in which the components of TM practices such as talent development, career development, and work-life balance were considered as independent variables and employee performance as dependent variable. Next Sajeda Ahmad Al-Hadid (2017) studied that relationship between talent

management and competitive advantage in which talent discovery, talent recruitment, talent development, and talent retention are also independent variables and competitive advantage as dependent variable. Both of the Previous research discovered a significant relationship between TM practices, employee performance, and competitive advantage. Therefore, the conceptual framework of the study was developed as follows in Figure (2.3).

**Figure (2.3) Conceptual Framework of the Study**



Source: Own Compilation, 2022

In this study, the conceptual framework proposes that the talent management practices effect employee performance and competitive advantage at Yoma Bank. From the above conceptual framework, the independent variable is talent management practices which includes HR planning, HR procurement, HR development and HR retention. The dependent variable is employee performance through which competitive advantage of Yoma Bank.

## **Working Definitions**

**Talent Management:** A set of practices includes (HR planning, HR procurement, HR development, and HR retention to meet current and future organizational talent needs. Talent management is the process of managing resources to help them accomplish their career objectives.

**HR Planning:** The core practice that ensures an organization prepares for current and future needs by having the right people in the right place at the right time. Talent planning practices typically refer to a combination of people management processes that employers use to recruit and retain top talent.

**HR Procurement:** Finding the right talent that matches the business's overall strategy is crucial to ensuring that humans resource and retain the highest-quality talent and resources. HR can help procurement better identify and reduce risks and create more efficient and effective talent acquisition processes.

**HR Development:** The practice that enables people to progress from a current state of understanding and capability to a future role in which higher-level skills, knowledge, and competencies are required. That makes human resource development an integral part of human resource management.

**HR Retention:** The organization's effort to retain talented employees and reduce turnover. Effective employee retention can save an organization from productivity losses. Engaged talented employees are more likely to improve customer relationships, and teams that have had time to coalesce also tend to be more productive.

**Employee Performance:** Employee performance in most jobs includes quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness. Measurements of performance include the quality, quantity, and efficiency of work. Employee performance is understood as the ability of a company to achieve goals.

**Competitive Advantage:** Organizational performance is defined as gaining a competitive advantage by meeting the needs of customers. A competitive advantage is a benefit over competitive brands that provides customers with more value, either through lower prices or additional benefits.

## **CHAPTER III**

### **BACKGROUND INFORMATION OF YOMA BANK**

This chapter mainly presents the talent management practice of Yoma Bank. This chapter is classified into the background history of Yoma Bank with the bank's core values and motto, organization structure of Yoma Bank and talent management practices of Yoma Bank.

#### **3.1 Background History of Yoma Bank**

Yoma Bank, a brand-new type of financial institution created to modernize Myanmar's financial sector, debuted its first branch in 1993, owing to entrepreneur Mr. Serge Pun. Within ten years, Yoma Bank grew to be one of the biggest banks in the country. By making investments in wireless banking technology and Myanmar's first computerized accounting system, it developed the most effective remittance services throughout the country. Yoma Bank is vital to ensuring Myanmar's financial inclusion. Before the banking crisis of 2003, Yoma was the second-largest private bank, but following the crisis, the bank's license was reduced such that it can only offer remittance services.

Yoma Bank regained its full banking license in 2012, and is one of Myanmar's most internationally accepted financial institutions. By adhering to international standards of accountability and transparency, Yoma Bank developed the solid international connections that have given it a competitive advantage in providing international banking services. Yoma Bank is defining Myanmar's future wave of banking with a hybrid platform and full range of domestic and international financial services. With more than 28 years of operations, Yoma Bank Limited ("Yoma Bank") is one of Myanmar's oldest private banks. Yoma Bank has built a strong reputation in the community via strategic investments in people, technology, and governance. This reputation has been vital in forming regional and global alliances for growth and progress.

Yoma Bank, owned by multiple foreign shareholders, namely Greenwood Capital Private Limited, a subsidiary of the Singapore Government Investment Corporation (GIC), the Norwegian Investment Fund for Developing Countries (Norfund), and International Finance Corporation, is the first local bank in Myanmar

with a significant number of foreign shareholders (IFC). Business alliances have shown Yoma Bank's leadership in Myanmar's banking sector and dedication to long-term capital growth. Employee-integrated work practices and a commitment to open communication with customers are both linked to core values. Talented employees work very hard to be customer-centric, focusing on the requirements of our customers while maintaining the highest standards of integrity. Yoma Bank is committed to providing long-term capital support to Myanmar entrepreneurs, SMEs, and business owners, thereby attempting to create a unanimous shared value within the community and more.

Yoma Bank Limited aims to provide the best service available to customers in order to ensure their satisfaction. It also appreciates all employees in the organization. A statement of core values has been created by Yoma Bank to guide the bank's pursuit of vision, mission, objectives, and day-to-day operations, as well as personnel behavior. The bank's core values are: innovation (always being innovative), integrity (acting with integrity), respect (maintaining the highest level of respect), teamwork (collaboration through teamwork), and customer (putting the customer first).

Yoma Bank's motto is "The Responsible Bank". Yoma Bank is honest and transparent about how products and services add value to customers, investors and society. During one of the most challenging times, Yoma Bank has taken an active approach to supporting customers, businesses and communities. To ease the burden on customers, Yoma Bank has the strength and endurance to provide financial relief and keep working capital afloat for businesses while providing great returns for customers.

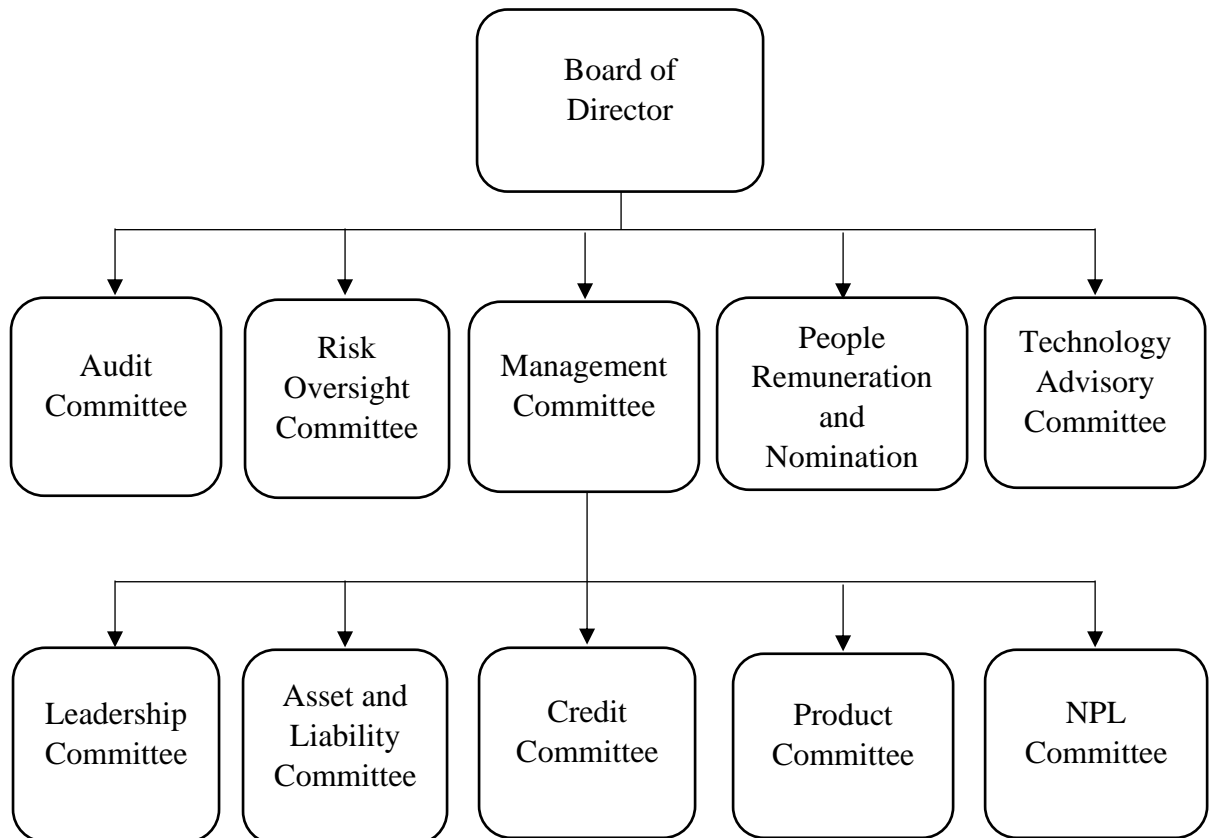
### **3.3 Organization Structure of Yoma Bank**

