

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
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Workforce Diversity, Employee Engagement and Employee Performance in
KBZ Bank

Shwe Yee Toe
(MBF DAY-2nd BATCH)

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KBZ Bank

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ABSTRACT

The main objective of the study is to analyze the effect of workforce diversity on employee performance. The descriptive and analytical research methods are used to meet the objectives of the study. A total of 391 employees from KBZ bank are obtained by using Taro Yamane formula. This samples are selected by using simple random sampling method. The primary data is collected by using research questionnaires instruments. The study considers the diversity factor such as gender, age, experience, ethnicity and social cultural factor as per indenpendet variables.

According to descriptive analysis, all the mean values get the high score. Therefore, in spite of having diversity factors in KBZ bank, the management try to have equality and respect atmosphere in the organization. In this study, workforce diversity factors of ethnicity and socio-cultural are positively significant on employee engagement in KBZ bank. This study found that employee engagement has strongly significant effect on the employee performance. According to the correlation result, the workforce diversity factors and employee engagement positively significant effects on employee performance. The study recommends that the management team of bank should consider gender diversity as an internal resource for achieving marketing and all employees in organization should perceive diversity as a source of a competitive advantage within the firm. They should embrace age diversity for the potential impact that it has for creativity and innovativeness in the firm. Moreover, bank's management should consider the employee experience for achieving the organization success. The study thus recommends banking industry to consider its workforce diversity by ensuring that it is modernized, comfortable for its employees and is secure.

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CHAPTER I

INTRODUCTION

Changes in staff demography, a growth in economic positions, globalisation, and the need for efficient and effective collaboration are driving the relevance of diversity in companies. Pretorius (2002) defines diversity as a paradigm in which people have varied views, behaviours, and qualities. Diversity in the workplace describes distinct similarities and variances between personnel. It is comprised of age, working environment, gender, perceptions, ethnicity, marital status, area, work experience, sexual orientation, income, and nationality, all of which contribute to the organization's core principles (Bassett, 2005). Globally, firms are embracing workforce diversity as a performance-enhancing strategy. In addition, increased globalisation has made worker diversity a pressing issue (HR) Human resources considers age, race, socioeconomic class, ethnicity, gender, education, ability, religion, conventions, and beliefs.

Organization constantly seeks to acquire and retain the best human resources. Individuals approach the organisation with their own distinct attributes, through which they perceive the world. The demographic composition of Myanmar's population has changed significantly over the past two decades. The rural people moved to metropolitan areas in quest of employment. They have distinct sociocultural backgrounds. These demographic shifts offer a fresh batch of challenges to management, particularly in the banking industry and the wider sector as a whole.

The development of international banking facilities has resulted from globalisation and the expansion of economies worldwide. Geographical barriers are no longer an issue, and accept the diversity of the workforce (efinancemanagement.com). Banking is a rapidly expanding business in Myanmar. Private Banks of Myanmar is the largest and controls the majority of the industry's assets. The rapid expansion of the banking sector has presented a number of difficulties, such as workforce diversity, which is a natural phenomenon that has both positive and negative effects on employee performance and organisational effectiveness, depending on how well it is managed. The banking sector has been particularly impacted by this issue. Most banking businesses fail in this area due to the ineffectiveness of motivating a diverse

workforce to operate as a team in terms of handling multiple dimensions, policy formulation, training, exposure, and approach to specific and overall goals.

Human capital is a crucial asset for every firm, and as such, having a diverse staff is a top priority. Diversity in the workplace increases employee engagement and improves performance. Employee involvement enhances productivity, performance, the work environment, absenteeism, and turnover. (Caplan, 2013). Consequently, the performance of employees at banks and other institutions is affected by a variety of human resource challenges, including workforce diversity and employee engagement.

This study examines how workforce diversity affects organisational effectiveness utilising KBZ bank, Myanmar's largest privately-owned bank, which holds approximately It has over 500 locations around the country and controls 40 percent of both the retail and commercial banking markets in the country. In addition to this, KBZ holds the largest share of the market and hires people representing all age groups and generations in the country. The possible generation gap is addressed and bridged by recognising age, gender, ethnicity, and educational differences.

