YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF COMMERCE

MASTER OF BANKING AND FINANCE PROGRAMME

EMPLOYEE JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT AYA BANK

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

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ABSTRACT

The main objective of the study is to examine the effect of motivational factors on job satisfaction and to analyze the job satisfaction effect on employee performance. To meet the objectives of the study, the descriptive and analytical research methods are used. The survey respondents are 203 employees from the AYA Bank head office, and they are selected by using simple random sampling methods. The respondents are 20% of 1,009 total employees. The research data is collected by using research questionnaires instruments. The study found that the influencing factors of rewards (extrinsic & intrinsic), and relationship with co-workers have the significant relationship with job satisfaction. The study reveals the influencing factor, responsibility, doesn't have the significant and strong relationship with the job satisfaction. The findings also highlight that the job satisfaction factor had a significant effect on the employee performance. The result of this study encourages for the management at AYA Bank especially for job satisfaction and employee performance as it suggests opportunities for increasing employee job satisfaction and employee performance. The management of AYA Bank should consider changing the way of job delegation again which is related to responsibility factor because it doesn't have the significant effect on job satisfaction according to the study result. The management of AYA Bank should promote the activities which increase co-worker relationships because this factor is the most significant one for the employee job satisfaction. By doing these things, the job satisfaction level of the employees at AYA Bank will increase and it will lead to increase their performance as well.

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CHAPTER I
INTRODUCTION

In today's world, banks are crucial to the economic health of any nation. Additionally, the banking industry can be regarded as the foundation of the economy and is of utmost importance. Banking sector is a labor-intensive industry and therefore banks employee are important to be able to compete in the market (Hall, 2021). Therefore, for the bank to succeed and compete in the market, human resources are crucial. As a result, all bank's employees are most important and valuable asset for every bank.

The bank will receive a higher contribution from its employees the more satisfied they are. The word "job satisfaction" refers to how contented employees are with their job (Chiradeep, 2022). When a person's job appears to uphold important job ideals, they experience job satisfaction, a positive emotional state. The success of banking depends on the employees' job satisfaction. Only when employees are happy with their jobs and dedicate themselves to their work will the bank be capable of conveying a positive image. In order to improve employee’s job satisfaction, it's crucial to consider the relationship with coworkers, rewards, and responsibilities.

Employee satisfaction can boost commitment to work and excitement in a person. The bank will aid in achieving the organization's vision and missions if it has strong resources and strong commitments, excitement, contributions, and active participation. Since there is an emotional bond with employees who will give the bank their best effort if the bank is highly involved with its employees, the bank will be more successful. Extremely satisfied staff are crucial for every bank. Employees who are happy with their jobs are proactive, productive, and dedicated to helping the company achieve its objectives.

Therefore, employee performance and productivity can improve if the bank values and prioritizes employee satisfaction. By doing that, the bank can lower the rate of employee turnover. In the end, a bank that cares about employee satisfaction can increase not only its employee performance but also its earnings. Moreover, that bank can influence the expansion and performance of the national economy.

The AYA Bank, which started operating on August 11, 2010, and got its banking license from the Central Bank of Myanmar on July 2, 2010, has hired its staff as talent. To achieve long-term sustainable growth for the bank and the community it serves, the bank uses employee engagement. Currently, there are 265 branches around the country and about 6,500 employees. One of AYA Bank's core goals is to care for its employees. AYA Bank has one corporate goal which is related with employees. That is "guarantee a highly competent and dedicated workforce by boosting our employees' wellness through job enrichment and building goodwill among the team".

There are many factors that make employees job’s satisfaction, and on the other hand, the job satisfaction can influence employee’s happiness and it is an important factor to increase employee performance. Therefore, this study includes which factors influence the job satisfaction at AYA Bank’s employees and increase their performance.

1.1 Rationale of the Study

Every bank in the world views its employees as one of its most precious assets, and employees will work harder for the company if they are happy at work. Therefore, it's critical to understand employees' attitudes toward their professions in this cutthroat climate and gauge their level of happiness with various areas of job satisfaction (Bhatti, 2011). Additionally, raising employee job satisfaction will have a positive impact on both their own and the bank's performance as well as the growth of the national economy and individual performance.

Myanmar's banking industry is very competitive. Human resources are one of any bank's core values. As a result, the performance and job satisfaction of each and every employee might affect the bank's growth rate. The job satisfaction of a bank employee is influenced by a variety of elements, including relationships with coworkers, rewards, and responsibilities. The performance of the employees and that of the bank can both be maintained or improved by banks that place a strong emphasis on employee satisfaction.

The growth of the nation's economy is largely dependent on the banking industry development. Additionally, because the banking sector relies heavily on labor, staff productivity is a key factor in its growth. Moreover, employee performance is important to every organization because it helps the organization to be more effective and achieve its objectives. Effective employee performance depends on employee job satisfaction. The achievement of staff commitment depends on employee job satisfaction. To reach a high level of customer satisfaction, banks require happy staffs to service their clients.

Additionally, there is a direct correlation between job performance and employment satisfaction (Sullivan & Bhagat, 1992), which will increase customer retention. As a result, the focus of this study is on the employee job satisfaction and employee performance at AYA Bank, one of the leading private banks in Myanmar. This research could be a vital tool for the banking sector in understanding the factors that influence banks' employee satisfaction and performance.

1.2 Objectives of the Study

The objectives of the study are following:

a) To examine the effect of motivational factors on job satisfaction in AYA Bank
b) To analyze the effect of job satisfaction on employee performance in AYA Bank

1.3 Scope and Method of the Study

This study mainly focuses on the employee satisfaction and employee performance of AYA Bank head office in Yangon. The scope of the study is 203 employees in AYA Bank head office, Yangon. The survey is collected based on the total population from the AYA Bank head office which is in Yangon only. Head office is main supporter for AYA Bank branches and banks' transactions.

This study uses descriptive method based on primary and secondary data. The primary data collect questionnaires survey by using simple random sampling method. The respondents are 20% of 1,009 total employees which is 203 employees. The respondents are working at AYA Bank head office in Yangon. The questionaries are structed to measure all the independent and dependent variables. The questionnaire is structured with 5-point Likert scale which includes strongly disagree, disagree, neutral, agree and strongly agree. Pearson correlation coefficient is used to determine the relationship between variables. The secondary data were collected from the AYA Bank's website, related websites, article, research papers and journals.

1.4 Organization of the Study

There are five chapters includes in this study. The first chapter is about introduction of the study which follows rational of the study, objective of the study, method the study, scope and limitation of the study and organization of the study. The second chapter presents about the literature review and in this chapter include the theory background of the study. The third chapter presents background history, current situation, and influencing factors of employee job satisfaction and employee performance at AYA Bank. The fourth chapter presents the analysis of influencing factors effect on the job satisfaction and the job satisfaction effect on employee performance at AYA Bank. The final chapter is conclusion, and it presents the findings, discussions, suggestions, and recommendation, and needs for further study.

CHAPTER II

BACKGOUND THEORY OF THE STUDY

This chapter is related to the review of the literature, and it includes the theories and concepts that form the theoretical framework of the study. The first section presents the concept of job satisfaction. After that the study follow by the motivational factors on job satisfaction, concept of employee performance, job satisfaction effect on employee performance, background theory of the study and the previous studies. Then, the conceptual framework of the study presents as the final section.

2.1 Concept of Job Satisfaction

Putman (2002) explored the need for management to comprehend employee job satisfaction in order to enhance organizational effectiveness. Numerous authors have used various methods to describe job satisfaction. The examination of the definitions of job satisfaction that were often cited is provided below. Job satisfaction refers to the attitude that employees have toward their work (Balzar, 1997). On the other side, what an employee values or desires from a job might be described as job satisfaction (Breif & Weiss, 2002). An employee's positive and negative feelings about their work are combined to form their job satisfaction. Additionally, job satisfaction measures how well expectations and actual recognition match (Davis, 1985).

Different goals and actions result from various forms of satisfaction, which in turn result in various forms of rewards (Luthanset, 2005). It was anticipated that rewards for their follow-up interactions would be determined by how satisfied employees were with their companies (Milne, 2007). Amabile (1994) draws the conclusion that high job satisfaction motivates individuals and supports work engagement. According to Zaini (2009), the relationship between job satisfaction and compensation satisfaction for employees in the public and private sectors is unquestionably established. Additionally, monetary pay (salary, promotions, and bonuses) and job satisfaction were related, while non-monetary compensation was one of the key explanatory variables in both sectors (Zaini, 2009).

When an employee considers the detrimental consequences of job dissatisfaction, such as loss of loyalty and increased absenteeism, the significance of job satisfaction becomes increasingly clear. Three crucial aspects of job satisfaction were identified by Spector (1997). First, businesses should follow human values. These businesses are required to treat employees fairly and with respect. In these situations, a job satisfaction survey may be a reliable predictor of an employee's productivity. A high level of job satisfaction may indicate that a person is in sound emotional and mental health. Second, the operations of the organization are impacted by employee behavior as it relates to their level of job satisfaction. This leads to the conclusion that job satisfaction promotes positive behavior, and vice versa. Employees' negative behavior is a result of their dissatisfaction with their jobs. However, they also serve as a good indicator of how organizational changes should be made to improve overall organizational performance. Job satisfaction assessments allow for the definition of various degrees of satisfaction across various organizational units.

2.2 Motivational Factors on Job Satisfaction

Employee job satisfaction is their effective response to their work, and it strongly influences both their performance and the performance of the organization. Opportunities for personal development and accomplishment at work as well as external elements like salary and benefits, corporate policy, oversight and support, coworkers, and advancement opportunities are all factors that affect employee satisfaction (Misener, 1996). Spector (1997) investigated the most widely used measures of employee satisfaction. Appreciation, communication, coworkers, financial benefits, working conditions, the nature of the job, an organization's policies, and procedures, pay, personal development, promotion, interpersonal relationships with coworkers, recognition, supervision, and responsibilities are all factors in determining job satisfaction. This study chooses responsibility, relationships with coworkers, and rewards (both intrinsic and extrinsic) as influential factors on employee satisfaction.

(a) Rewards (Intrinsic and Extrinsic)

The term "rewards" describes the advantages that employee experiences as a result of their employment (Kalleberg, 1977), and it serves as a crucial indicator of workplace attitudes including organizational commitment, motivation, and job satisfaction (Steers & Porter, 1991). In any organization, employee dedication to achieving high levels of performance is built and maintained in large part through compensation (Wang, 2004). By strictly sticking to their organizational strategies through fair compensation and recognition programs for their employees, the majority of firms have seen considerable benefits. All forms of monetary compensation, tangible services, and benefits that employees get as a condition of their employment contract are referred to as reward (Bratton & Gold, 1994). Employees work more effectively and are more connected to their employers, and they also receive higher rewards and recognition from those same firms. Rewarding employees results in higher levels of performance and efficiency at work, which increases the organization's success.

There are two types of rewards: intrinsic and extrinsic. A person receives extrinsic rewards when they accomplish a certain goal, typically in the form of cash benefits like bonuses, incentives, and promotions. The pleasure of finishing the task successfully is the intrinsic reward, while the activity itself serves as a motive. The intrinsic reward primarily addresses an employee's happiness with his work, which results from his enjoyment at work in a strong organization. Employees always attach great significance to rewards, whether they are extrinsic or intrinsic. A person experiences intrinsic rewards after completing a certain task or tasks (joy, satisfaction, pride, etc.). On the other hand, extrinsic benefits come from outside sources and factors like pay, money, and grades (Scott & Bruce, 1994). Extrinsic rewards are vital to people, but that doesn't mean they are the only thing that will keep them motivated (Mumford, 2000). According to one study, rewards are necessary to convert unhappiness among employees into happiness. It was shown that happy employees performed better because they were more engaged and diligent in their work (Mehmod, 2013).

(b) Relationship with Co-workers

Numerous studies state the significance of peer support and its effects on job performance and job satisfaction. Babin and Boles (1996) conducted a poll to determine whether or not employees' awareness of their coworkers' support might lower stress and boost job satisfaction. In contrast to Babin's study, Kirsten Peterson and other researchers looked at the significance of coworker assistance for workers recovering from chronic sickness or injury. The study's findings demonstrated the importance of coworker support for post-absence performance and happiness.

Technology's impact on workplace interactions is investigated in a study by Lei & Piper (2017). Since many employees deal with computers more frequently than they contact with coworkers in person, it is crucial to integrate technology research in 2018. The findings of this study provide credence to the notion that building relationships and establishing connections online significantly increases job satisfaction and performance. The poll also outlines how supervisors should facilitate online interactions among employees for a proven benefit (Lei & Piper, 2017). They examined how a co-worker relationship might enhance performance and pleasure in a different study.