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

The following figure (3.1) illustrates Yoma Bank organizational chart. The members of the Board of Directors are the Executive President, the President, the Executive Director, the Non-Executive Director and the Director. Audit, Risk Oversight, People Remuneration and Nomination and Technology Advisory

Committee includes Non-Executive Directors and Directors. Management Committee includes CEO, Ombudsman, Executive Director, Adviser and Chief Compliance Officer, CBO (Chief Business Officer), COO (Chief Operation Officer), CFO (Chief Financial Officer), CRO (Chief Risk Officer), CPO (Chief People Officer), CTO (Chief Technical Officer), CAO (Chief Audit Officer) and Head of Administration, Head of Learning and Development, Chief Human Resource Officer and Deputy Chief Compliance Officer. The organizational structure of Yoma Bank is shown in the appendix. Management is a top-down system and the entire department is under the control of the Executive Chairman, the President and the Board of Directors.

**Figure (3.1) Organization Chart of Yoma Bank Ltd**



Source: Yoma Bank (2022)

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

Banking Department, Core Operation Department, Financial and Treasury Department, IT Department, SME Department, Corporate Department, Trade Department, Home Loan Department, Consumer Credit Risk Department, Service Design Department, Communication Department, Audit Department, HR Department, Compliance Department, Admin Department, Domestic Banking Department, Cash Management Department, and Legal Department. The bank opened 83 branches all over the country in 2021–22, and it has plans to expand that more customers can get services from the bank conveniently.

### **3.4 Talent Management Practices of Yoma Bank**

Yoma Bank's strong talent management practices support the organization's overall strategy at multiple levels. It ensures the company has the best and strongest talent to achieve important goals, facilitates strategic planning, drives employee engagement, and even serves as a recruiting tool.

Yoma Bank's talent management involves an ongoing process of planning the most talented employees, attracting talent for hire, increasing their knowledge and skills through training and development, inspiring them to improve their performance, and retaining talented employees overall while promoting a positive work environment. When managed strategically, these processes can empower people while helping the organization achieve goals. Strategic planning emphasizes that the key strategic considerations to include in an organization's overall planning are long-term business survival and a competitive environment. Therefore, the best and only way for an organization to be successful is for top management to believe in talent management methods.

Senior management of the bank is responsible for carrying out the corporate vision, talent strategy, and business plan that have been authorized by the board of directors. Management team must demonstrate a strong understanding of every component of the bank's business model. Additionally, Yoma HR is in responsible for: (1) creating the framework's components; (2) ensuring that the bank has the resources necessary to manage risk; (3) ensuring that effective communication and reporting arrangements are in place to support good management practice; and (4) ensuring that all employees are aware of the framework's requirements as well as their specific roles and responsibilities.

## **HR Planning of Yoma Bank**

Yoma Bank follows several steps in the HR planning process. The first step in HR planning is to integrate with corporate planning. Yoma Bank says all manpower planning stems from the business plan in relation to a corporate strategy.

The second step in HR planning followed by Yoma Bank is to forecast by assessing the internal and external environmental factors influencing demand and supply of employees. Environmental factors include government influences on economic, graphic, and competitive conditions. In this step, analyzing the internal inventory of HR capabilities is included.

The information gathered from external environmental scanning and assessment of internal strengths and weaknesses is used to predict and forecast HR supply and demand in light of Yoma Bank's objectives and strategies. Once the demand for HR has been forecasted, availability is identified. In this stage, HR planning identifies the source where the personnel required are available. The source may be internal or external. This is the final step of HR planning. This is concerned with the allocation of human resources within an organization over time.

Yom Bank's long-term HR Forecast enables HR departments to assess changes in historical data, create real-time supply forecasts, and adjust strategies as needed to be prepared for the future. To clearly understand today's internal supply chain, HR managers must take an accurate inventory of today's workforce, their skills and all other workforce assets. This information can then be used to create a forecast model to help better understand what resources are needed in the future, along with expected business growth and forecasting techniques.

Yoma Bank has a sufficient selection of talented and motivated employees with the necessary skills and experiences to ensure that employees advance in the organization and gain relevant experience. The process of HR forecasting future employee requirements and the associated staffing measures is referred to as staffing planning. Using historical data to predict future workforce needs is a common part of workforce forecasting approaches. HR managers can also estimate the number of employees using survey, benchmarking, and modeling methods. It makes sense to meet such requirements in the long term (as well as in the short and medium terms).

Yoma Bank is allowed to provide collaborators with the necessary support plan to ensure their well-being and operational efficiency. In addition, a series of plans have been put in place to protect and care for the teams. A business continuity and crisis



management plan has been implemented for employees to create a safe working environment. In 2018, six years after Yoma Bank created official careers website and JobNet platform, managing and storing paper resumes became cumbersome and inefficient. During the pandemic, Yoma Bank conducts additional COVID social distancing measures, creates new alternate offices, allows WFH support, provides branch health screening protections, and implements staff rotation work schedules for the safety of employees. Health insurance for all employees (including COVID coverage), emergency payroll loans, WFH laptop and chair support, frontline lunches, interim and full-year bonus payments, telemedicine, diagnostic services for COVID, and COVID support packages are allowed to be offered as extrinsic and intrinsic rewards to employees.

### **HR Procurement of Yoma Bank**

Yoma Bank human resources recruitment process begins with a search for a vacancy within the company, followed by an analysis of the position requirements, a review of applications, a selection process to identify the most suitable candidates, and finally, hiring the best candidate.

Yoma Bank normally, recruitment is done internally. HR hires people from internal sources. The mid-level posts are fulfilled by the immediate subordinates. Lower-level employees are recruited from the current employees' relatives, friends, or known people. Sometimes the bank also gives advertisements on the Yoma Bank website or on the internet (such as LinkedIn and Job Net). Advertisement is given for the recruitment of upper-level and mid-level employees. In low level and mid-level, the gaps are always fulfilled by the internal employees. When needed, LinkedIn was a wonderful way to identify candidates for director and CEO positions and it didn't work very well for finding exciting new professionals to compete for junior and middle management positions. Yoma Bank had a vision of how to do this to improve the efficiency of their hiring process, and working with JobNet helped them do just that.