1.1 Justification for the Study

Modern workplaces value diversity. In the mid-1980s, workforce diversity trends were identified as a way for companies to become more inventive, explore new markets, and preserve a competitive advantage. Roberson(2007). Erasmus (2007) said diversity management and workforce diversity are a forced integration that creates conflict and uncertainty in the workforce because leadership lacks competence in diversity management and its principles.

Respecting and valuing employees' contributions to goal achievement increases worker productivity. Accepting, understanding, recognising, valuing, and embracing worker differences is diversity (Kreitz, 2008). No manager can ignore demographic and workplace diversity.

Diversity, inclusiveness, and employee engagement are related. Employee involvement is affected by age, gender, education, and ethnicity, among other characteristics. Engagement increases productivity, customer satisfaction, sales, profits, and brand loyalty. Employee engagement is vital for both individuals and firms. (Pleasant,2017) A sound financial system is now essential for every country's growth. The financial industry mobilizes savings and allocates credit, encouraging economic growth, therefore sophisticated payment services are vital. Bankers need varied customer service abilities and viewpoints. The banking industry's swift expansion has introduced several hurdles, including worker diversity, a natural phenomenon that can have both negative and beneficial consequences on employee performance. This affects commercial banks, nonbanks, and microfinance (Kyalo & Gachunga,2015). The diversity of the workforce affects bank performance both positively and negatively. KBZ bank has the most market share and employees in Myanmar, according to their profile (kbzbank.com). KBZ has 500 outlets throughout Myanmar and employs all ages. Age, gender, ethnicity, and education can bridge the generation divide. This is key to addressing workforce diversity and employee success. Current thinking holds that firms that capitalize on diversity will succeed better than those that don't. Diverse workforces ensure good human and intellectual resource performance and give organizations a competitive edge in expanding markets. Corporations value labor diversity. There is no best technique for treating all employees of different companies due to their differences. Few studies have examined how workforce diversity affects employee performance. This study examined the relationship between employee performance at KBZ Banks in Myanmar and age, ethnicity, gender, experience, and social-cultural background.

1.1 Objectives of the Study

1. To identify the workforce diversity factors in KBZ bank.
2. To examine the effects of workforce diversity factors on employee engagement in KBZ banks
3. To analyze the effects of the employee engagement on employee performance in KBZ Bank.

1.2 Scope and Method of the Study

This study explores how diversity affects employee performance at Myanmar's KBZ banks. 391 people were randomly picked among KBZ's 18000 employees in 500 branches (2020-2021) for this study. To determine the sample size from the population, Taro Yamane's (1973) formula is considered. In this study, both primary and secondary data are utilised. Face-to-face and email surveys utilising structured

questions are used to obtain primary data to determine the engagement and performance of relevant KBZ bank employees. The secondary data is gathered through examining local and worldwide survey papers, pertinent journals, published text books, survey reports, articles, and websites.

1.4 Organization of the Study

It has five chapters. Introduction, study justification, research objectives, scope and methods, and study organization are in chapter 1. The second chapter offers a literature review and conceptual framework. The third chapter highlights KBZ Yangon's profile, position, and employee diversity. Based on questionnaire answers and employee interviews, the fourth chapter explores the impact of workforce diversity on bank employee performance. Fifth chapter concludes with conclusions, proposals, and research needs.

CHAPTER II

THEORETICAL BACKGROUND

This chapter contains five major sections. These are aspects of workforce diversity including gender, age, experience, ethnicity, sociocultural diversity, employee engagement, and employee performance. In addition, this study presents the work environment elements' effect on employee engagement and employee engagement's effect on employee performance, as well as the study's underpinning theory, previous research, and conceptual framework.