(c) Responsibility

Despite being the aspect that has received the least amount of research and conceptualization, Frink and Klimoski (1998) cite responsibilities as being the most crucial in organizations. For managers implementing self-managed work teams, a greater knowledge of responsibilities is vital because one key aspect of self-management is that employees carry out tasks often performed by managers and are accountable for how effectively their units perform. Employees may occasionally take on tasks that managers usually handle. However, in other circumstances, even while the tasks of the employees remain the same, they are no longer under management's supervision. However, because there is no longer a managerial layer separating employees from executives, performance is tracked and reported by employees themselves. Taking on tasks that managers previously performed could result in the decrease or deletion of work that employees previously completed. Obviously, depending on how self-management is outlined and executed in each firm, the level of perceived obligations will differ.

Performance, accuracy, and concentration are valuable organizational accomplishments that come from responsibility. According to studies, people who feel accountable for their actions are more likely to perform well, be precise, and pay attention to the needs of others than people who don't feel accountable (Fandt, 1991). Theorists have also noted that employees frequently have obligations to several constituencies (Adsit, 1997). Depending on the constituency, the responsibility criterion may have varied outcomes. A worker who feels accountable to both peers and a supervisor may find work to be more stimulating because feedback on performance may come from a greater variety of sources.

2.3 Concept of Employee Performance

Understanding each employee's performance is crucial since important management choices are made based on it, and this is what makes an organization successful (Sonnentag, Volmer & Spychala, 2008). The definition of performance is "behavior to obtain results" (Armstrong & Taylor, 2014). The definition of individual job performance is what individuals really do and how they contribute to the objectives of the business (Campbell & Wiernik, 2015). A whole set of professional actions that an organization anticipates from each individual employee makes up performance behavior.

What employees do and don't do is considered when evaluating employee performance. Employee performance is measured by the quantity, quality, and timeliness of their output as well as by their attendance at work. Yang's (2008) research on personal performance revealed that it was impossible to verify personal performance. In a similar vein, he contends that if an employee's performance is apparent, the company may use direct bonuses and prizes that are tied to that employee's performance. Bishop (1987) investigated employee performance and discovered that approval, acknowledgment, and remuneration of employee performance result in unequal treatment of employee output.

The effectiveness of the organization's compensation management system and the performance of the company have a significant impact on employee morale and productivity (Yang, 2008). Businesses put a lot of work into pleasing their clients, but typically pay little attention to doing the same for their staff. However, in practice, clients aren't happy until the staff is happy. Because happy staff will put in more effort and perform better, which will lead to satisfied consumers (Ahmad, 2012). Contentment has an impact on employee motivation. Because happy employees will put in more effort, which will ultimately boost employee performance (Azar & Shafighi, 2013). Employee job satisfaction and performance are crucial for any sort of company in the economy, not just for a specific organization (Kappagoda, 2012). Additionally, Kappagoda (2012) examined job satisfaction in the banking industry and its effects on tasks and contextual performance. On the other side, client happiness is significantly impacted by the employee job satisfaction and performance of bank employees. According to Paul (2016), satisfying employees perform their entire business and engage with clients every day, ensuring that customer happiness is maintained.

2.4 Job Satisfaction Effect on Employee Performance

Organizations, such as those within the banking industry, have established a balance between employee performance and dedication to the job, which comes from job happiness. Numerous studies have examined the effect of job satisfaction on worker performance. The majority of them demonstrated that there is a relationship between job satisfaction and employee performance because job satisfaction has a significant impact on employee motivation, which in turn has an impact on productivity and, ultimately, on performance (Aziri, 2011).

Employee performance and job satisfaction have an unmistakable relationship, according to Indermun & Bayat (2013). They contend that rewards, both psychological and material, have a major influence on job satisfaction. They held the opinion that workers ought to be rewarded and encouraged to find job satisfaction. Two key elements that affect employee job satisfaction are incentives and motivation. There is a significant correlation between motivation and job satisfaction and reward and recognition when it comes to statistics (Ali & Ahmed, 2009). The motivation of employees and job satisfaction are directly correlated with rewarding them.

Moreover, job happiness is significantly positively correlated with employees' empowerment and job duties in the workplace. Therefore, an employee's level of happiness will increase when they have control over business decisions. His performance level will ultimately improve (Javed, Balouch, and Hassan, 2014).

When it comes to connections with coworkers, security levels, and compensation structures, Awan (2014) investigated the relationship between job satisfaction and employee performance. Employees perform at their best when they have positive working relationships with their coworkers and managers, feel secure in their jobs, and are consequently satisfied with their work (Awan, 2014).

Furthermore, employee performance is significantly impacted by job satisfaction. In contrast to unsatisfied employees who are viewed as a burden to the organization, contented employees boost performance and contribute to the organization's overall goals and success (Shmailan., 2016).

2.5 Theory of the Study

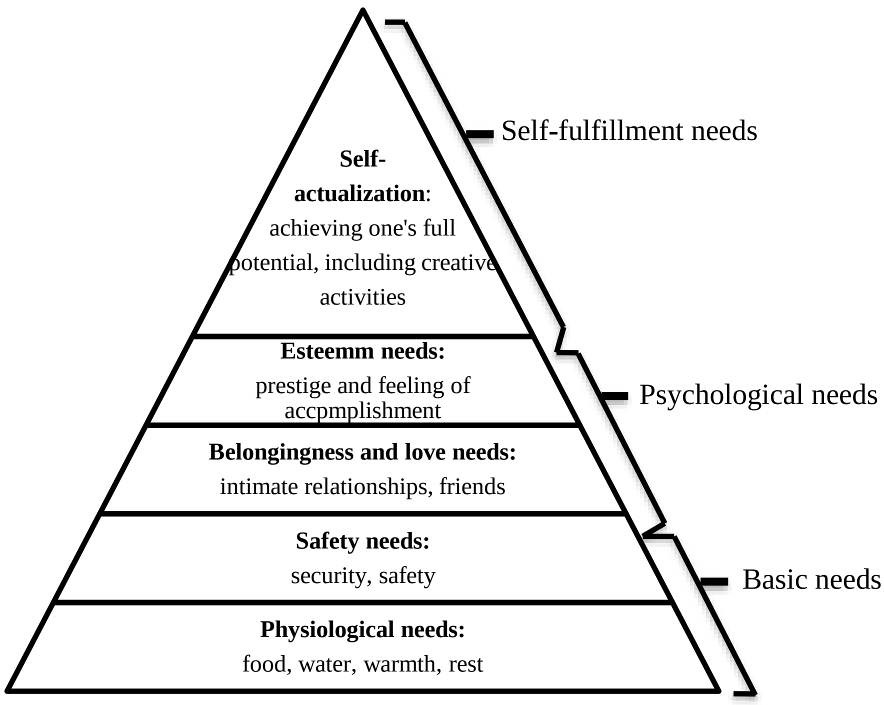
Regarding the background theory, two theories are used to implement this study. The first one is Maslow's Hierarchy of Needs Theory and the second one is Herzberg's Two Factor Theory. The details are presented as following.

(a) Maslow's Hierarchy of Needs Theory (Abraham Maslow, 1943)

By using Maslow's Hierarchy of Needs Theory, the following influencing factors will be measured.

1) Intrinsic reward (Psychological needs, esteem needs)
2) Extrinsic reward (Basic needs)
3) Relationship with co-worker (Psychological needs, belonging and love needs)
4) Responsibility (self-fulfillment needs)

Figure (2.1) Maslow's Hierarchy of Needs Theory



Source: (Maslow, 1943)

Intrinsic reward is the esteem needs of human and it's important because human is satisfied with the feeling of being appreciated and valued for. Human can fulfill the very basic needs such as food, water, warmth, and rest with the extrinsic rewards (salary, bonus etc.). Moreover, the relationship with co-worker is the belongingness and love need of a human. This need includes the desire for interpersonal relationships and being part of a group and it can be said as the social needs. Moreover, the responsibility can be measured with the self-fulfillment needs. Employees are expecting the self-fulfillment, seeking personal growth through the experiences which will get from the responsibilities from the job. The figure (2.1) showed the Maslow's Hierarchy of Needs Theory.

(b) Herzberg Two Factors Theory (Herzberg, 1959)

The two-factor motivation theory, also known as Herzberg's motivation-hygiene theory or dual-factor theory, contends that in the workplace, there are separate sets of mutually exclusive factors that cause job satisfaction or dissatisfaction. According to Herzberg's study, some elements of a job are constantly related to job satisfaction whereas other aspects are related to job dissatisfaction. In this study, the following motivators are measured which lead to increase employees' job satisfactions.

1) Performance and Achievement
2) Recognition
3) The work itself
4) Responsibility
5) Opportunities for advancement
6) Personal growth
7) Job Status

According to Herzberg (1959), motivational factors are required to increase job satisfaction and these drivers are inherent to the profession and increase job satisfaction by meeting requirements for development and self-actualization.

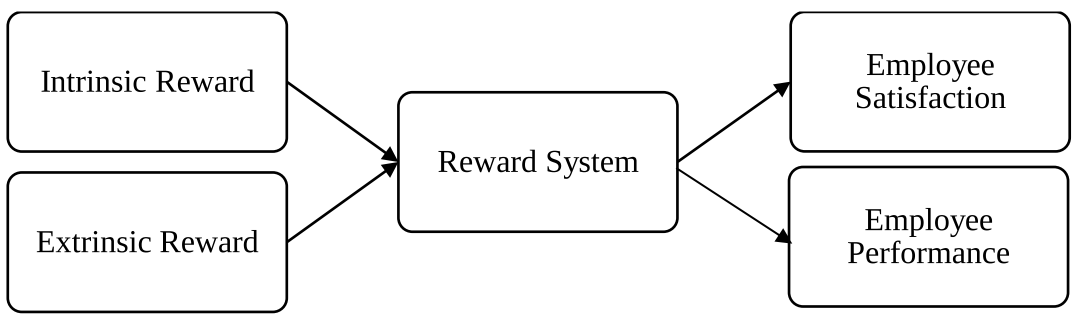
2.6 Previous Studies

There are many studies about the employee satisfaction and employee performance. In order to implement this study, there are three variables to create the conceptual framework and it includes rewards (intrinsic and extrinsic), relationship with co-worker and responsibility. Moreover, the variables are the effect of job satisfaction and job satisfaction effect the employee performance.

As a result, the four elements of the previous research studies will be discussed. The impact of intrinsic and extrinsic rewards on job performance and job satisfaction is discussed in the first section. Figure (2.2) presents the prior study for the first section. The impact of job responsibility on employee job satisfaction is discussed in the second section. Figure (2.3) presents the results of the earlier investigation into the second relationship. The third section, which is the social dimension of relationships with coworkers, influences job satisfaction and worker performance. The figure (2.4) presented about third section. The final section discusses the connection between job performance and job satisfaction, and it is shown in Figure (2.5).

Riasat, Aslam & Nisar (2016) studied the relationship between the intrinsic reward, extrinsic reward, reward system, employee satisfaction and employee performance. The objective of their studies is about the impact of reward system on employee satisfaction and employee performance. The conceptual framework of this study is shown in Figure (2.2).

Figure (2.2) The Impact of Rewards on Employee Satisfaction and Employee Performance

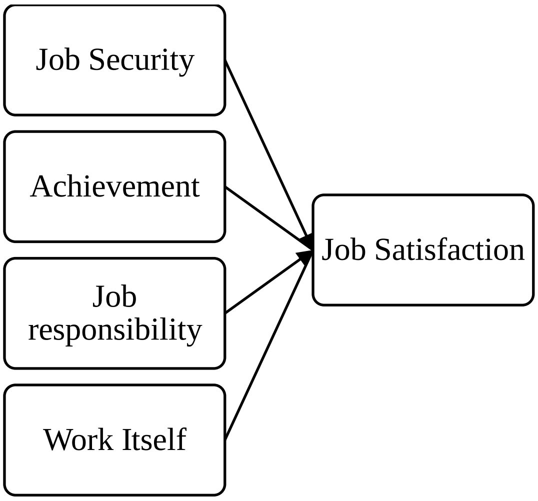


Source: Riasat, Aslam & Nisar (2016)

Findings of the study reveal that there is significant and positive relationship between intrinsic & extrinsic rewards and employee job satisfaction. Moreover, there is significant and positive relationship between intrinsic & extrinsic rewards and employee job performance. The reward system is significantly mediating the relationship between intrinsic rewards, extrinsic rewards, employee performance and job satisfaction.

Raza, Akhtar & Husnain (2015) studied about the relationship between job security, achievement job responsibilities and work itself with the job satisfaction. Based on this study, it can be proved that the job responsibilities have the positive effect on the job satisfaction. Figure (2.3) showed the conceptual framework of the study.