After the recruitment, the applicants have to sit for a first interview online. Then who qualify in the written test is called for next step. A second interview is a viva. There is a viva board in front of whom the candidates give their viva. Then from the viva, the viva board selected employees wanted to hire. However, in some cases, candidates must pass a fitness examination after passing the viva. This is typically done

in the hiring of lower-level employees. Then, after all the examinations, the suitable person or persons are to be selected as employees of the bank.

Yoma Bank's ability to engage with the global marketplace was made possible by advances in technology, employees also harness the power of people. Yoma Bank puts an emphasis on people management and human capital so that employees can be combined with IT to form the strongest bond between all people.

### **HR Development of Yoma Bank**

Yoma Bank offers development programs to employees in an effort to increase productivity and the hard and soft skills of workforce. Yoma Bank is committed to providing employees with the chance to participate in the training required for their professional growth and lifelong learning. HR development assists in removing performance issues from workers. It acts as an efficient source of recruiting. Yoma Bank conducts career training and development. Training initiatives include on-the-job (OJT), off-the-job (OJT), Yoma and You (Yoma and You), Yoma and Product (Yoma and Product), Day 1 Readiness (Day 1), One on One (One on One), regular monthly training, planned and unplanned training.

HR development of Yoma Bank includes a strategy intended to improve an individual's technical proficiency, productivity, knowledge, and ability to bring value to any given job or task. A training program must always be scheduled periodically and delivered at appropriate intervals. Yoma Bank builds a talented employee through learning and development, ensuring employees are equipped with the adequate skills and resources to go above and beyond the industry standard. During the fiscal year, the bank spent 22,200 hours on training, with 72 in-house developed training programs. 97% of employees received training and development, and on average, employees received 7.67 hours of training, or over MMK 142 million in training and development services as per annual HR reporting. (Annual Report of Yoma Bank, 2021)

Yoma Bank Learning Hub application has enabled all employees to learn and access professional development training in a flexible and convenient learning environment for professional development and knowledge acquisition. Yoma Bank has offered more than 71,500 courses on learning hub since it was first launched. In February 2021, Yoma Bank leveraged expanded capabilities to provide comprehensive training, launching first company-wide training on the Bank's Code of Conduct. 93% of Yoma Bank's geographically dispersed workforce demonstrated compliance by

completing the course by the end of September 2021. The training tested employee application of the Code of Conduct in complex work scenarios. The bank also strengthened ability to combat cybersecurity threats by launching cybersecurity awareness training in May 2021, which was successfully completed by more than 700 employees at the bank's headquarters. Overall, about 97% of Yoma Bank's workforce achieved some form of learning through the Learning Hub in the last fiscal year, averaging 7.67 hours of learning per employee. (Annual Report, 2021).

Additionally, employee training is required at Yoma Bank. when an employee is transferred to another location for a new assignment of a different nature. Employee development, acquisition of required skills, and organizational expansion can all be supported by training in Yoma Bank.

### **HR Retention of Yoma Bank**

Yoma Bank offers equal opportunities to employees regardless of age, gender, personal beliefs, sexual orientation and professional background. At Yoma Bank, 54% of employees are women and 58% of positions are held by women. The company's overall strategy has been revised to promote inclusion, expression and teamwork. Yoma Bank has a zero-tolerance approach to discrimination with a strict business ethics policy. The updated Code of Conduct program was launched in February 2021.

Yoma Bank used a reward system to improve the organization by giving employees rewards in response to their contributions and performance, as well as something that employees wanted. Both extrinsic and intrinsic rewards are possible. Company policies, employee relations, supervisory styles, salary, working conditions, and safety are examples of extrinsic variables. Achievement, recognition, work itself, responsibility, advancement, and growth are intrinsic variables. The reward can be in cash, bonuses, or recognition, among others. Yoma Bank used the bonus system for the employee's happiness as a motivation factor. It usually pays a yearly bonus. The bonus system is based on the organization's profits and other sales targets (insurance target, home loan target, etc.).

Yoma Bank offers pay based on talent, skill, and work experiences; the pay scale varies by a confidential amount. To retain skilled workers at the time, the wage level was adjusted in accordance with market conditions. The cost of living is rising every day, workers are trying to join a good-wage company, and the institution may struggle to provide loyalty. In order to cover the high turnover, Yoma Bank adjusts

salary increase in July 2022. The increase salary range is 0 mmk to 300 k, which is 22.5%, 300 001 mmk to 500 k, which is 17.5%, 500 001 mmk to 1 million, which is 15%, over 1 million to 1.5 mil, which is 12.5%, and over 1.5 mil and above, which is 10%.

Promotion activities are generally based on the results of performance evaluations at Yoma Bank. Yoma Bank recognizes the skills and knowledge of an employee to improve the effectiveness of the organization. It includes an increase in salary, position, responsibilities, status, and benefits. For the junior level, promotion is measured by success after two years. Employees often have incentives to encourage the creation of excellence. This is because the appointment serves to evaluate performance and approve immediate promotion based on the employee's skills and goals. Employee development is an important tool for career advancement and employee retention.

Yoma Bank engaged prudential Myanmar to provide employees with an insurance policy that ensures people are provided substantial coverage from hardships due to all medical-related expenses and burdens. In response to the pandemic, Yoma Bank has invested over MMK 750 million in employee health and wellbeing services such as telemedicine to give people peace of mind. The bank has dedicated a reserve to ease the financial burdens on people by bearing the medical, quarantine, and treatment expenses associated with the pandemic.

Yoma Bank has always prioritized workplace precautions and preventive measures and employee support. Yoma Bank forms the COVID Crisis Response Team: The third wave of COVID-19 had a severe impact on the Myanmar population due to severely restricted access to the health care system and a severe lack of medical facilities. In order to support Yoma Bank employees in such a difficult external situation, the bank quickly implemented other important support measures, including the establishment of a CCR team of 5 doctors. The CCR Team was founded in August 2021 to provide timely medical care to affected employees and their families. The CCR team is committed to supporting employees on all health issues, with a focus on physical and mental well-being. Whether it's a virtual doctor's visit, door-to-door prescription delivery, or even words of encouragement, the CCR team triages and helps employees and their families. The CCR Team has also conducted wellness education activities and organized webinars in collaboration with Pun Hlaing Hospital.

Yoma Bank has continued to invest and support employees during pandemics as part ongoing CSR program. Yoma Bank launched a COVID-19 vaccination program

in August 2021, offering free vaccination to all employees and affordable vaccination for family members of employees. Under the program, bank employees can enroll an unlimited number of family members and bank members of low-income workers. "Vaccine donation" programs and emergency cash loans were also provided to enable employees experiencing financial hardship to secure vaccines for their families, 92% of employees have been vaccinated as of December 2021 and have been active since April 2020 to support employees in need and ease their financial situation. load to reduce the hard times. To date, a total of over 700 million MMK has been paid out to over 600 ECL (Emergency Cash Loan) applicants. Yoma Bank also provided free seasonal flu shots to all employees in July 2021 through the purchase of services from Pun Hlaing Hospital. At Yoma Bank is recognize the importance of family for employees.