2.1 Workforce Diversity

Diversity refers to a group's variety and differences (Nile & Dyer, 2004). It describes a group's makeup based on a member's quality. Diversity includes ethnicity, age, religion, disability status, geographic location, personality, sexual preferences, and other personal, demographic, and organizational factors. Diversity comprises a vast range of people (Herring, 2009). Carrell (2006) defined workforce diversity as disparities in age, gender, color, education, religion, and culture that effect a task or relationship in an organization. Chatman and Spataro (2005) note that companies might engage in a range of actions to manage diversity. Workforce diversity is a reality in businesses today, as predicted by Workforce 2000 in a 1987 Hudson Institute study, but the methods organizations define and manage it are shifting, according to Carrell (2006) in Labor Law Journal. Workforce diversity includes age, culture, education, employment position, family status, gender, national origin, physical appearance, race, regional origin, religion, sexual orientation, and way of thinking. Stockdale (2004) defines workforce diversity as variances that affect acceptance, work performance, job satisfaction, and career or job advancement in an organization. Companies struggle to adjust to workforce diversity. It's about inclusiveness, which requires everyone's help for the organization's success. Modern company culture is characterized by three aspects that support workforce diversity. Evolving demographics of the labor market, expanding globalization of enterprises, and shifting forms of work organization, production, and competitiveness. Diversity in the workplace is becoming more difficult, therefore firms must successfully manage it. Workforce diversity affects in-group and out-group behavior, stereotypes and status expectations, and individual differences in cognition, values, and behavior (Brown, Knoese & Stewart, 2009) According to Hostager and De Meuse (2002), workplace diversity affects work and organization function. Diversity in the workplace has inter-, intra-,

and structural benefits for a company. Diversity influences organizational policies that hinder and create inequities among personnel.

2.1.1 Gender Diversity

In companies, preconceptions and biases give men favorable traits and a higher standing, fostering gender inequities (Leonard and Levine, 2003; Nkomo, 1992; Heilman et al., 1989). Companies prefer men over women because they have higher skills, job performance and management skills. According to Brown (2008) and Carr-Ruffino (2003), having a considerable amount of diversity in the workforce is pointless if gender concerns are not first addressed and controlled. This is the conclusion reached by both authors. According to the findings of the research and analysis, the most significant constitutional barrier is getting rid of the idea that men and women do not have equal rights. According to research conducted by Kossek, Lobel, and Brown (2005), just 54% of working-age women in the world currently hold jobs, in contrast to 80% of men. Along with this, women continue to dominate the "invisible care" industry, which includes caregiving and household labour. According to Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, and Thomas (2002), it is essential to boost the performance of employees in a business by providing women with equal employment opportunities. This can be accomplished by ensuring that women have access to all available employment opportunities.

2.1.2 Age Diversity

Because it is human nature for people to favor their own group at the expense of others, age diversity can be a challenge for organizations because of this natural tendency. Furthermore, he suggested that if the age of an employee is utilized as a significant criterion for differentiating workers, then other age groups should be treated differently. In institutions, people will feel unsafe and discriminated against. Gelner (2009) found that age variations in attitudes and values can reduce worker productivity, and interests amongst age groups. In general, generational differences are the cause of low productivity, confrontations, and conflicts. Each generation believed that its qualities were unparalleled, thus there was no need to be concerned about disadvantages arising due to generational divides (Rowe, 2010). Increasing age diversity is now a feature of many organisations (Florian Kunze, Stephen Boehm and Heike Bruch, 2009). Social identity and self-categorization explain this link. Social identity and self-categorization theory encourages people to categorize themselves based on personal qualities (Kunze, Boehm and Bruch, 2009; Tajfel and Turner, 1986). Individuals tend to favor members of their own group over other groups, against whom they may discriminate. If employees' age or generational connection is a meaningful factor for

differentiation, age groupings may arise inside an organization, causing emotional problems and age-based discrimination (Kunze et al., 2009).

2.1.3 Experience Diversity

Workplace experience is a worker's accumulated knowledge, competence, and talents. a certain area (Carr et al, 2006). According to Pinder (2014), the responsibility of experienced personnel in any corporation is to generate income rather than to produce goods or services. It is crucial for success to hire an individual who possesses appropriate knowledge and who knows the job needs, goals, and difficulties (Morgan, 2015). According to study that was carried out by the World Bank Group (2012), experienced persons are the driving force behind the success of the organization. This is because experienced personnel have participated in multiple trainings that influence the performance of individuals. Experience is the best indicator of an employee's sincerity, consistency, and advancement in their professional expertise, all of which contribute to the overall effectiveness of the firm.