Figure (2.3) The Impact of Job Responsibility on Employee's Job Satisfaction

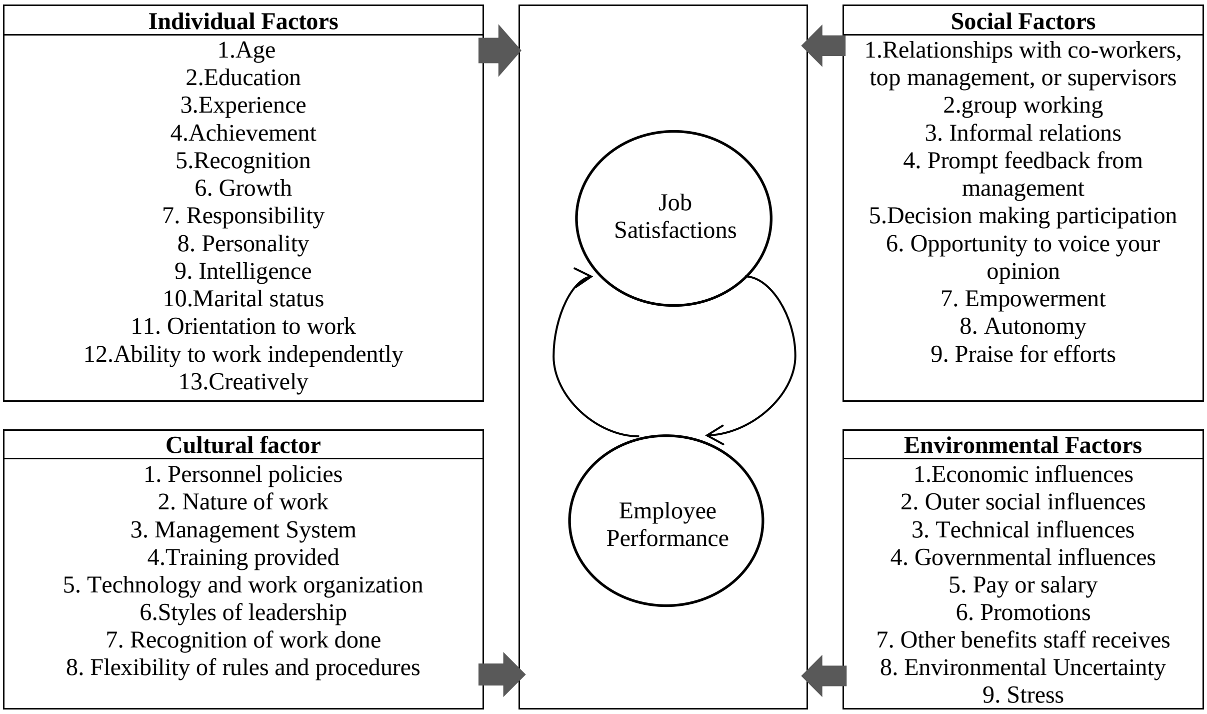


Source: Raza, Akhtar & Husnain (2015)

The study's results demonstrated that the determinants of job satisfaction include work itself, achievement of job obligations, and job security. Responsibility generally refers to a person's involvement in various work-related activities and their outcomes since the repercussions have an impact on their individuality (Britt, 1999).

Alromaihi, Alshomaly & George (2017) investigated the cyclic relationship between the job satisfaction and employee performance. The figure (2.4) showed the conceptual framework of the study.

Figure (2.4) The Cyclic Relationship Between Job Satisfaction and Employee Performance

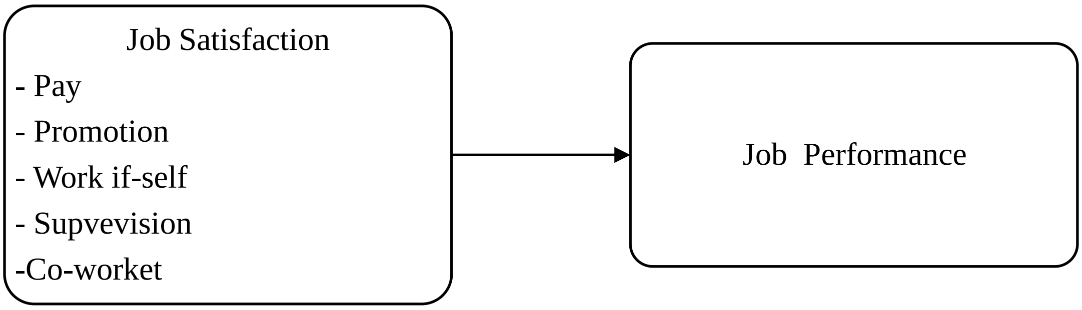


Source: Alromaihi, Alshomaly & George (2017)

The result of the study proved that the "job satisfaction has a direct influence on employee performance and employee performance has direct influence on job satisfaction". Additionally, they demonstrated how relationships with coworkers on a social level affect workplace happiness. The cyclic relationship model is also used to draw the conclusions below. The connection between job pleasure and worker performance is clarified by this approach. The general elements that impact the relationship between two variables are demonstrated by this model. Personal, cultural, societal, organizational, or environmental factors are examples of these general components. The picture, which is part of the model, also depicts the dual directions of the relationships that make up the cycle's causal relationship. The dotted line between the two variables indicated that there is an indirect relationship between them. As a result, the study's conclusion is that satisfaction motivates performance, which motivates satisfaction through mediating factors.

Bahani (2013), studied about the relationship between job satisfaction factors which includes pay, promotion, work-itself, supervision, and co-workers and job performance. Figure (2.5) showed the conceptual framework of the study.

Figure (2.5) The Relationship Between Job Satisfaction and Job Performance



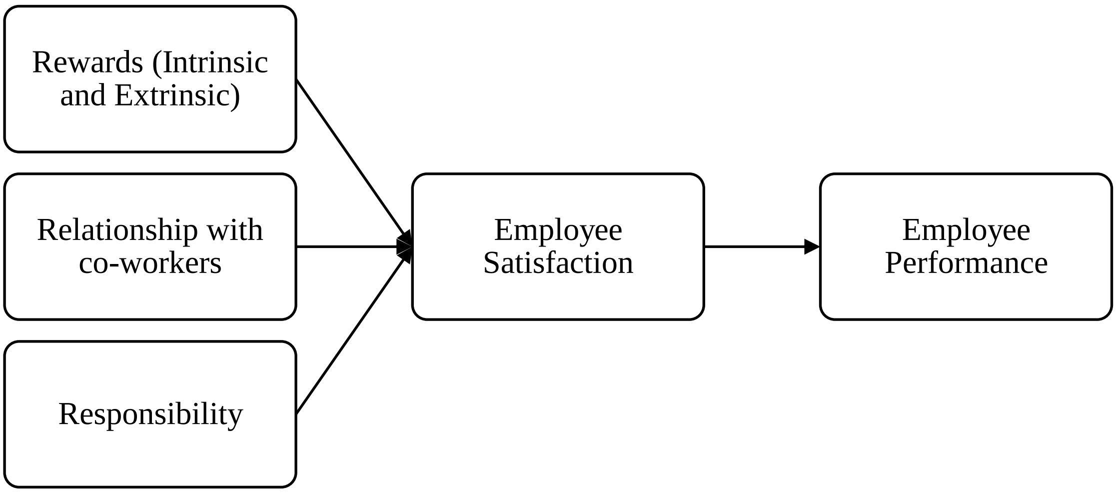
Source: Bahani (2013).

The finding of the study revealed that the relationship between job satisfaction factors which includes pay, promotion, work-itself, supervision, and co-workers has positive effects on job performance. He examined that the job satisfaction is important to an organization's success. And he proved that the relationship between job satisfaction components which are (pay, promotion, the work itself, supervision, and co-workers) and impact on employee job performance of the various sectors of the Malaysia economic sectors.

2.7 Conceptual Framework

Based on the previous theory and literatures related to the employee job satisfaction, the following conceptual framework is developed, and it is shown in following figure (2.6). In the below study model, three influencing factors are selected as rewards (intrinsic and extrinsic), relationship with co-worker and responsibility which are influencing on the dependent variable of the employee job satisfaction. Moreover, the employee satisfaction is also the influencing factor on the dependent variable of employee performance at AYA Bank.

Figure (2.6) Conceptual Framework of the Study



Source: Own Complication, 2022

According to the reviewed of Riasat, Aslam & Nisar (2016) study, it's analyzed that the intrinsic and extrinsic rewards have effect on the employee job satisfaction and job performance. Moreover, based on the study done by by Raza, Akhtar & Husnain (2015), it's found that the job satisfaction has the positive effect on the employee performance. And based on the research done by Alromaihi, Alshomaly, & George (2017), it has been examined that the co-worker relationship has effect on the job satisfaction and there is cyclic relationship between job satisfaction and employee performance. Moreover, there is one more study which result there is relationship between job satisfaction and job performance according to Bahani (2013). Therefore, based on the above concepts, and theories and previous studies about employee job satisfaction and job performance, the study develops the conceptual framework that is presented in Figure (2.6).

CHAPTER III

BACKGROUND HISTORY AND SITUATION OF AYA BANK

This chapter prescribed overview and situation of AYA bank, mission, corporate value and objective of AYA Bank, organization structure of AYA Bank and factor influencing on employee satisfaction and employee performance at AYA Bank.

3.1 Overview and Situation of AYA Bank

The Central Bank of Myanmar granted AYA Bank a banking license on July 2, 2010, and the company officially launched on August 11, 2010. The bank is authorized to function as a development or investment bank for the domestic market, and its approved banking activities include receiving securities or valuables for safekeeping, collecting and transmitting money and securities, as well as offering international banking services like international remittance, payment, and trade services (Corporate Profile – AYA Bank, 2016).

In its administration and operations, AYA Bank adheres to international standards in governance, risk, and compliance. To ensure long-term sustainable growth for the bank and the community it serves, the bank has hired people with both domestic and international exposure and has made considerable investments in technology and training. Since its founding, the bank has gradually expanded, adding 265 branches and healthy customer deposits totaling Kyat 60 billion as of the end of April 2021. This growth reflects the public's growing trust in the bank. (AYA Bank Annual Report, 2021).

With a 34% market share in the new car lending sector, AYA Bank is the top provider of auto loans in Myanmar. AYA Bank has converted 52% of its active customers to digital banking as part of the push toward cashless transactions and payments. The main objective of AYA Bank's business strategy is to offer complete banking and financial related solutions through initiatives that promote growth and enrich life. AYA Bank intends to keep emphasizing customer relationships, offering top-notch customer service, and using technology as a tool to expand its customer base. In order to maintain balance and continue to grow, the bank is also working to tighten its governance, risk, and compliance framework. (AYA Bank's Annual Report, 2016).

Corporate Social Responsibility of AYA Bank

AYA Bank earned the Myanmar Best Bank for CSR 2021 Award because of its efforts to combat the Covid-19 pandemic's consequences in its local communities in 2020, which demonstrated the bank's commitment to social responsibility. All the banks' activities were praiseworthy, but AYA Bank stood out. The Waibargi Hospital and Yankin Children Hospital in Yangon received large donations from AYA Bank in the form of medical supplies and preventative equipment. Along with three camps for the Myanmar National Football Teams and the National Football Academy in Yangon, the bank also contributed to the establishment of quarantine camps at the AYA Bank Training Centre. AYA Bank stepped up its response as the epidemic worsened, arranging for 200 migrant workers returning to Myanmar from Thailand to be quarantined (Asiamoney Myanmar's best bank for CSR 2021: AYA Bank, 2021).

AYA Bank provided patients, medical staff, and volunteers at the temporary hospital put up at the Thuwunna Youth Football Training Center with medical supplies, lodging, food, and refreshments in September 2020. The bank also contributed to the Covid-19 vaccine fund, helped personnel and their families through better work accommodations, and sponsored the opening of a second Covid-19 treatment facility in Mandalay. The way AYA Bank approached Covid relief was influenced in part by their collaboration with the Ayeyarwady Foundation. The bank and the foundation have been collaborating on creating plans for years to support gender equality, healthy lifestyles, disaster relief, and digital innovation in Myanmar (Asiamoney Myanmar's best bank for CSR 2021: AYA Bank, 2021).

AYA Bank has helped the disadvantaged in Myanmar's population in addition to its outstanding contributions in the healthcare industry. The bank acknowledged the significance of supporting Myanmar's young, working-class population and included its efforts in the microfinance industry in its list of CSR initiatives. AYA Bank projects that its efforts to give $80 million in money over the 18-month period ending in January directly impacted more than 4 million unbanked households. The bank thinks that when households try to go back to normal after COVID, its efforts in the microfinance sector would need to quadruple (Asiamoney Myanmar's best bank for CSR 2021: AYA Bank, 2021).