Employee empowerment refers to how Yoma Bank provides employees with something employees need to be successful. It is about much more than a simple allocation of resources. Yoma Bank is creating greater confidence in leadership, increasing employee motivation, leading to greater creativity, and improving employee retention. Empowering employees through increased autonomy has been directly linked to increased employee engagement, all managers need to have trust and confidence that their employees make the right decision. Employees should be assigned a mentor to ask questions or give direction. An employee is learning to be empowered to perform service recovery, their mentor should be someone who has learned the critical thinking skills to assess different situations and come to reasonable conclusions.

## **CHAPTER IV**

### **ANALYSIS OF TALENT MANAGEMENT PRACTICES ON COMPETITIVE ADVANTAGE OF YOMA BANK**

In this chapter, presents the results and findings from the answers and information. There are two parts in this chapter. The first section discusses respondent's demographic characteristics and the second part focuses on the analysis on talent management practices on competitive advantage of Yoma Bank. Descriptive analysis from the employee of Bank and mean values and standard deviation are calculated from data collected from the questionnaire.

#### **4.1 Research Design**

The objectives of the study are to analyze the talent management practices of Yoma Bank and to analyze the effect of talent management practices on competitive advantage through employee performance at Yoma Bank. The objectives, the primary data, are used to obtain information and opinions directly and specifically from employees who are working in five branches among the 23 branches of Yoma Bank in Yangon.

The survey mainly uses descriptive analysis. A standardized survey is created to gather the respondents' key information. The questionnaire was created by selecting the factors based on a theoretical review. The population for the study was made up of all the staff of the selected branches in Yangon. There was a population of (180) employees. Data were gathered from 124 employees spread across five branches in Yangon. The respondents include the employees from Yangon Main, Myaynigone, Myanmar Plaza, Kyauktada, and Star City branches. The target populations for this study include both managerial and non-managerial employees in various departments in the branches.

Primary data is collected for the purpose of studying and addressing the problem. It was organized into two sections. Section A consisted of 6 questions regarding the personal details of the respondents. Section B was designed to sample employees' agreement levels about the practice of talent management (planning, procurement, development, retention, and practices) and the competitive advantage Yoma Bank gained through employee performance in the proposed theoretical

framework. A five-point Likert scale has been used in this section to measure competitive advantage in human resource management practices. The scaling is: 5 for strongly agree; 4 for agree; 3 for neutral, 2 for disagree and 1 for strongly disagree have been given in order to analyze data. The sample branches are calculated by using the formula developed by Cochran's method (1997).

$$n = \frac{NP(1 - P)}{(N - 1)D + P(1 - P)}$$

N = 23

P = 0.5 (from pilot survey)

D = margin of error = 0.05 (from pilot survey)

$$n = \frac{23 * 0.5 * 0.5}{(23 - 1)0.05 + (0.5 * 0.5)}$$

$$n = 4.26$$

At the first stage, the selected sample branch size is 4 or 5 branches according to the above formula. Accordingly, five branches are randomly selected from Yangon. From each sample branch, a list of employees was obtained from the HR department. In all the total population of the selected branches were 180 employees. (See Table 4.1.) To get the size of the sample from the population, Taro Yamane (1973) formula is taken into consideration. The following formula is used to get the samples from the populations of the 5 branches.

$$n = \frac{N}{(1 - Ne^2)}$$

N = Population size = 180

e = the level of precision (A 95% confidence level or 5% level of precision was assumed)

$$n = \frac{180}{1 + (180 * 0.05^2)}$$

$$n = 124$$

At the second stage, the sample size was 124, it returned 98 (55%) respondents from 180 total employees because some employees work from home and some are on leave from branches. Then, the number of respondents from each branch was

determined proportionally. The following table shows an allocation of samples from the sampled branches. Table (4.1) shows the sample size of selected branches.

**Table (4.1) Sample Size of Selected Branches**

<b>Zone</b>	<b>Name of Selected Branches</b>	<b>Total Employees</b>	<b>Sample Size</b>	<b>Returned Respondents</b>
Yangon	Yangon main	55	38	30
	Myaynigone	45	31	25
	Kyauktada	35	24	19
	Myanmar Plaza	23	16	12
	Star City	22	15	12
	<b>Total</b>	<b>180</b>	<b>124</b>	<b>98</b>

Source: Survey Results, 2022

Primary data is collected for the purpose of studying and addressing the problem. Therefore, the main source of data for this study is mainly from primary sources. Questionnaires were used for the collection of primary data from the selected employees in the chosen branches. Data collections took place in Yangon in August and September 2022. This study upheld the highest ethical standards with regard to issues such as confidentiality, privacy, and anonymity in collecting necessary information from text books and journals. The secondary data that is used for this study includes a literature review and previous research results.

#### **4.2 Demographic Characteristic of the Respondents**

This study included an examination of the respondents' demographic data from Yoma Bank. Six subheadings were used to assess the respondents' general information. The respondent's profile included categories for gender, bank branches, education level, job experience, position level, and previous job industry.



**Table (4.2) Demographic Profile of Respondents**

Description		Number of Respondents	Percent
Gender	Male	44	44.9
	Female	54	55.1
Age	Between 20 to 30	35	35.7
	Between 31 to 40	33	33.7
	Between 41 to 50	25	25.5
	Over 51	5	5.1
Branches	Kyauktada	11	11.2
	Myaynigone	18	18.4
	Myanmar Plaza	11	11.2
	Star City	8	8.2
	Yangon Main	50	51
Education Level	Bachelor's Degree	68	69.4
	Diploma	10	10.2
	Master's Degree	18	18.4
	PhD	2	2
Experience	Less than 2	4	4.1
	2 – 5	18	18.4
	6 – 10	26	26.5
	Over 10	50	51
Position Level	Associate	36	36.74
	Officer	31	31.63
	Assistant Manager	17	17.35
	Manager	9	9.18
	Senior Manager	5	5.1

Source; Survey Results, 2022

According to above table (4.2), female respondents are greater than the number of male respondents. 55.1% which consist of 54 respondents are female and 44.9 % that included 44 respondents are male of Yoma Bank's staff from the respect branches. Most of the employees working for Yoma Bank are female. Age of the respondents are

divided by 4 groups which are between 20 to 30, between 31 to 40, between 41 to 50 and over 51. According to the results, 35.7% of the respondents are at the age of between 20 to 30, 33.7% are at the age of between 31 to 40, 25.5% of the respondents are at the age of between 41 to 50 and 5.1% of the respondents are over 51 years old. This shows that the majority of the respondents' age group falls between 20 to 30 years old. There are 18.4% of staff at Kyauktada branch, 11.2% of staff at Myaynigone branch, 11.2% of staff at Myanmar Plaza, 8.2% of staff at Star City branch, and 51% of staff at Yangon main branch. Most employees are holding Bachelor's degree which is 69.4% at 68 of respondents. Diploma which is 10.2% at 10 of respondents, Master's Degree are 18.4% at 18 respondents and finally 2% at 2 are doctorate level at Yoma bank.