3.2 Mission, Corporate Value and Objective of AYA Bank

"Your Trusted Partner" is the company's slogan, and it serves as a pledge to consumers who choose AYA Bank. AYA Bank guarantees to provide quick, dependable, and honest banking relationships at fair prices. The full company's slogan is "For your trusted partner in Myanmar for your long-term banking needs, AYA bank." AYA Bank's mission statement is "To be recognized as the top bank in Myanmar via pursuit of great and long-term sustainable growth for the bank and its stakeholders," (Mission and Corporate Values – AYA Bank, 2016).

The corporate value of AYA Bank is "ETHICS," where the bank aims to pursue the objective with "EXCELLENCE," to pursue as a "TEAM," to think and act in all "HONESTY," to maintain "INTEGRITY" in all dealings, to be "CARE" for the clients, coworkers, and the people they interact with, and to be "SINCERITY" in all actions (Mission and Corporate Values – AYA Bank, 2016).

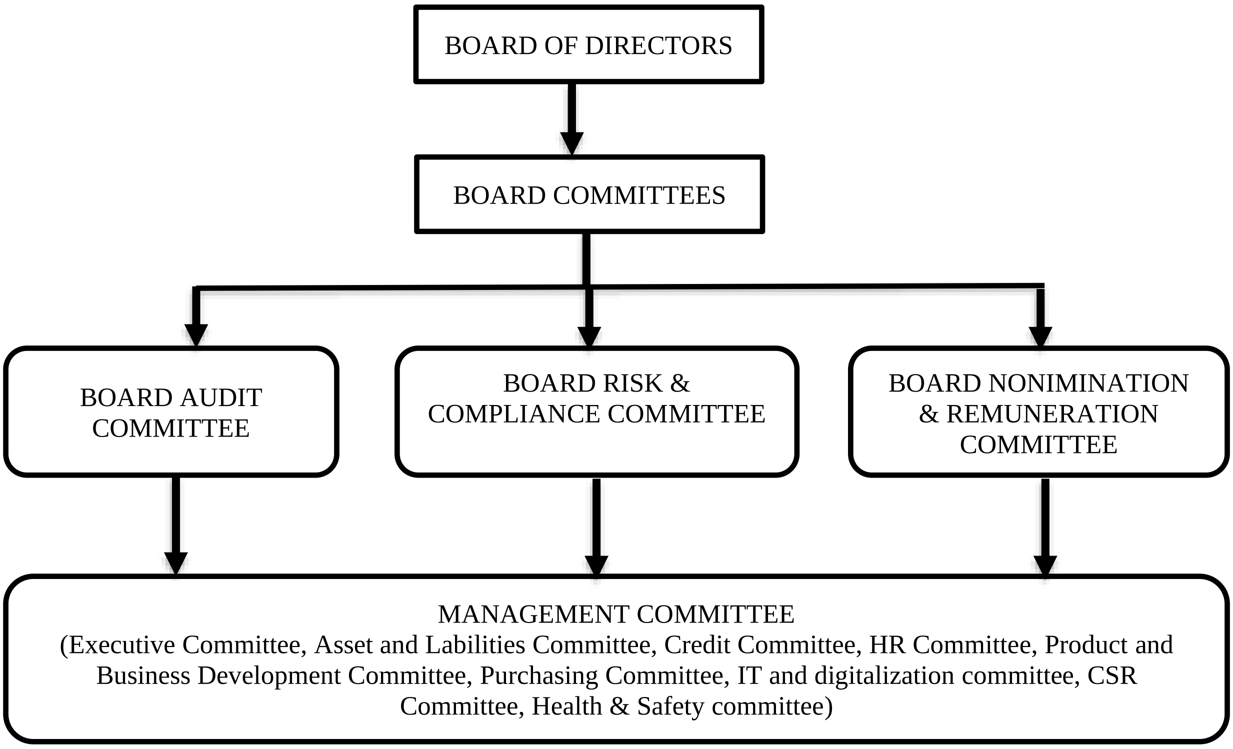
The AYA Bank has four categories for its company aim or objective. By delivering clients honest, prompt, and polite service, a wide selection of products, and simple accessibility in terms of reach and delivery channels, the bank hopes to increase customer satisfaction. Technology is used as an enabler for all customer service initiatives.

By enforcing transparent policies, encouraging employee well-being, and building a positive work environment, the bank hopes to assure a highly qualified and committed work force in the category of personnel. The bank strives to be a good corporate citizen in the community it serves by developing a long-term, sustainable, and active engagement. Finally, the bank seeks to increase sustained value for shareholders by pursuing rapid expansion in accordance with global norms of governance, risk, and compliance (Corporate Goals – AYA Bank, 2021).

3.3 Organization Structure of AYA Bank

The 9-member board of directors for AYA Bank is made up of 6 executive and 3 non-executive directors. AYA Bank's two-tire committee was established for its governance. Board committees make up the upper tire committee, and management committees make up the bottom tire committee. divided into three committees in the upper tire committee (board audit committee, board risk and compliance committee and board nomination and remuneration committee). The executive committee, asset-liability committee, credit committee, HR committee, product, and business development committee, purchasing committee, IT and digitalization committee, CSR committee, and health and safety committee are the nine committees that make up the lower tire committee (Governance Structure – AYA Bank, 2016). As of August 2022 data, AYA bank has 265 branches and 6183 workers. Currently, AYA Bank operates as a head office in 1009 employees and branches 5174 employees.

Figure 3.1 High Level Organization Structure of AYA Bank



3.4 Employee Satisfaction and Employee Performance at AYA Bank

AYA Bank offers numerous beneficial programs for job satisfaction in addition to salaries. In this research, the reward system, relationship with co-worker and responsibility are studied to measure the employee job satisfaction and their performance at AYA Bank.

Employee Reward System

The following are current employee rewards (or) benefits system at AYA Bank which includes both extrinsic and intrinsic rewards / benefits.

(a) Allowances and Employee Benefits

In addition to the previous benefits and allowances, employees of AYA Bank are also entitled to the following benefits and allowances: Meal Allowance (paid monthly along with salary), Overtime Allowance (claimed weekly), Charge/Risk Allowance (paid monthly along with salary), House Allowance (for employees on transfer), Transportation Benefits, Life Insurance, Hire Purchase/Staff Loan Program, Welfare Benefits, and Provident Fund (Employee handbook – AYA Bank, 2013).

(b) Provident Fund

The purpose of the provident fund program is to support employees when they decide to leave or retire from their employment with the bank. It consists of the employee's subscription and the employer's contribution. All money from the Provident Fund Scheme would be kept in the Provident Fund Savings Accounts of individual employees at an interest rate of 8.5 percent (revisions may be made to the interest rate based on Central Bank requirements). Each month, a permanent employee of AYA Bank will contribute a set portion of his or her basic salary, and the bank will match that contribution in the Provident Fund. Employees who have five or more years of service with the bank are eligible to withdraw their subscribed and contributed amounts as well as any interest upon resignation. Less than five years of employment employees are only permitted to withdraw the subscribed amount plus interest. Employees who have been fired or otherwise terminated are only entitled to the amount they subscribed for plus any interest. The Provident Fund Policy and the Provident Fund Standard Operating Procedure both contain more information about the Provident Fund (Employee handbook – AYA Bank, 2013).

(c)Transfer within the Bank

Within the Bank, employees have the option to seek transfers between branches, regions, or from the head office to a branch and vice versa. Only when there is an open position and after the releasing branch has completed its personnel fulfillment process are transfers permitted. Only transfers that are necessary for the Bank's growth and operations will take place. As and when the operational demand arises, the Bank side may also influence transfers. Proper lodging arrangements or allowances, as well as a transfer allowance, will be provided for transfers that the Bank initiates (Employee handbook – AYA Bank, 2013).

(d) Promotion

AYA Bank conducts an annual promotion exercise and fills open positions before turning to external candidates (Employee handbook – AYA Bank, 2013).

Co-worker Relationship

As for the co-worker relationship, every department and branches have the same and strong hierarchy of position and each position report to higher one. The basic level is called junior banking assistant and after that senior banking assistant, assistant supervisor and superior. These are non-manager position. The manager position is start from assistant manager, after that deputy manager, manager, and senior manager. These are middle management position, and they managed the non-manager staff. The management position includes, assistant general manager, general manager, senior general manager, deputy director, director, managing director, senior managing director and chief executive officers accordingly. Moreover, AYA Bank practices the following practices to improve and make sure the heathy relationship between employees.

(a) Non-Discrimination Declaration Practice

AYA Bank is dedicated to creating an environment at work where everyone is treated with respect and dignity. It also wants to make sure that no one can be harassed or treated unfairly at work because of their employment. AYA Bank will use all reasonable efforts to ensure that all parties are aware of these rules and understand that any complaint alleging a violation of them will be looked into and promptly handled. The following list is not all-inclusive and applies to all job seekers and employees of AYA Bank: - Sexual harassment/Harassment, Equal Employment Opportunity, and Retaliation. It is unacceptable to engage in the conduct covered by these regulations both within and outside of the office, including during business travels, meetings, and social functions (Employee handbook – AYA Bank, 2013).

(b) Open Door Practice

AYA Bank is aware that not all workers feel at ease approaching their immediate supervisor or are content with the response they received to a particular issue. As a result, the bank has an Open Door Policy, which allows employees to speak with the human resources department if they have any further ideas or concerns. Even if the Bank gives staff members the chance to voice their opinions, they all need to be aware that not all issues can be settled to everyone's complete satisfaction. However, the human resources team feels that open communication is crucial for a productive work environment and that employees should feel free to voice their concerns without worrying about being punished (Employee handbook – AYA Bank, 2013).

(c) Whistle Blowing Practice

AYA Bank strives to operate with integrity and in good faith. The bank expects its employees to uphold high standards of professional behavior and to report any misconduct that violates these guiding principles. Every employee, contractor, and person working on Bank property has a responsibility to report any concerns they may have regarding workplace misconduct. The Whistle Blowing Policy of AYA Bank outlines the process by which employees can raise concerns about workplace policies, and the Whistle Blowing Committee is responsible for making any action recommendations following investigations into complaints. The Committee will make sure that workers may voice concerns without worrying about retaliation. (Employee handbook – AYA Bank, 2013).

Job Responsibilities and Delegation

At AYA Bank, employees understand their job responsibilities and working nature. Employee are interviewed with the framed job description and job specification. HR department always keep updated on that information. The sample JD and JS frame are presented in the Appendix. Moreover, every level of employees in AYA Bank are engaged to their works and can make decision according to their rank and responsibilities. AYA Bank have the following practices as a part of job responsibility to be followed by all employees of AYA Bank.

(a) Probation & Confirmation

All new recruits must serve a minimum of three months on probation before being given the opportunity to be confirmed. If the head of the relevant department and the head of human resources decide that further time is required to assess the employee's suitability, the period of probation may be extended to an extra (1) month and an additional (1) month. After completing the probationary period and receiving a

Confirmation Letter, an employee is a permanent employee (Employee handbook – AYA Bank, 2013).

(b) Attendance

Using the HRMS program, all AYA Bank employees are required to log in upon arrival at work and log off upon departure. Within three days of the date, they went on leave or while on duty outside of the workplace, all workers are required to complete a Leave or On-Duty Report form via the application. The workers will be regarded as being absent without leave from work on that specific day if they fail to comply with this. Each month's payroll will be drawn after the human resources department reviews all employee attendance and takes the relevant action. ALL government-declared public holidays must be paid in full (Employee handbook – AYA Bank, 2013).

CHAPTER IV
ANALYSIS OF EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE AT AYA BANK

This chapter presents the analysis of job satisfaction and employee performance that consists of research design, demographic characteristics of respondents, reliability analysis, analytical methods and tools used in this research, and relationship between variables. 203 employees from AYA Bank head office are selected and given structured questionnaires. Based on data, the analysis is performed by using descriptive statistics.

4.1 Research Design

The research variables used in this study, the sampling technique, the method of analysis, and multiple linear regressions are the four primary components of the research design. Those are crucial for research design and highly helpful for analyzing employee satisfaction and staff performance at AYA Bank. A research design, according to Kothari (2004), entails arranging in advance the strategies to be utilized for gathering the pertinent data and the methodologies to be applied for their analysis, bearing in mind the goal of the research and the availability of staff, time, and budget.

Prior to selecting a sample from the population, the sampling technique must be carefully considered to prevent any data analysis issues. Sampling is the process of choosing a portion of a population to include in the study (Daniel, 2012). To minimize potential bias issues, the respondents for this study were chosen using simple random sampling method. In this study, descriptive statistics are utilized to explain the employee demographics. Analysis of the influencing factors and explanation of how they affected the dependent variable was done using regression analysis. The primary data were collected from 203 respondents who are working in head office of AYA Bank. The survey's Likert scale questionnaires are included in the Appendix. Secondary data were gathered from AYA Bank records and reports, as well as from pertinent textbooks, research articles, journals, and websites. The Herzberg Two-Factor Theory and Maslow's Hierachy of Needs Theory served as the foundation for the questionnaires.