In this result the researcher to determine the length of time the respondent worked for Yoma Bank. The results show that 4.1% of respondents served in the bank for less than 2 years, 18.4% of respondents served in the bank for less than 5 years, another 26.5% for 6 to 10 years, and 51% for over 10 years, respectively. most bank employees answered 36.74% at 36 respondents for Associate, 31.63% at 31 respondents for Officer and, 5.1% at 5 respondents are Sr. Manager, 9.18 % at 9 respondents are Manager and 17.35% at 17 respondents are Assistant Manager respectively.

### 4.3 Reliability Test for Variables

In this study, studies scales were tested for internal consistency reliability using Cronbach's alpha test as depicted in following Table (4.3).

**Table (4.3) Results of Cronbach's Alpha Value**

Scale	No. of Items	Cronbach's Alpha
HR Planning	6	0.747
HR Procurement	6	0.794
HR Development	6	0.833
HR Retention	6	0.748
Employee Performance	6	0.769
Competitive Advantage	7	0.821

Source: Survey Results, 2022

The results of the Cronbach's alpha value for all scales range from 0.747 to 0.833. Thus, there is very good internal consistency and reliability for the scale with this sample since all scales are greater than 0.7.

#### **4.4 Respondents' Perception on Yoma Bank's Talent Management Practices**

This section presents respondents' perception on Yoma Bank's talent management practices which are HR planning, HR procurement, HR development and HR retention. Measurement of perception level is conducted by mean and standard deviation. The 98 employees from bank were asked to describe them rating upon the perception on Yoma bank's talent management practices.

Average mean scores between 1.00 and 1.80 strongly disagree. Average means a score between 1.81 and 2.60 Disagree. Average means a score between 2.61 and 3.40 Neutral. Average means a score between 3.41 and 4.20 Agree. Average mean score between 4.21 and 5.00 Strongly agree. The sample size for this study is 98 employees, and it used a simple random sampling method to obtain the information. Following the required data collection, SPSS is used to further analyze the processed data. This study included both descriptive and inferential analysis, including frequency, percentage, and inferential analysis using multiple linear regression.

##### **4.4.1 Employees' Perception on HR Planning**

This section is presented about the individual variables findings for independent variables of TM practices from conceptual framework. The mean value for each statement of workplace diversity and overall mean value are presented in Table (4.4).

**Table (4.4) HR Planning**

No	Statement	Mean	Std. Dev
1	Organizations always emphasize the importance of different competencies for different tasks.	3.63	0.778
2	Organizations always assess your performance based on your individual competencies.	3.82	0.829
3	An organization has systematic succession plans, enabling employees to effectively perform roles traditionally reserved for managers.	3.90	0.711
4	HR emphasizes the identification of skills gaps among staff.	3.65	0.906
5	As part of forecasting Human Resource needs during planning, HR performs people division to keep up-to-date staff records.	3.69	0.738
6	HR provides employees with clear instructions and logical reasoning in order to achieve strategic goals.	3.84	0.870
<b>Overall Mean</b>		<b>3.76</b>	

Source: Survey Results, 2022

Among them, it was found that organization has systematic succession plans, enabling employees to effectively perform roles traditionally reserved for managers with mean value of 3.9. It is because organizations have succession plans for managers so employees can create effective roles at work. With a mean value of 3.84, the second most important factor was HR support for employees' strategic goals. therefore, HR planning for work well done and effective work can achieve on job to be well done with different points of aspects. The next factors in forecasting always assess employee performance on individual competencies with a mean value of 3.82. So the HR forecasting plan has an effect on employee competencies at work. The result of HR planning was fairly supportive of organizational performance due to the mean score of 3.76, Planning has long-term strategic goals and targets for the bank's workers.

#### 4.4.2 Employees' Perception on HR Procurement

Table (4.5) The respondents were asked to discuss the influence of HR recruitment to employee performance at Yoma Bank and the results are shown below.

**Table (4.5) HR Procurement**

No	Statement	Mean	Std. Dev
1	The organization has good working conditions and fair wages have enabled it to attract the right talent.	3.98	0.658
2	Work-life balance, as well as social networking facilities, in this company are motivating factors for our employees	3.78	0.711
3	HR has a clear idea of job requirements and the personal attributes of potential candidates, enabling it to hire the right employees.	3.80	0.673
4	Interview sessions are professionally managed allowing the panel to identify the required talents for this department.	3.80	0.786
5	HR hires talented employees through an open, free, competitive and objective process.	3.69	0.680
6	HR recruits' employees who are capable of not only performing easy tasks but also finding ways to deliver on the functions that require more effort and creativity.	3.78	0.618
<b>Overall Mean</b>		<b>3.80</b>	

Source: Survey Results, 2022

The above Table (4.5) presents an analysis of employee recruitment and selection methods, which affect performance. The Yoma Bank's working conditions and fair wages have enabled it to attract the right talent with a mean value of 3.98. So organization working conditions and salary can attraction on selection plan. This result gives a clear idea of job requirements and the personal attributes of potential candidates, enabling it to hire the right employees with a mean value of 3.8. It can be seen that the company offers a clear plan for job requirements to potential candidates. The next factor, work-life balance, as well as social networking facilities in the bank, are motivating factors for employees, with a mean value of 3.78. This outcome is consistent with employee motivation in the bank. The overall mean score of employee policies and practices is 3.80 shows that all respondents are fairly agreed the employee recruitment and selection on employee performance in Yoma Bank.

#### 4.4.3 Employees' Perception on HR Development

Talent management practices to training and development HR Development strategies that the Yoma bank have put in place to enhance learning and development of the workforce to equip them with the required skills and competencies., being opportunities for career development and having career development plan. The individual and overall mean scores for each statement are presented in Table (4.6).

**Table (4.6) HR Development**

No	Statement	Mean	Std. Dev
1	HR provided employees with professional career development opportunities to enhance their competencies.	3.78	0.868
2	The Learning Hub has made it possible for all employees to learn and access professional development trainings in a flexible manner.	3.92	0.728
3	HR creates processes that support career planning and succession management for employees.	3.61	0.782
4	HR constantly evaluates employees in order to identify their potential and weaknesses with the aim of taking appropriate action.	3.51	0.707
5	High-performing employees give this department a competitive edge in the bank.	3.69	0.616
6.	HR creates conditions that enhance employee creativity.	3.78	0.682
<b>Overall Mean</b>		<b>3.71</b>	

Source: Survey Results, 2022

Table (4.6) presents an analysis of training and development and effects on employee performance. Among them, it was found that employees learn and access professional development training in a flexible way, with a mean value of 3.92. It shows that employees receive the effective training provided by the Learning Hub App. Moreover, the second satisfied factor of TM practices is having high employee

creativity, with a mean value of 3.78. Therefore, it can be applied to personal life as well as career development.

On the other hand, TM practice relevant to providing regular appraisals of high-performing employees gives this department a competitive edge in the bank with a value of 3.69. The overall mean score of 3.71 for training and development practices shows that all respondents are fairly agreed on the impact of training and development on employee performance in Yoma Bank.

#### 4.4.4 Employees' Perception on HR Retention

The study aimed at determining the respondents view on whether organizational mission and vision had a significant impact on employee job satisfaction and overall commitment as a retention strategy. The individual and overall mean scores for each statement are presented in Table (4.7).