4.2 Demographic Profile of Respondents

The demographic characteristics of 203 respondents from AYA Bank Head office's employees are analyzed in this survey to identify the job satisfaction and employee performance at AYA Bank. The company was informed about the objective of the study and proposed to participate in this survey. This section includes profiles of the respondents such as gender, age, educational, position, marital status and working experience.

Table (4.1) Profile of Respondents

Items	Demographic	No of Respondents	Percent
Gender	Male	94	46.3
	Female	109	53.7
Total		**203**	**100.0**
Age (Year)	Under 20	1	.5
	21 to 30 years	134	66.0
	31 to 40 years	57	28.1
	41 to 50 years	9	4.4
	Above 50	2	1.0
Total		**203**	**100.0**
Education	Undergraduate	12	5.9
	Graduate	172	84.7
	master	19	9.4
Total		**203**	**100.0**
Position	Manager Level	62	30.5
	Non- Manager Level	141	69.5
Total		**203**	**100.0**
Marital Status	Single	144	70.9
	Married	56	27.6
	Others	3	1.5
Total		**203**	**100.0**

Experience (Year)	Under 1 year 1– 3 years 3– 5 years Over 5years	22 45 29 107	10.8 22.2 14.3 52.7
	Total	**203**	**100.0**

Source: Survey data (2022)

Table (4.1) shows the profile of respondent and includes gender of the respondents. In selected respondents, male include (46.3%), and female include (53.7%). It is showing that the female respondents are more dominance than males.

The age of the respondents in selected respondents are 0.5%, 66%, 28.1%, 4.4% and 1% of respondents are within the age range of under 20 years, 21-30 years, 31-40 years, and 41-50 years and above 50 respectively. This indicates clearly more than 50% of the employees are young people and AYA Bank has many young workforces.

The number of respondents indicates that 5.9% of the respondents are undergraduate, 84.7% of respondents are bachelor's degree holder, 9.4% of respondents are master's degree holder. Therefore, AYA Bank hired qualified people to achieve the corporate objective and earn more profit.

Regarding to the position in the selected respondents, manager level includes (30.5.%), and non-manager level includes (69.5%). It is showing that AYA Bank hire more non-manager role due to the organizational hierarchy and the nature of labor-intensive industry.

The number of respondents by marital status found out that the majority 70.9% of respondents were single. It is because AYA Bank hire the young professional and therefore most of them are single.

The number of respondents by experience years in the selected respondents are also revealed. Therefore, it found out that more than half of the respondents were service more than five year with AYA Bank. It shows that AYA Bank has staff loyalty and most of the staff are long-service staff.

4.3 Reliability Test of the Study

Reliability test is important for analysis of the study. Reliability refers to the degree to which measures are free from random error and therefore yield consistent results (Zikmund 1997). The study uses Cronbach's Alpha as a measure of internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another (Sekaran, 2003). A rule of thumb for interpreting Cronbach's alpha for Five-Likert Question is;

Table (4.2) Rule of Thumb on Cronbach's Alpha

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Source: Rule of thumb on cronbach alpha. resarchgate.net

Based on the survey data, the reliability or the internal consistency among the variables was checked with the Cronbach's alpha as per table (4.3).

Table (4.3) Reliability Test for Influencing Factors, Job Satisfaction and Employee Performance

Sr. No.	Factors	No. of items	Cronbach's Alpha
1	Rewards (Extrinsic and Intrinsic)	10	0.771
2	Relationship co-workers	5	0.825
3	Responsibility	5	0.842
4	Job Satisfaction	5	0.767
5	Employee Performance	5	0.880

Source : Survey data (2022)

According to the result of table (4.3), all the alpha value are between 0.7 to 0.88. Therefore, the research data for this survey are good and it's reliable.

4.4 Descriptive Analysis on the Employee Satisfaction and Employee Performance

The conceptual model of the study was based on three independent variables namely rewards (extrinsic & intrinsic), relationship with co-worker and job responsibility. Moreover, there is one more independent variable of job satisfaction as well. The findings under this section seek to measure how each of the variable's effect on the job satisfaction and employee performance at AYA Bank.

Employee Perception toward Extrinsic & Intrinsic Rewards Factor

Regarding the rewards (extrinsic & intrinsic) factors, the staffs are required to respond total ten questions. These questions are to check whether they are being satisfied with current salary, being satisfied with the salary because it is based on education, qualification, and experience, being satisfied with the overtime because it is paid on the basis of hours earned/ worked, the amount of work expected is reasonable with the amount of pay received, putting more effort into work if there are financial rewards based on commitment to the company, feeling motivated to increase performance when receive a non-financial reward, enjoying work better when it provides opportunity for growth and development, the organization provides the benefits the employees need, performing better when contributions are recognized by superior or the organization and the organization regularly provides credit to staff whenever they met the KPIs. Under table (4.4), data are reported about rewards (extrinsic & intrinsic) of AYA Bank.

Table (4.4) Employee Perception towards Rewards Factor

Sr. No.	Items	Mean	Standard Deviation
1	Being satisfied with current salary.	2.38	.989
2	Being satisfied with the salary because it is based on education, qualification, and experience.	3.06	.917
3	Being satisfied with the overtime because it is paid on the basis of hours earned/ worked.	3.26	.911
4	The amount of work expected is reasonable with the amount of pay received.	2.50	.977

5	Putting more effort into work if there are financial rewards based on commitment to the company.	4.11	.911
6	Feeling motivated to increase performance when receive a non-financial reward.	3.74	.930
7	Enjoying work better when it provides opportunity for growth and development.	4.27	.651
8	The organization provides the benefits the employees need.	2.96	.903
9	Performing better when contributions are recognized by superior or the organization.	4.03	.740
10	The organization regularly provides credit to staff whenever they met the KPIs.	2.83	.969
Overall Mean		3.3143	

Source : Survey data (2022)

Table (4.4) is reported the individual mean score of ten questions for rewards (extrinsic & intrinsic). The lowest mean score is 2.38 which is lower than neutral value 3 and the question is "Being satisfied with current salary" and therefore AYA Bank staffs seem not to be satisfied with the pay rate. The highest mean score is the question relating to "Putting more effort into work if there are financial rewards based on commitment to the company" is 4.11 which is higher than neutral value 3 and thus most of the staff want to get the financial rewards. However, the overall mean score is 3.31 which is higher than the neutral value 3 and thus it can be concluded the reward system (extrinsic & intrinsic) is effective, but it will be more effective if AYA Bank to consider again on the current pay scale and financial rewards.

Employee Perception toward Relationship with Co-workers Factor

Regarding with the relationship with co-workers factors, the staffs are required to respond total five questions. These questions are to check whether they are having good interpersonal relationship with colleagues, the organization's supervisors give equal chance to subordinates, there is healthy competition among colleagues in the bank, the organization opens chance for discuss problem openly and receiving the support and encouragement from colleges and supervisor. Table (4.5) presented about current employee perception towards the relationship with co-workers factors.

Table (4.5) Employee Perception towards Relationship with Co-workers Factor

Sr. No.	Items	Mean	Standard Deviation
1	Having good interpersonal relationship with colleagues.	4.17	.759
2	The organization's supervisors give equal chance to subordinates.	3.44	.939
3	There is healthy competition among colleagues in the bank.	3.24	.914
4	The organization opens chance for discuss problem openly.	3.29	.984
5	Receiving the support and encouragement from colleges and supervisor.	3.41	.952
Overall Mean		3.5074	

Source : Survey data (2022)

Table (4.5) is reported the individual mean score of five questions for the relationship with co-worker related factors. The lowest mean score is 3.24 and the question is "There is healthy competition among colleagues in the bank". The highest mean score is 4.17 and the question is "Having good interpersonal relationship with colleagues". According to the result, all the mean value are higher than the neutral value 3 and therefore it can be concluded that the employee perception on the relationship with co-workers are very good. To maintain the perfect relationship, AYA Bank just need to give the proper KPI for each and every employee.

Employee Perception towards Responsibility Factor

Regarding with the responsibility factors, the staffs are required to respond total five questions. These questions are to check whether they are having clear responsibilities, having clear vision of the responsibilities of team / department given by the organization, having the chance to involve in problems solving, satisfying with the responsibility and role in my job and fulfilling responsibility give a feeling of satisfaction and personal achievement. Under table (4.6), data are presented about current employee perception on the responsibility factors.

Table (4.6) Employee Perception towards Responsibility Factor

Sr. No.	Items	Mean	Standard Deviation
1	Having clear responsibilities.	4.04	.753
2	Having clear vision of the responsibilities of team / department given by the organization.	4.09	.759
3	Having the chance to involve in problems solving.	3.87	.743
4	Satisfying with the responsibility and role in my job.	3.69	.887
5	Fulfilling responsibility give a feeling of satisfaction and personal achievement.	4.16	.686
Overall Mean		3.9704	

Source : Survey data (2022)

Table (4.6) is reported the individual mean score of five questions for the responsibility factors. The lowest mean score is 3.69 and the highest mean score is 4.16 and which questions are “Satisfying with the responsibility and role in my job” and “Fulfilling responsibility give a feeling of satisfaction and personal achievement”. According to the result, all the mean value are higher than the neutral value 3. The result shows that almost all employees are satisfied with the responsibilities they are given.

Employee Perception towards Job Satisfaction

Regarding with the job satisfaction factors, the staffs are required to respond total five questions. These questions are to check whether they are being satisfied for working at this ban, being satisfied with the pay and benefits system of this bank, being satisfied with the non-financial reward and recognition system of this bank, being satisfied with collogues and supervisor for fair treatment and being satisfied with the fair responsibilities provided by supervisors". Under table (4.7), data are presented about current employee perception on job satisfaction.

Table (4.7) Employee Perception towards Job Satisfaction

Sr. No.	Items	Mean	Standard Deviation
1	Being satisfied for working at this bank.	3.56	.826
2	Being satisfied with the pay and benefits system of this bank.	2.51	.992
3	Being satisfied with the non-financial reward and recognition system of this bank.	3.05	.937
4	Being satisfied with collogues and supervisor for fair treatment.	3.51	.903
5	Being satisfied with the fair responsibilities provided by supervisors.	3.48	.935
Overall Mean		3.2227	

Source : Survey data (2022)

From the findings on Table (4.7), the question of "Being satisfied with the pay and benefits system of this bank" is having the lowest mean 2.51 and it is lower the neutral value 3. All other factors are higher than the neutral value 3 and the highest score is 3.56 and the question is "Being satisfied for working at this bank". The overall mean is 3.2 and therefore it can be concluded as the employee perception of job satisfaction is adequate. However, AYA Bank need to take care about the pay and benefits system which is the key factor for the employee satisfaction.

Employee Perception towards Employee Performance

Regarding with the employee performance factors, the staffs are required to respond total five questions of "Submitting high quality work because of being satisfied with job", "Being satisfied working at this bank. Therefore, deliver work on time and meet deadlines", "Arriving work on time and motivated to do my job because of being satisfied on working at this bank", "Effectively doing performance tasks and meet the KPIs due to job satisfaction" and "Taking initiative hardworking because of supervisors are motivated through of positive feedback. Under table (4.8), data are presented about current employee perception on employee performance.

Table (4.8) Employee Perception towards Employee Performance

Sr. No.	Items	Mean	Standard Deviation
1	Submitting high quality work because of being satisfied with job.	3.77	.725
2	Being satisfied working at this bank. Therefore, deliver work on time and meet deadlines.	3.82	.759
3	Arriving work on time and motivated to do my job because of being satisfied on working at this bank.	3.75	.845
4	Effectively doing performance tasks and meet the KPIs due to job satisfaction.	3.71	.783
5	Taking initiative hardworking because of supervisors are motivated through of positive feedback.	3.50	.817
Overall Mean		3.7094	

Source : Survey data (2022)

From the findings on Table (4.8), the question of “Taking initiative hardworking because of supervisors are motivated through of positive feedback” is having the lowest mean 3.5 but it is still higher than the neutral value 3. All factors are higher than the neutral value 3 and the highest score is 3.82 and the question is “Being satisfied working at this bank. Therefore, deliver work on time and meet deadlines”. The overall mean is 3.7 and therefore it can be concluded as the employee perception of job satisfaction is highly adequate. Employees are contributing their best to increase their performance and the bank performance.

4.5 Analysis the Effect of Influencing Factors on Job Satisfaction

To analyze the influencing factor effect on job satisfaction, the multiple regression analysis is concluded, and the results are shown in Table (4.9).