**Table (4.7) HR Retention**

No	Statement	Mean	Std. Dev
1	An organization has succession planning programs that strongly influence staff retention and employee performance.	3.71	0.574
2	Career development opportunities are an important variable in employee retention.	3.82	0.829
3	An organization has HR strategies in place that satisfy employee needs and prevent or reduce anxiety, insecurity, and stress among them.	3.55	0.705
4	Employee pay levels are directly related to the contributions of employees, making them proactive and innovative.	3.85	0.648
5	HR promotion policies are in place to ensure that all employees' career paths are predictable.	3.52	0.711
6	HR makes rewards systems fit employees' changing needs to keep their workforce motivated.	3.59	0.730
<b>Overall Mean</b>		<b>3.68</b>	

Source: Survey Results, 2022

As shown in the table above, most respondents agreed that pay levels directly reflect the contribution of employees, making them proactive and innovative at 3.85. In addition, a mean of 3.82 of the respondents agreed that career development opportunities were a human resource management initiative that was used to enhance employee retention at Yoma Bank. However, the majority of the respondents agreed that organizations have succession planning programs and rewards systems that strongly influence staff retention and employee performance in other companies, with a mean of 3.71 and a mean of 3.59, respectively. The overall mean score of HR retention practices is 3.68, showing that all respondents are fairly agreed on the impact of HR retention on employee performance at Yoma Bank.

#### 4.4.5 Employees' Perception on Employee Performance

Table (4.8) The respondents were asked to discuss the employee performance to at Yoma Bank and the results are shown below.

**Table (4.8) Employee Performance**

No	Statement	Mean	Std. Dev
1	Received regular feedback on my performance.	3.51	0.736
2	Motivated to contribute more than is usually required.	3.82	0.525
3	Efficient and effective work performance in my establishment	3.78	0.711
4	The performance review process provides me with accurate information about my strengths and weaknesses.	3.62	0.757
5	Talent strategies can maintain not only high-level employee performance, but also improve organizational performance.	3.80	0.642
6	Intrinsic and extrinsic rewards can affect the increase and decrease of employee performance.	3.57	0.674
<b>Overall Mean</b>		<b>3.68</b>	

Source: Survey Results, 2022

The overall average of the scoring for performance of respondents are found 3.68 as an average scoring. It composed with 6 scoring questions and their means are



as follow; the question regarding employee motivation on bank found the mean as 3.82, the question on finding way to talent strategies can keep not only high-level employee performance, but also can improve the organizational performance found as 3.80. The question on efficient and effective in work performance for upgrade found as 3.78. The question on finding steps for performance review process provides improved employee performance for found as 3.62. The overall employee performance found above average level of respondents.

#### 4.4.6 Employees' Perception on Competitive Advantage

This section of the questionnaire sought to obtain information on the elements relating to the competitive advantage of the Yoma Bank in Myanmar. The respondents were asked to discuss the competitive advantage to at Yoma Bank and the results are Table (4.9) shown below.

**Table (4.9) Competitive Advantage**

No	Statement	Mean	Std. Dev
1	The quality of products and services is comparable another private bank.	3.92	0.668
2	Talent management in the organization leads to increased employee efficiency.	3.86	0.703
3	Yoma Bank products and services are highly affordable to customers regardless of their social and economic status.	3.93	0.767
4	Customers always refer to Yoma Bank for business	3.77	0.589
5	Yoma Bank creates services that meet customers' needs and exceed their expectations.	3.73	0.667
6	Yoma Bank responds quickly to customers' needs and wants.	3.83	0.746
7	Yoma Bank encourages employees to develop new ideas and discover new ways of doing things and solving problems.	3.80	0.703
<b>Overall Mean</b>		<b>3.83</b>	

Source: Survey Results, 2022

Table (4.9) above shows that questions on the bank of choice by both employees and customers have a mean value of 3.93, while questions on products and services meeting unique and dynamic customer preferences and needs, effective systems supporting speedy and timely delivery of products and services to customers, and products and services being highly affordable by customers regardless of social and economic status have a mean value of 3.93. Talent management can be accomplished by utilizing other organizational means, resulting in the most effective and efficient use of employees with a mean value of 3.86. Other than partial agreement on importance to the competitive advantage of other banks, the respondents agreed with all the other questions on competitive advantage as being somewhat true in management.

The overall aggregate mean was 3.83, indicating that the respondents thought the statements on competitive advantage were somewhat true in the management of the workforce. The study established a link between human resource practices and the sustainable competitive advantage of an organization, therefore supporting the descriptive findings on competitive advantage. Yoma Bank supported these findings, where employees concluded that a variety of approaches such as compensation design, employee selection, and job design promote human capital-based competitive advantage.

**Table (4.10) Relationship between Practices of Talent Management and Employee Performance**

<b>Talent Management</b>	<b>Employee Performance</b>
HR Planning	0.762*** .000
HR Procurement	0.698*** .000
HR Development	0.697*** .000
HR Retention	0.698*** .000

Source: Survey Results 2022

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

Table 4.10 shows a favorable correlation between all TM activities (HR Planning, HR Procurement, HR Development, HR Retention) and the company's ability to improved employees Performance.

Furthermore, given that the correlation coefficient between HR planning and employee performance is 0.762. The resulted P value (0.00) is less than 0.01 (1% level of significance), there is a direct connection between the two factors. The obtained p value is 0.000, which is smaller than the alpha value of 0.01 and indicates that the association between HR planning and employee performance is significant at the 1% level. Additionally, given the correlation coefficient between the variables is 0.698, there is a moderate and direct association between HR procurement and employee performance. The calculated P value (.000) is smaller than =0.01 (significant at the 1% level). Then, given the correlation coefficient between that variable and employee performance is 0.697, there is a moderate and direct association between training and development activities and employee performance. The final P value (.000) is less than or equal to 0.01. The calculated P value (.000) is smaller than =0.01 (significant at the 1% level). Additionally, given the correlation coefficient between HR retention and employee performance is 0.698, there is a moderate and direct association between those two variables. The calculated P value (.000) is smaller than =0.01 (significant at the 1% level). In summary, HR planning has the strongest relationship with employee retention of Yoma Bank ( $r = 0.762$ ), followed by HR procurement and HR retention ( $r=0.698$ ). On the other hand, HR development has the weakest correlation with employee retention ( $r=0.697$ ).

**Table (4.11) Relationship between Employee Performance and Competitive Advantage**

	<b>Employee Performance</b>
Competitive Advantage	0.801*** .000

Source: Survey Results 2022

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

Table 4.11 shows a moderate and direct relationship between employee performance and competitive advantage. The final P value (.000) is less than or equal to 0.01. The calculated P value (.000) is smaller than =0.01 (significant at the 1% level). Employee performance has the strongly relationship with competitive advantage at Yoma Bank ( $r = 0.801$ ).

#### 4.5 Analysis of Talent Management Practices on Employee Performance

The effect of TM practices on employee performance at Yoma Bank is examined using the multiple linear regression model. To analyze the influencing factor of employee performance, a multiple regression analysis is conducted, and the results are reported in Table 4.12.