Table (4.9) Effect of Influencing Factors on Job Satisfaction

Dependent Variable: Job Satisfaction	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	B	SE	Beta			
(Constant)	.022	.225		.098	.922	
Rewards	.545***	.065	.451	8.325	.000	1.415
Relationship with co-worker	.425***	.052	.460	8.115	.000	1.551
Responsibility	.024	.063	.022	.382	.703	1.590
R^2	0.588					
Adjusted R^2	0.582					
F statistics	94.630***					
Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively						

Source: SPSS Output,2022

From the findings of Table (4.9), VIF is checked. According to the multicollinearity statistics utilizing variance inflation factors (VIF), the value should not be more than 10. The result shows that there are no variables have a VIF greater than the "rule of thumb" of 10. Moreover, all independent variables were positive and adjusted R-squared was 0.582 which indicated that there is moderate effect on job satisfaction at AYA Bank.

The regression result showing the correlation between influencing factors and job satisfaction. The standardized beta coefficient indicates the correlation between dependent and independent variable. The positive standardized coefficient (beta) means that an increase in variable of influencing factor leads to higher job satisfaction, and vice versa. Relationship with co-worker has the greatest beta value with 0.460, meaning that an increase in relationship with co-workers leads stronger job satisfaction. Reward has the second highest beta value with 0.451 followed by 0.22 beta value of responsibility. There is no negative correlation between influencing factors and job satisfaction since there is no negative beta value.

According to the results, p-value of reward was 0.000 and consider to be significant at 1% level. The result indicated that reward has a positive influence and dominant on the job satisfaction. The p-value of relationship with co-worker was 0.000 and consider to be significant at 1% level. The result indicated that relationship with co-worker strategy has a positive influence on the job satisfaction. The p-value of responsibility was 0.703 and consider not to be influence. This indicated that there is no influence on the responsibility on job satisfaction.

4.6 Analysis the Effect of Employee Satisfaction on Employee Performance

To analyze the job satisfaction effect on employee performance, the multiple regression analysis is concluded, and the results are shown in Table (4.10).

Table (4.10) Effect of Job Satisfaction on Employee Performance

Dependent Variable: Employee Performance	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	B	SE	Beta			
(Constant)	1.885	.185		10.208	.000	
Job Satisfaction	.566***	.056	.580	10.082	.000	1.000
R^2	0.336					
Adjusted R^2	0.333					
F statistics	101.656***					
Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively						

Source: SPSS Output,2022

From the findings of Table (4.10), VIF is checked. According to the multicollinearity statistics utilizing variance inflation factors (VIF), the value should not exceed 10. The result shows that the value is not greater than the "rule of thumb" of 10. the independent variables was positive and R- squared was 0.333 which indicated that there is moderate effect on job satisfaction at AYA Bank.

The regression result showing the correlation between job satisfaction and employee performance. The standardized beta coefficient indicates the correlation between dependent and independent variable. The positive standardized coefficient (beta) means that an increase in variable of influencing factor leads to higher job satisfaction, and vice versa. The job satisfaction has the positive beta value with 0.580, meaning that an increase in job satisfaction leads better employee performance.

According to the results, p-value of reward was 0.000 and consider to be significant at 1% level. The result indicated that job satisfaction has a positive influence and dominant on the employee performance.

CHAPTER V
CONCLUSION

Based on the results of the data analysis, this last chapter is dedicated to make the conclusion on the results of this study. In this chapter the finding from the study of job satisfaction and employee performance at AYA Bank is presented. In the first part the result on the study of job satisfaction and employee performance at AYA Bank is discussed. After that, suggestion and recommendations are presented. And then contribution of the study and recommendation of the study are presented.

5.1 Finding and Discussion

The main objective of study is to study the employee job satisfaction and employee performance at AYA Bank. In this study, 203 respondents are surveyed to achieve the objective of the study. Regarding the demographic factors of the respondents, majority of the respondents in this study is female, at the age of 21 to 30 years. The result reveals that most of the employees are young and active people. Most of the respondents are single and it's obvious because the age of most employee is under 30. Regarding the education of respondents, majority is bachelor's degree holders. Therefore, it can be said that most of the employees are well-educated young resource. Majority of the respondents are the non-managerial staff. Since the age of employee are still young and according to the hierarchy of the organization, the result shows there are more people in non-manager role than manager role. In additions, most of the staff have 5 year and above working experience at AYA Bank. The result reveals that most of the employee enjoys working at AYA Bank. They are long service staff and having loyalty to the bank.

According to the descriptive analysis's, reward factor, the study found that the employees are not too much enjoying on the current benefit system of AYA Bank. Regarding the relationship with co-worker related factors, the study found that if the bank wants to have the better job satisfaction, keeping the healthy relationship and competition is very important. Regarding the responsibility factor, the result indicates that the management of AYA Bank need to consider the job delegation and assignment of their employees. Regarding the job satisfaction, the result indicates AYA Bank employees are enjoying working at the bank even though they are not very satisfied on the benefit system. Therefore, if the AYA Bank can make better benefit system, the employee satisfaction will be higher. Regarding the employee performance, the study found that the employee has the perception that they are satisfying working at this bank and so deliver work on time and meet deadlines. This point has the highest mean score. However, the perception about taking initiative hardworking because of supervisors are motivated through positive feedback has the lowest mean score. The result reveals that the employee of AYA Bank can deliver their job within the timeline but it will be more effective if the job responsibility and delegation is clearer. By doing clear delegation, employees are going to take more initiative on their job and that will increase their performance.

Regarding to the finding based on regression analysis, it can be concluded that the influencing factors of reward and relationship with co-worker has the strong positive effects on the job satisfaction. The co-worker relationship is the most influencing factors among other factors because it has the greatest beta value with 0.460. It means if the employee relationship is better, there will be more employee satisfaction on their job. Moreover, it can be concluded as the job satisfaction is also having strong positive relationship with employee performance because the p value is significant.

5.2 Suggestions and Recommendations

Based on analysis and findings, the suggestions for AYA Bank on the job satisfaction and employee performance are as follows:

Based on the descriptive analysis of reward factor, the first recommendation is AYA Bank need to re-consider or redesign the benefit system to have more employee satisfaction because employees are not satisfying their current salary and have the lowest mean score. The second recommendation is for the relationship with co-worker factor. AYA Bank need to consider if their the KPI or competition is fair enough for every employee within the organization. This point is important because some of the employee in AYA Bank think there is no fair competition between employees, and it has the lowest mean score as well.

The third recommendation is the management of the AYA Bank to consider the job delegation and assignment of employee since employees are not satisfying or motivating with their responsibility. That point is having lowest mean score among responsibility factors. The fourth recommendation is to re-look the pay and benefits system of every employee again because it has the lowest mean score for the descriptive analysis of satisfaction. The fifth recommendation for AYA Bank is to give the clear instruction about the tasks that employees need to do. After that employees will be taking initiative activities to increase their performance. The reason is because employees taking initiative factor is the lowest mean score among the descriptive analysis of performance. AYA Bank should consider about the culture of rewarding to the person who take initiative and hardworking since it is the lowest mean score among all other points.

Based on the regression analysis, the first suggestion is to build better co-worker relationship between employees in order to maintain the job satisfaction level of AYA Bank's staff. AYA Bank need to priority it because that point has the highest beta value among others the influencing factors. AYA Bank should have more activates to increase co-worker relationship such as zumba dance activities, planting activities & CSR activities which all employees can involve and improve relationship between employees. The second suggestion is to have the good and strong reward system since this factor has the second highest beta value. It means the employee satisfaction will be higher if the benefit system is better. Therefore, AYA Bank should have some kind of quarterly bonus like other banks and have the intrinsic reward program like "employee of the month" with the certificate signed by CEO.

As a conclusion, this study suggests that AYA Bank need to be aware of the following things: AYA Bank should increase the pay rate, should have the fair KPI & daily task for everyone, should have the better benefit system for both (extrinsic & intrinsic) rewards and to build better co-worker relationship within workplace. By doing this, AYA Bank will have more job satisfaction and employee performance. The more employee is satisfied, they are committed to their work and their performance will also be increased which may also improve the whole business performance of AYA Bank.

5.3 Needs for Further Research

This study emphasizes on influencing factors on job satisfaction and job satisfaction effect on employee performance of AYA bank in Yangon only. Other states and divisions of AYA bank are excluded in this study. And this study included head office of AYA bank. Hence, further studies should observe not head office but other branches. And the furthers studies that based on other employee satisfaction and employee performance and investigate the effect of satisfaction on employee performance in different industries with larger sample size can also be more fruitful research if cost and time allows. Moreover, the research is applied by using self-rating likert-scale, open-ended questions should be included in next research. This study does not cover the whole banking industry. Therefore, further research should study the public banks and other private bank. And then, other aspects of the human resources should be considering maximizing the analysis on employee commitment and employee performance for further research.

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APPENDIX - 1

Questionnaire I

(For HR Manager at AYA Bank)

Dear Sir/Madam

The purpose of this questionnaire is to collect information on job satisfaction and employee performance at AYA Bank as part of a study for the award of Master of Banking and Finance at Yangon University of Economics. I will be me grateful if you could take off your busy schedule to respond to the questions. This is only an academic exercise and you are assured of anonymity and confidentiality.

1.How many people work for your organization?

2.Your Information:

a. Age----------------------------------

b. Gender----------------------------------

c. Position----------------------------------

d. Education----------------------------------

e. How long have you been employed in this organization?----------------------------------

----

3.Do the bank have the clear reward system?

Yes ( )   No ( )   Not Sure ( )

4. How did you know about the reward system?

a. Official communication to me ☐

b. Information from colleagues ☐

c. I'm one of the policy makers ☐

5.Do the bank have the clear JD & JS for everyone?

Yes ( ) No ( ) Not Sure ( )

6. How did you know about it?

a. Official communication to me ☐

b. Information from colleagues ☐

c. I'm one of the policy makers ☐

7.Do the bank have program to have good co-worker relationship between employees?

Yes ( ) No ( ) Not Sure ( )

8. What are they?

----

9. In terms of the following measures, how much larger or smaller the bank is today

as a result of the employee job satisfaction?

1. A lot smaller 2. A little smaller 3. No Difference 4. A little larger

5. A lot larger

A	Turnover rate	1	2	3	4	5
B	Service Quality	1	2	3	4	5
C	Employees are having positve attitude towards bank and so the bank having good brand image	1	2	3	4	5

10. In terms of the following measures, how much larger or smaller the bank is today

as a result of the employee performance?

1. A lot smaller 2. A little smaller 3. No Difference 4. A little larger

5. A lot larger

A	Productivity	1	2	3	4	5
B	Financial Performance	1	2	3	4	5
C	Having innovative products	1	2	3	4	5

Job Satisfaction and Employee Performance Information Questionnairs

No.	Item	Answer	Remark
1.	How often employees are promoted? 1. Not Regularly 2. Annually 3. Semi Annually 4. Quarterly		
2.	Is the promotion procedure being fair and clear? 1. Yes 2. No 3. Not Sure		
3.	Is the pay rate being fair for all employee?		
4.	How often employee get the increment? 1. Not Regularly 2. Annually 3. Semi Annually 4. Quarterly		
5.	Does the bank have KPI for each employee? 1. Yes 2. No 3. Not Sure		
6.	Do employees are incentive based on their KPI performance?		
7.	How often employee get the incentive? 1. Not Regularly 2. Annually 3. Semi Annually 4. Quarterly		

8.	How often the bank has program to improve co-workers' relationship between employees? 1. Not Regularly 2. Annually 3. Semi Annually 4. Quarterly		
9.	Which kind of program does the bank have to improve co-workers' relationship between employees? 1. Thingyan party 2. New-year party 3. Seasonal event 4. Employee well beingness program		
10.	Do you think the bank's employees help each other? 1. Yes 2. No 3. Not Sure		
11.	Does the bank have clear JD & JS for everyone? 1. Yes 2. No 3. Not Sure		
12.	How the bank makes to know if the employees are satisfied with their tasks? 1. Through survey questions 2. Through appraisal 3. Other		
13.	How often the bank measure employee performance? 1. Not Regularly 2. Annually 3. Semi Annually 4. Quarterly		

14.	How the bank measures the employee performance? 1. Financial result 2. Productivity 3. other		
15.	What is your opinion about the bank to get more job satisfaction and employee performance, 1. Change reward system 2. There should be more program to increase co-worker relationships 3. The responsibility of each employee should more clear 4. Any other suggestion		

..Thank You For Your Answer..

Questionnaire II

Survey Questionnaire for Employees

(ဝန်ထမ်းများအတွက် စစ်တမ်းမေးခွန်းလွှာ)

I'm a candidate of Master of Banking and Finance at Yangon University of Economics. I'm currently doing my independent study with carries the title "The study of job satisfaction and employee performance at AYA Bank". Your co-operation to answer the following questions is very important helping in my research. All the information collected are used for this research purpose only and the answer provided by you are confidential and anonymous. Thank you in advance for your participation in this research.

(ကျွန်ုပ်သည် ရန်ကုန်စီးပွားရေးတက္ကသိုလ်တွင် "ဘဏ်လုပ်ငန်းဆိုင်ရာမဟာဘွဲ့" တက်ရောက်နေသောသူ ဖြစ်ပါသည်။ "AYA Bank ရှိ ဝန်ထမ်းများ၏ လုပ်ငန်းခွင်ကျေနပ်မှုနှင့် ဝန်ထမ်းများ၏ စွမ်းဆောင်ရည်အား လေ့လာခြင်း" ခေါင်းစဉ်ဖြင့် စာတမ်းပြုစုနေသူဖြစ်ပါသည်။ ထို့ကြောင့် အောက်ဖော်ပြပါ မေးခွန်းများအတွက် သင်၏ဖြေဆိုမှုသည် ကျွန်ုပ်၏စာတမ်းပြီးမြောက်ရန် အတွက် လွန်စွာအကျိုးရှိမည် ဖြစ်ပါသည်။ သင်ဖြေဆိုထားသော အချက်အလက်အားလုံးကို ဤသုတေသနရည်ရွယ်ချက်အတွက်သာ အသုံးပြုမည်ဖြစ်ပြီး သင်၏ ဖြေဆိုချက်များကို လျှို့ဝှက်ထားရှိမည်ဖြစ်ပါသည်။ ဤစာတမ်း ပြီးမြောက်နိုင်ရန် အတွက် သင်၏ကူညီမှုအတွက် ကျေးဇူးတင်ရှိပါသည်။)

PART (A)

အပိုင်း (၁)

Employee Related Information

(ဝန်ထမ်းနှင့်သက်ဆိုင်သောအချက်အလက်များ)

Make the selected point with (√).
(မေးခွန်းများအား (√) ခြစ်၍ ဖြေဆိုပါ။)

1. Gender (ကျား/မ)

□ Male (ကျား)

□ Female (မ)

2. Age (အသက်)

 Under 20 years (၂၀ နှစ်အောက်)

 21 to 30 years (၂၁ မှ ၃၀ အတွင်း)

 31 to 40 years (၃၁ မှ ၄၀ အတွင်း)

 41 to 50 years (၄၁ မှ ၅၀ အတွင်း)

 50 years and above (၅၀ နှင့်အထက်)

3. Position (ရာထူး)

 Manager Level (Assistant manager & above) (လက်ထောက်မန်နေဂျာနှင့် အထက်)

 Non-manager Level (Junior banking assistant to Supervisor) (အငယ်တန်းလက်ထောက် မှ ကြီးကြပ်ရေးမှူးအထိ)

4. Marital Status (အိမ်ထောင်ရေးအခြေအနေ)

 Single (လူပျို / အပျို)

 Married (လက်ထပ်ထားပြီး)

 Other (အခြား)

5. Educational Qualification (ပညာအရည်အချင်း)

 Under - Graduate (ဘွဲ့မရသေး)

 Graduate (ဘွဲ့ရပြီး)

 Master (မာစတာဘွဲ့ရပြီး)

 PhD (ဒေါက်တာဘွဲ့ရပြီး)

6. How long have you worked for AYA Bank? (AYA Bank တွင်လုပ်သက်ဘယ်လောက်ရှိပြီလဲ)

 Less than 1 years (၁ နှစ်အောက်)

 1 year – 3 years (၁ နှစ် မှ ၃ နှစ်အထိ)

 3years – 5years (၃ နှစ် မှ ၅ နှစ်အထိ)

 5 years and above years (၅ နှစ်နှင့်အထက်)

7. Monthly Salary Rate (လစာ)

 100,000 - 499,999 MMK (၁၀၀,၀၀၀ မှ ၄၉၉,၉၉၉ ကျပ်အထိ)

 500,000 - 999,999 MMK (၅၀၀,၀၀၀ မှ ၉၉၉,၉၉၉ ကျပ်အထိ)

 1,000,000 & above MMK (၁,၀၀၀,၀၀၀ ကျပ်နှင့် အထက်)

PART (B)

အပိုင်း (၂)

Influencing Factors on Job Satisfaction

(လုပ်ငန်းခွင် ကျေနပ်မှုအပေါ် လွှမ်းမိုးသော အချက်များ)

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are working, please indicate the degree for each statement by making a choice the scale below.
(အောက်တွင်ဖော်ပြထားသောအချက်များမှာ မိမိတို့လုပ်ကိုင်နေသော အဖွဲ့အစည်းနှင့်ပက်သက်ပြီး လူတစ်ဦး တစ်ယောက်ချင်းတွင် ရှိနေနိုင်သည့်ခံစားချက် များကိုဖော်ပြထားခြင်းဖြစ်သည်။ သင်လုပ်ကိုင်နေသည့် အဖွဲ့အစည်းနှင့် ပက်သက်ပြီး သင့်ကိုယ်ပိုင် ခံစားချက်များနှင့် စပ်လျဥ်း၍ အောက်ဖော်ပြပါ မေးခွန်းများအား အမှတ်ပေးဖြေဆို ပေးပါ။)

1 = strongly disagreed (လွန်စွာကန့်ကွက်သည်)
2 = disagrees (ကန့်ကွက်သည်)
3 = neutral (သေချာမသိပါ)
4 = agree (ထောက်ခံသည်)
5 = strongly agreed (လွန်စွာထောက်ခံသည်)

(1) Reward (extrinsic) (ဆုကြေး (ပိုက်ဆံနှင့်ပက်သက်သော))

No	Statement	1	2	3	4	5
1.	I am satisfied with my current salary. (ကျွန်ုပ်၏လက်ရှိလစာကို ကျေနပ်ပါသည်။)					
2.	The salary I receive is based on my education, qualification, and experience. (ကျွန်ုပ်ရရှိသောလစာသည် ကျွန်ုပ်၏ပညာအရည်အချင်း နှင့် အတွေ့အကြုံတို့အပေါ် မူတည်ပါသည်။)					
3.	Overtime I get is paid on the basis of hours earned/ worked. (ကျွန်ုပ်ရရှိသော အချိန်ပိုလုပ်အားခသည် လုပ်ဆောင်ရသည့် အချိန်ပိုအလုပ်ချိန် ပေါ်မူတည်ပါသည်။)					
4.	The amount of work expected of me is reasonable with the amount of pay I received. (ကျွန်ုပ်ထံမှ မျှော်လင့်ထားသော အလုပ်ပမာဏသည် လက်ရှိ ရရှိနေသော လစာပမာဏနှင့် သင့်လျော်ပါသည်။)					

5.	I will put more effort into my work if there are financial rewards based on my commitment to the company. (ကျွန်ုပ်၏ လုပ်ဆောင်နိုင်စွမ်းပေါ်မူတည်၍ ကုမ္ပဏီမှ လစာအပြင် ထပ်ဆောင်းဆုကြေးငွေချီးမြှင့်ခြင်း ရှိပါက အလုပ်တွင် ပိုမိုအားစိုက်ထုတ်ပါမည်။)					

(2) Reward (intrinsic) (ဆုကြေး (ပိုက်ဆံနှင့်မပက်သက်သော))

No	Statement	1	2	3	4	5
1.	I feel motivated to increase my performance when I receive a non-financial reward. (ကျွန်ုပ်သည် ငွေရေးကြေးရေးမဟုတ်သော ဆုလာဘ် တစ်ခုခုရသောအခါတွင် ကျွန်ုပ်၏စွမ်းဆောင်ရည်ကို ပိုမိုမြှင့်တင်ရန်စိတ်အားထက်သန်မှုခံစားရပါသည်။)					
2.	I enjoy my work better when it provides opportunity for growth and development. (ကျွန်ုပ်၏ အလုပ်တွင် တက်လမ်းနှင့် ဖွံ့ဖြိုး တိုးတက်မှုဆိုင်ရာအခွင့်အလမ်းများပေးသောအခါတွင် ပိုမိုပျော်ရွှင်မည်ဟု ထင်ပါသည်။)					
3.	The organization provides the benefits the employees need. (ကျွန်ုပ်၏ အဖွဲ့အစည်းသည် ဝန်ထမ်းများ၏ လိုအပ်ချက်များကိုဖြည့်စည်းပေးလေ့ရှိသည်ဟု ထင်ပါသည်။)					
4.	I perform better when my contributions are recognized by my superior or the organization. (ကျွန်ုပ်၏ အဖွဲ့အစည်း (သို့မဟုတ်) အထက်လူကြီးမှ ကျွန်ုပ်၏ လုပ်ဆောင်ချက်များကိုအသိအမှတ်ပြုသောအခါတွင် ကျွန်ုပ်၏ လုပ်ဆောင်ချက်သည် ပိုမိုကောင်းမွန်လာမည်ဟု ထင်ပါသည်။)					
5.	I think the organization regularly provides credit to staff whenever they met the KPIs. (ကျွန်ုပ်၏ အဖွဲ့အစည်းသည် ဝန်ထမ်းများ၏ စွမ်းဆောင်ရည်ကို ပုံမှန်စောင့်ကြည့်ပြီး စွမ်းဆောင်ရည်ကောင်းသော သူများကို အားပေး ချီးမြှောက်လေ့ရှိပါသည်။)					

(3) Relationship with co-worker (လုပ်ဖော်ကိုင်ဖက်များနှင့် ဆက်ဆံရေး)

No	Statement	1	2	3	4	5
1.	I have good interpersonal relationship with my colleagues. (ကျွန်ုပ်၏ လုပ်ဖော်ကိုင်ဖက်များနှင့် ကောင်းမွန်သော					

	ဆက်ဆံ ရေး ရှိပါသည်။)					
2.	I think organization's supervisors give equal chance to subordinates. (ကျွန်ုပ်၏ အထက်လူကြီးသည် လက်အောက်ငယ်သား များကို တန်းတူအခွင့်အရေး ပေးသည်ဟု ထင်ပါသည်။)					
3.	I think there is healthy competition among colleagues in the bank. (ကျွန်ုပ်တို့ဘဏ်ရှိ လုပ်ဖော်ကိုင်ဖက် အချင်းချင်း မျှတသော ပြိုင်ဆိုင်မှုရှိသည်ဟု ထင်ပါသည်။)					
4.	I think the organization opens chance for discuss problem openly. (ကျွန်ုပ်တို့ အဖွဲ့အစည်းအနေနဲ့ ပြဿနာကို ပွင့်ပွင့်လင်းလင်း ဆွေးနွေးနိုင်ရန် အခွင့်အရေးပေးထားသည်ဟု ထင်ပါသည်။)					
5.	I receive the support and encouragement from my colleges and supervisor. (ကျွန်ုပ်၏ လုပ်ဖော်ကိုင်ဖက်များနှင့် အထက်လူကြီးထံမှ ပံ့ပိုး ကူညီမှုနှင့် အားပေးမှုကို ရရှိသည်ဟု ထင်ပါသည်။)					

(4) Responsibility (တာဝန်ယူမှု)

No	Statement	1	2	3	4	5
1.	I have clear about my responsibilities. (ကျွန်ုပ် လုပ်ဆောင်ရမည့် တာဝန်များကို ရှင်းလင်းစွာ သိပါ သည်။)					
2.	I have clear vision of the responsibilities of my team / department given by the organization. (ကျွန်ုပ်သည် မိမိတို့ဌာန (သို့) အဖွဲ့အတွက် ပေးအပ်ထားသော လုပ်ဆောင်ရမည့် တာဝန်များကို ရှင်းလင်း စွာ သိပါသည်။)					
3.	I have the chance to involve in problems solving. (ကျွန်ုပ်သည် ပြဿနာများကို ဖြေရှင်းရာတွင် ပါဝင်ရန် အခွင့်အရေးရှိသည်ဟု ထင်ပါသည်။)					
4.	I am satisfied/motivated with the responsibility and role that I have in my job. (ကျွန်ုပ်၏အလုပ်မှ ပေးအပ်ထားသော တာဝန်နှင့် အခန်းကဏ္ဍ အတွက် ကျေနပ်/စိတ်အားထက်သန်မှုရှိသည်ဟု ထင်ပါသည်။)					
5.	Fulfilling my responsibility give me a feeling of satisfaction and personal achievement. (ကျွန်ုပ်၏ တာဝန်များကို ကျေပွန်စွာ ဆောင်ရွက်ပြီးမြောက် ခြင်းသည် ကျွန်ုပ်အား စိတ်ကျေနပ်မှုနှင့် ကိုယ်ပိုင်အောင်မြင်မှုကို ခံစားရသည်ဟု ထင်ပါသည်။)					

PART (C)
အပိုင်း (၃)

Job Satisfaction and Employee Performance
လုပ်ငန်းခွင်တွင်ကျေနပ်မှုနှင့် ဝန်ထမ်း၏စွမ်းဆောင်ရည်

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are working, please indicate the degree for each statement by making a choice the scale below.