**Table (4.12) Regression Result of TM Practices on Employee Performance**

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.689	.235		2.936	.004	
Planning	.360***	.080	.434	4.481	.000	2.565
Procurement	.155	.100	.163	1.558	.123	2.995
Development	.068	.094	.080	.724	.471	3.370
Retention	.217**	.094	.228	2.322	.022	2.646
N	98					
Adjusted R <sup>2</sup>	0.645					
F value	45.114***					
Durbin Watson	1.859					

Source: Survey Results, 2022

\*\*\* Correlation is significant at the 0.01 level

\*\* Correlation is significant at the 0.05 level

The above results demonstrated that all of the model's coefficients are jointly significant at the 1% and 5% levels, as shown by the F-value statistics of 45.114. Individual coefficients have also shown expected upward trends. HR planning and employee retention are two talent management activities in the model that are significant, although HR procurement and development relationships are not. When an independent variable's score rises by one unit while other factors stay the same, the magnitude of each coefficient shows how much the score of the dependent variable changed.

The magnitude of each coefficient indicates the amount by which the score of the dependent variable changes if the score of an independent variable increases by 1 unit while other things remain unchanged. That is, a one-unit increase in HR planning

practices results in a 0.360-unit increase in employee performance. If the score of HR retention practices increases by 1 unit, the level of employee performance increases by 0.217 units.

In terms of the magnitude of the standardized coefficient, compensation and benefits (beta = 0.434) are relatively the most important in explaining the employee performance of Yoma Bank. From the perspective of regression model performance, the model is able to account for 64.5% of the variation in employee performance rates and talent management practices.

#### 4.6 Analysis of Employee Performance on Competitive Advantage

The effect of employee performance on competitive advantage at Yoma Bank is examined using the multiple linear regression model. To analyze the influencing factor of competitive advantage, a multiple regression analysis is conducted, and the results are reported in Table 4.13.

**Table (4.13) Analyze the Effect of Employee Performance on Competitive Advantage**

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.714	.240		2.936	.004	
Employee Performance	0.847***	.065	.801	13.102	.000	-
N	98					
R <sup>2</sup>	0.641					
F value	171.658***					
Durbin Watson	1.763					

Source: Survey Results, 2022

\*\*\*. Correlation is significant at the 0.01 level

Table 4.13 shows that the ratio of regression to residuals shows a positively and strongly related relationship, as well as a significant correlation between employee performance and competitiveness among the employed in this study. It can be observed in both management commitment and continuous improvement that 0.000 is less than

the level of significance (0.05), confirming that the flexibility variable is significant. The results in the table show that employee performance had a strongly and positively related relationship to Yoma Bank's competitive advantage, and this effect was significant at 80.1%. When employee performance increased by one unit, organizational performance increased by 0.847. Durbin Watson shows that employee performance had a strongly and positively related effect on Yoma Bank's competitive advantage, and this effect was significant by 1.763.

Employees concluded that the combination of issues of composition and culture leads to a better perspective of the Yoma Bank. An architectural view of TM strategy addresses the integration and combination of talents, from different cohorts, who have different attachments to the business and different attachments to each other. The study only looked at talented employees, which may explain why it has a weak relationship with overall competitive advantage. To conclude, human resource performance of contributes substantially ( $\bar{R}^2 = 64.1\%$ ) to bank competitive advantage.

## **CHAPTER V**

### **CONCLUSION**

This chapter presents the summary of findings and discussion, recommendations and suggestions of the study, and the need for future research. The main objective of this study was talent management practices on competitive advantage through employee performance of Yoma Bank, Myanmar.

#### **5.1 Findings and Discussions**

This study analyzes the effect of talent management practices on competitive advantage through employee performance at Yoma Bank. There are three main objectives in this study; to identify the talent management practices of Yoma Bank, analyze the effect of talent management practices on employee performance, and analyze the effect of employee performance on competitive advantage in Yoma Bank. In order to identify the talent management practices of Yoma Bank, HR planning seemed to be moderately practiced according to employees' perceptions. This average score of HR procurement indicates that the bank is positively exerting influence on the perception of employees. Next, the study revealed that Yoma Bank is moderately exerting HR development for the growth of employees. Finally, employees of the bank agreed that HR retention is positively practiced at Yoma Bank. Therefore, the study revealed that the employees strongly agreed that talent management practices are being practiced at Yoma Bank.

For the second objective, it has been discovered that HR planning has a significant and dominant effect on employee performance; that is, the greater the increase in HR planning, the greater the increase in employee performance. However, the study found that HR procurement and development do not have a significant effect on employee performance. Moreover, this study found that HR retention has a significant effect on employee performance at Yoma Bank.

Third objective of the studies: to analyze the effect of employee performance on competitive advantage. The study revealed that employee performance influences the competitive advantage of the bank, based on the findings of the results. The multiple regression analysis pointed out that the increase in employee performance of bank enhances in promoting the competitive advantage of bank.

Finally, Yoma Bank gains competitive advantages in the industry through employee performance, which is driven by HR planning and retention at Yoma Bank. Moreover, since HR procurement and HR development do not influence employee performance, the bank should consider the effective strategies of procurement to obtain a talented employee. Next, the bank needs to emphasize employee development strategies to maintain and enhance the employees' skills and motivation.

## **5.2 Recommendations and Suggestions**

The findings of this study are important in the making of policies and embracing practices that contribute to the talent management of human capital at Yoma Bank. The banks should consider embracing practices associated with the different elements of talent management practices such as HR planning, HR procurement, HR development, and HR retention. Employees should be well taken care of, and organizations should endeavor to, as much as possible, leverage their potential and capabilities in order to enhance competitive advantage. It is important for managers to adopt a HR management perspective that focuses on employee perception of reaching their full potential and a high level of service quality. In this case, management of Yoma Bank should take initiatives to pioneer and drive talent management adoption and use, as well as commit more financial resources to human capital. The collective value of capabilities such as skills, experience, innovativeness, and competence in the workforce requires management of the bank to make use of the workforce in order to leverage on their performance.

According to the research, information data analysis, and findings, the academic study strongly recommends Yoma Bank should invest both financially and technically in talent management practices to set up competitive advantages. However, the company has to invest more in the development of employee planning and retention because it has the strongest power to progress employee performance.

The influencing levels of each talent management factor on employee performance are just slightly different. It means that the influencing power and level of human resource planning are just slightly greater than other variables such as human resource procurement, employee development, and employee retention. Therefore, this study has strongly suggested that even though the company focuses on investing in human resource development, it should not ignore the others such as human resource planning, human resource procurement, and human resource retention.



In relation to development, there is no formal system for assessing the effectiveness of regular training. Yoma Bank HR should provide their employees with the right training needs, rather than providing generic training that may not be beneficial to them and yet may hamper their intention to remain loyal to the company. In fact, the impact of training on employee performance should be reviewed at the end of each training course to determine whether employees are meeting training objectives. Furthermore, opportunities should be provided for the employees to move towards their career goals. This helps to make them bound to their jobs.

Otherwise, the organization struggles with lower employee performance and overall organizational productivity. If the bank faces similar barriers or difficulties, it is very hard to create competitive advantages. Therefore, this academic study paper has strongly suggested that Yoma Bank should take care of each individual factor of all talent management practices to improve employee performance and organizational productivity to generate the competitive advantages of the organization.