(အောက်တွင်ဖော်ပြထားသောအချက်များမှာ မိမိတို့လုပ်ကိုင်နေသော အဖွဲ့အစည်းနှင့် ပက်သက်ပြီး လူတစ်ဦး တစ်ယောက်ချင်းတွင် ရှိနေနိုင်သည့် ခံစားချက်များကို ဖော်ပြထားခြင်းဖြစ်သည်။ သင်လုပ်ကိုင်နေသည့် အဖွဲ့အစည်းနှင့်ပက်သက်ပြီး သင့်ကိုယ်ပိုင်ခံစားချက်များနှင့် စပ်လျဉ်း၍ အောက်ဖော်ပြပါ မေးခွန်းများအား အမှတ်ပေးဖြေဆိုပေးပါ။)

1 = strongly disagreed (လွန်စွာကန့်ကွက်သည်) 2 = disagrees (ကန့်ကွက်သည်)

3 = neutral (သေချာမသိပါ) 4 = agree (ထောက်ခံသည်)

5 = strongly agreed (လွန်စွာထောက်ခံသည်)

Job Satisfaction (လုပ်ငန်းခွင်တွင်ကျေနပ်မှု)

No	Statement	1	2	3	4	5
1.	I am satisfied for working at this bank. (ကျွန်ုပ်သည် ဤဘဏ်တွင် အလုပ်လုပ်ရသည်ကို ကျေနပ်မှု ရှိပါသည်။)					
2.	I am satisfied with the pay and benefits system of this bank. (ကျွန်ုပ်သည် ဤဘဏ်၏ လစာနှင့် ဝန်ထမ်းများ၏ အကျိုးခံစားခွင့်စနစ်ကို ကျေနပ်မှုရှိပါသည်။)					
3.	I am satisfied with the non-financial reward and recognition system of this bank. (ကျွန်ုပ်သည် ဤဘဏ်၏ ငွေကြေးမဟုတ်သော ဆုလာဘ်နှင့် အသိအမှတ်ပြုမှုစနစ်ကို ကျေနပ်မှုရှိပါသည်။)					
4.	I am satisfied in my collogues and supervisor for fair treatment. (ဤဘဏ်ရှိလုပ်ဖော်ကိုင်ဖက်များနှင့် အထက်လူကြီး များသည် ကျွန်ုပ်အား မျှတစွာ ဆက်ဆံပေးသည်ဟု					

	ထင်ပါသည်။)					
5.	I am satisfied with the fair responsibilities provided by my supervisors. (ကျွန်ုပ်၏ အထက်လူကြီးများမှ ပေးအပ်သော လုပ်ငန်းတာဝန် များမှာ တရားမျှတမှုရှိသောကြောင့် ကျေနပ်ပါသည်။)					

Employee Performance (ဝန်ထမ်း၏စွမ်းဆောင်ရည်)

No	Statement	1	2	3	4	5
1.	I submit high quality work because I am satisfied with my job. (ကျွန်ုပ်သည် ကျွန်ုပ်၏အလုပ်ကို ကျေနပ်သောကြောင့် အရည် အသွေးမြင့်သော အလုပ်များကို တင်ပြလုပ်ဆောင်နိုင်သည်။)					
2.	I am satisfied working at this bank. Therefore, I deliver work on time and meet deadlines. (ကျွန်ုပ်သည် ဤဘဏ်တွင် အလုပ်လုပ်ရသည်ကို ကျေနပ် သဖြင့် အလုပ်များကို သတ်မှတ်အချိန်အတွင်း အချိန်မှီ လုပ်ဆောင်နိုင်ပါသည်။)					
3.	I arrive work on time and motivated to do my job because of I am satisfied on working at this bank. (ကျွန်ုပ်သည် ဤဘဏ်တွင် အလုပ်လုပ်ရသည်ကို ကျေနပ် သဖြင့် အလုပ်ကို အချိန်မှန်ရောက်ပြီး အလုပ်လုပ်ရန် စိတ်အား ထက်သန်မှုရှိပါသည်။)					
4.	I effectively performance tasks and meet the KPIs due to job satisfaction. (ကျွန်ုပ်၏ လုပ်ငန်းခွင်တွင် ကျေနပ်မှုရှိသဖြင့် အလုပ်များကို မျှော်လင့်ထားသည့် အတိုင်း ထိထိရောက်ရောက် စွမ်းဆောင် ရည် အပြည့် လုပ်ဆောင်နိုင်ပါသည်။)					
5.	I usually take initiative hardworking because of my supervisors are motivated through of positive feedback from my supervisor. (ကျွန်ုပ်သည် အထက်လူကြီးထံမှ အပြုသဘောဆောင်သော တုံ့ပြန်ချက် များစွာကို လက်ခံရရှိလေ့ရှိသဖြင့် ဦးဆောင် လုပ်ကိုင်ရာတွင် ပါဝင်လေ့ရှိပါသည်။)					

APPENDIX - 2

OUTPUT

(a) Reliability Test

Rewards (Intrinsic and Extrinsic)

Reliability Statistics

Cronbach's Alpha	N of Items
.771	10

Relationship with co-workers

Reliability Statistics

Cronbach's Alpha	N of Items
.825	5

Responsibility

Reliability Statistics

Cronbach's Alpha	N of Items
.842	5

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.767	5

Employee Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.880	5

(b) Frequencies Test

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	94	46.3	46.3	46.3
	female	109	53.7	53.7	100.0
	Total	203	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 20	1	.5	.5	.5
	21 to 30 years	134	66.0	66.0	66.5
	31 to 40 years	57	28.1	28.1	94.6
	41 to 50 years	9	4.4	4.4	99.0
	above 50	2	1.0	1.0	100.0
	Total	203	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative
Valid	manager level	62	30.5	30.5	30.5
	non-manger level	141	69.5	69.5	100.0
	Total	203	100.0	100.0	

MaritalStatus

		Frequency	Percent	Valid Percent	Cumulative
Valid	Single	144	70.9	70.9	70.9
	married	56	27.6	27.6	98.5
	others	3	1.5	1.5	100.0
	Total	203	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative
Valid	under graduate	12	5.9	5.9	5.9
	graduate	172	84.7	84.7	90.6
	master	19	9.4	9.4	100.0
	Total	203	100.0	100.0	

Experiences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than one year	22	10.8	10.8	10.8
	one to three year	45	22.2	22.2	33.0
	three to five years	29	14.3	14.3	47.3
	above five years	107	52.7	52.7	100.0
	Total	203	100.0	100.0	

(c) Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RewardExtrinsic1	203	1	4	2.38	.989
RewardExtrinsic2	203	1	5	3.06	.917
RewardExtrinsic3	203	1	5	3.26	.911
RewardExtrinsic4	203	1	5	2.50	.977
RewardExtrinsic5	203	1	5	4.11	.911
RewardIntrinsic6	203	1	5	3.74	.930
RewardIntrinsic7	203	1	5	4.27	.651
RewardIntrinsic8	203	1	5	2.96	.903
RewardIntrinsic9	203	1	5	4.03	.740
RewardIntrinsic10	203	1	5	2.83	.969
Valid N (listwise)	203				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RelationshipwithCo-workers1	203	1	5	4.17	.759
RelationshipwithCo-workers2	203	1	5	3.44	.939
RelationshipwithCo-workers3	203	1	5	3.24	.914
RelationshipwithCo-workers4	203	1	5	3.29	.984
RelationshipwithCo-workers5	203	1	5	3.41	.952
Valid N (listwise)	203				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Responsibility1	203	1	5	4.04	.753
Responsibility2	203	1	5	4.09	.759
Responsibility3	203	1	5	3.87	.743
Responsibility4	203	1	5	3.69	.887
Responsibility5	203	1	5	4.16	.686
Valid N (listwise)	203				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JobSatisfaction 1	203	1	5	3.56	.826
JobSatisfaction 2	203	1	5	2.51	.992
JobSatisfaction 3	203	1	5	3.05	.937
JobSatisfaction 4	203	1	5	3.51	.903
JobSatisfaction 5	203	1	5	3.48	.935
Valid N (listwise)	203				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EmployeePerformance1	203	1	5	3.77	.725
EmployeePerformance2	203	1	5	3.82	.759
EmployeePerformance3	203	1	5	3.75	.845
EmployeePerformance4	203	1	5	3.71	.783
EmployeePerformance5	203	1	5	3.50	.817
Valid N (listwise)	203				

Summary Table

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Rewards (Intrinsic and Extrinsic)	203	1.00	4.80	3.3143	.54758
Relationship with Co-workers	203	1.00	5.00	3.5074	.71677
Responsibility	203	1.00	5.00	3.9704	.60125
Job Satisfaction	203	1.00	5.00	3.2227	.66219
Employee Performance	203	1.00	5.00	3.7094	.64674
Valid N (listwise)	203				

(d) Correlations Analysis

Correlations

		Rewards (Intrinsic and Extrinsic)	Relationship with Co-workers	Responsibility	Job Satisfaction
Rewards (Intrinsic and Extrinsic)	Pearson Correlation	1	.467**	.487**	.655**
	Sig. (2-tailed)		.000	.000	.000
	N	203	203	203	203
Relationship with Co-workers	Pearson Correlation	.467**	1	.551**	.658**
	Sig. (2-tailed)	.000		.000	.000
	N	203	203	203	203
Responsibility	Pearson Correlation	.487**	.551**	1	.451**
	Sig. (2-tailed)	.000	.000		.000
	N	203	203	203	203
Job Satisfaction	Pearson Correlation	.655**	.658**	.451**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	203	203	203	203

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

Correlations

		Job Satisfaction	Employee Performance
Job Satisfaction	Pearson Correlation	1	.580**
	Sig. (2-tailed)		.000
	N	203	203
Employee Performance	Pearson Correlation	.580**	1
	Sig. (2-tailed)	.000	
	N	203	203

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

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.073	3	17.358	94.630	.000[b]
	Residual	36.502	199	.183		
	Total	88.576	202			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Responsibility, Rewards (Intrinsic and Extrinsic), Relationship with Co-workers

(e) Regression Analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of	Durbin-Watson
1	.767[a]	.588	.582	.42829	1.884

a. Predictors: (Constant), Responsibility, Rewards (Intrinsic and Extrinsic), Relationship with Co-workers

b. Dependent Variable: Job Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.022	.225		.098	.922		
	Rewards (Intrinsic and Extrinsic)	.545	.065	.451	8.325	.000	.706	1.415
	Relationship with Co-workers	.425	.052	.460	8.115	.000	.645	1.551
	Responsibility	-.024	.063	-.022	-.382	.703	.629	1.590

a. Dependent Variable: Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the	Durbin-Watson
1	.580[a]	.336	.333	.52836	1.665

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Employee Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.379	1	28.379	101.656	.000[b]
	Residual	56.113	201	.279		
	Total	84.492	202			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.885	.185		10.208	.000		
	Job Satisfaction	.566	.056	.580	10.082	.000	1.000	1.000

a. Dependent Variable: Employee Performance

APPENDIX - 3

Sample JD and JS of AYA Bank

AYA Bank — Job Description	Issue Date:
	Effective Date:
Job Description and Job Specification	**Issue : 2.0**

Job Title : Assistant Supervisor
Job Family : Digital Payment Channels and Services
Department : Digital Banking
Reporting To : Manager

Overall Responsibility

To make sure the continuous growth of digital banking's customer growth business and expending the market position as targeted.

Key Areas of Accountability

- Implement the business plans for the consumer growth
- promote and sell customer related products and solutions that meet the needs of existing and prospective clients
- Work with marketing team to promote the wallet product.
- Support to assist a large portfolio of clients to provide on-going assistance.
- Conduct sales efforts commensurate with market opportunity to generate new clients, while maintaining and expanding existing profitable client relationships
- Ensures clients are matched to the appropriate product/solution in order to maximize revenues and ensure that customers are satisfied with the service that they receive.
- Works closely with Customer growth manager for the sales process from end to end

Experiences and Qualification Requirements

Minimum Experience & Job Knowledge	**Minimum Entry Qualification**
• Experience in the areas of Sales, Customer Service, and Partnership engagement as a lead • Proven previous sales achievements and results. • Excellent communication and written in Burmese and English	• Bachelor's Degree • Must have excellent Microsoft office skill (Excel, Word, Power Point) • Excellent Communication and Time Management skills.