### **5.3 Need for Further Research**

This study examined how Yoma Bank's TM practices affected competitive advantage through employee performance. Other future researchers may conduct research in the same or related fields as this research study, such as talent management and organizational performance topics, knowledge management and employee performance, or creating competitive advantage. In addition to TM practices, several elements influence Yoma Bank employee performance and also require more study. Moreover, further researchers should use different independent variables to examine employee performance. This investigation did not exhaust all that can be concluded about talent management, employee performance, and competitive advantage; further research in these fields is recommended. Further study is required to determine whether TM practices have an impact on the performance and competitive advantage of other service industry sectors or from the point of view of other core competencies.

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## APPENDIX - A

### List of Private Banks

<b>Sr. No</b>	<b>Name of Bank</b>	<b>Date of License Issued</b>
1	Myanmar Citizens Bank Ltd	25/5/1992
2	First Private Bank Ltd	25/5/1992
3	Co-operative Bank Ltd	3/8/1992
4	Yadanabon Bank Ltd	27/8/1992
5	Myawaddy Bank Ltd	1/1/1993
6	Yangon City Bank Ltd	19/3/1993
7	Yoma Bank Ltd	26/7/1993
8	Myanmar Oriental Bank Ltd	26/7/1993
9	Asia Yangon Bank Ltd	17/3/1994
10	Tun Commercial Bank Ltd	8/6/1994
11	Kanbawza Bank Ltd	8/6/1994
12	Small and Medium Enterprises Development Bank Ltd	12/1/1996
13	Global Treasure Bank Ltd	9/2/1996
14	Rual Development Bank Ltd	26/6/1996
15	Innwa Bank Ltd	15/5/1997
16	Asia Green Development Bank Ltd	2/7/2010
17	Ayeyarwady Bank Ltd	2/7/2010
18	uab Bank Limited	2/7/2010
19	Myanma Apex Bank Ltd	2/7/2010
20	Naypyitaw Sibin Bank Limited	28/2/2013
21	Myanmar Microfinance Bank Limited	2/7/2013
22	Construction, Housing and Infrastructure Development Bank Limited	12/7/2013
23	Shwe Rural and Urban Development Bank Limited	28/7/2014
24	Ayeyarwaddy Farmers Development Bank Limited (A Bank)	17/11/2015
25	Glory Farmer Development Bank Limited (G Bank) 8/	8/6/2018
26	Mineral Development Bank Limited	6/7/2018
27	Myanma Tourism Bank Limited	9/7/2018

## APPENDIX - B

### List of Foreign Banks

<b>Sr No.</b>	<b>Bank Name</b>	<b>Date of Licence Issued</b>
1	MUFG Bank, Ltd.	2/4/2015
2	Oversea-Chinese Banking Corporation Ltd	2/4/2015
3	Sumitomo Mitsui Banking Corporation	2/4/2015
4	United Overseas Bank Limited	30/4/2015
5	Bangkok Bank Public Company Limited	26/5/2015
6	Industrial and Commercial Bank of China	26/5/2015
7	Malayan Banking Berhad (Maybank)	27/7/2015
8	Mizuho Bank Limited	27/7/2015
9	Australia and New Zealand Banking Group Limited	29/9/2015
10	The Joint Stock Commercial Bank for Investment and Development of Vietnam (BIDV)	30/6/2016
11	Shinhan Bank	15/9/2016
12	E.Sun Commercial Bank Limited	27/9/2016
13	State Bank of India	27/9/2016

## APPENDIX C

### Survey Questionnaire

#### Part A

##### Demographic and Respondents Profile

1. Gender
  - a) Male
  - b) Female
2. Age
  - a) Between 20 to 30
  - b) Between 31 to 40
  - c) Between 41 to 50
  - d) Over 51
3. Number of Respondents by their Branches
  - a) Kyauktada Branch
  - b) Myaynigone Branch
  - c) Myanmar Plaza Branch
  - d) Star City Branch
  - e) Yangon Main Branch
4. What is your highest academic qualification? (Tick as applicable).
  - a) Diploma
  - b) Bachelor's Degree
  - c) Master 's Degree
  - d) PhD
5. Length of continuous service with your Bank?
  - a) Less than two year
  - b) 2-5 years
  - c) 6-10 years
  - d) Over 10 years

- 6. Position Level [ ]
- a) Associate [ ]
- b) Officer [ ]
- c) Assistant Manager [ ]
- d) Manager [ ]
- e) Senior Manager [ ]



## Part B

Talent Management Practices of Yoma Bank in Yangon.

Use 1) Strongly disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

	<b>HR Planning</b>	1	2	3	4	5
1	Organizations always emphasize the importance of different competencies for different tasks					
2	Organizations always assess your performance on individual competencies.					
3	An organization has systematic succession plans, enabling employees to effectively perform roles traditionally reserved for managers.					
4	HR emphasizes the identification of skills gaps among staff.					
5	As part of forecasting Human Resource needs during planning, HR performs people division to keep up to date staff records.					
6	HR provides with clear instructions and logical reasoning in order to achieve strategic goals.					

	<b>HR Procurement</b>	1	2	3	4	5
1	The Organization has good working conditions and fair wages have enabled it to attract the right talent.					
2	Work-life balance, as well as social networking facilities, in this company are motivating factors for our employees.					
3	HR has a clear idea about job requirements and person attributes of potential candidates enabling it to hire the right employees.					
4	Interview sessions are professionally managed allowing the panel to identify the required talents for this department.					
5	HR hires talented employees through an open, free, competitive and objective process.					
6	HR recruits employees who are capable of not only performing easy tasks but also find ways to deliver on the functions that require more effort and creativity.					

	<b>HR Development</b>	1	2	3	4	5
1	HR provided to employees with professional career development opportunities to enhance their competencies.					
2	The learning Hub app has made it possible for all employees to learn and access professional development training in a flexible manner.					
3	HR creates processes that support career planning and succession management of employees.					
4	HR constantly evaluates employees in order to identify their potentials and weaknesses with the aim of taking appropriate action.					
5	High-performing employees give this department a competitive edge in the bank					
6	HR creates conditions that enhances employee creativity.					

	<b>HR Retention</b>	1	2	3	4	5
1	An organization has succession planning programs that strongly influences staff retention and employee performance.					
2	Career development opportunities is an important variable in employee retention.					
3	An organization has HR strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them.					
4	Employee Pay levels directly to the contribution of employees making them proactive and innovative.					
5	HR promotion policies are in place which make career path predictable to all employees.					
6	HR makes rewards system to employees' changing needs to keep their workforce motivated.					

	<b>Employee Performance</b>	1	2	3	4	5
1	Receive regular feedback on my performance.					
2	Motivated to contribute more than is usually required.					
3	Efficient and effective work performance in my establishment.					
4	The performance review process provides me with accurate information about my strengths and weaknesses.					
5	Talent strategies can keep not only high-level employee performance, but also can improve the organizational performance.					
6	Intrinsic and extrinsic rewards can affect increase and decrease of employee performance.					

	<b>Competitive Advantage</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The quality of our products and services is comparable another private bank					
2	Talent management in the organization leads to increased employee efficiency.					
3	Yoma Bank products and services are highly affordable by customers regardless of their social and economic status					
4	Customers always refer to Yoma Bank for business.					
5	Yoma Bank creates services that meet customers' needs and exceed their expectations.					
6	Yoma Bank responds quickly to customers' needs and wants.					
7	Yoma Bank encourages employees to develop new ideas and discover new ways for doing things and solving problems.					