2.1.4 Ethnicity Diversity

Sayers (2012) defined ethnicity as a shared culture, tradition, rituals, routine practice, costumes, beliefs, and values. Makokolo (2005) defined ethnicity as a tribe with a shared origin and destiny. Timmermans et al (2011).reached the conclusion that ethnicity may serve as a substitute for cultural background. The members' unique and imaginative performance may be enhanced by their ethnic diversityPitts (2010) said institutions are getting more racially diverse, thus it's important to analyze how ethnic groups interact at work. Ethnicity has pros and cons (Opstal, 2009). Kiglai (2006) says cultural clashes can harm an organization's quality, output, and income. Dahlin, Weingart, and Hinds (2005) said ethnic diversity and social categorization cause disputes. Benschop (2001) said ethnic variety causes unfairness. Van Esbroek (2008) found that a diverse workforce must be managed to maintain institutional benefits and reduce ethnic diversity's negative influence on employee performance.

2.1.5 Socio-Cultural Diversity

Cultural variety affects interpersonal dynamics and corporate success. Cultural variations affect working relationships in many firms. When evaluating HR performance, consider cultural norms and practices (Gomez-Mejia & Palich, 2015). Diverse cultural practices examines team procedures, problem-solving, and teamwork. Private and international organizations use cultural diversity to improve performance through inventiveness, group strategic performance, and organisation performance (Zgourides & Watson, 2002). Cultural variety improves organizational performance (Richard, Barnet, Dwyer, & Chandwick, 2007).

Engagement

Diversity, inclusiveness, and employee engagement are related. Managers must understand their employees' goals and preferences and meet them while maximizing workplace skills. Diverse workforces are more difficult to manage than homogeneous ones, thus managers may face hurdles when implementing employee engagement programs. Employee engagement is impacted differentially by age, gender, education, and ethnicity. Highly engaged employees link themselves with the company's success and find work satisfying. Engaged employees are emotionally invested in the company. No one works for pay or promotion. They focus on work and organization. They devote greater attention to the organization's goals. Unasked-for efforts are discretionary. Engagement increases productivity, customer satisfaction, sales, profits, and brand loyalty. Engagement is important for both employees and the company. When employees feel respected and supported, engagement rises. Engagement improves human capital output. Each employee adds intangible value to the company. Companies that leverage their diverse workforce's skills and originality will have more engaged employees. In a study of health sector employees, diversity practices were linked to an environment of trust, which boosted employee engagement. When employees feel valued and encouraged to focus on their strengths and celebrate their variety, workforce diversity becomes a competitive advantage.

2.3 Employee Performance

Employee performance is activity, accomplishment, or success. Person performance is how well an employee meets job criteria and performs out obligations to produce favorable results (Durga, 2017). Performance is a combination of talent and motivation, says Armstrong (2012), citing Vroom (1994). Employee effectiveness requires both ability and incentive. When managed incompetently and poorly, conflict is damaging; when handled morally and artistically, it leads to individual, group, and organization growth, maturity, and empowerment. Disparities in perception, ideas, behaviors, interests, attitudes, religion, politics, and national resource allocation cause conflict. Conflicts aren't always bad. Depending on the dispute's resolution. Managing diversity includes exploiting cultural differences in people's abilities, ideas, and creativity to contribute to a common goal and give the organization a competitive advantage (Morrison, 1992). Diversity boosts creativity, viewpoints, issue description, opportunities, and solutions (Adler, 1986). As worker homogeneity declines, organizations must adopt equal opportunities and diversity management strategies to maintain their competitive position in the marketplace (Gilbert & Ivancevich 2000). Diverse workers may be more imaginative and creative. Further diversification benefits include: When employees feel valued, involved, and appreciated, they work to fulfill the organization's

goals. Less lawsuits will arise from training management and personnel to value difference and treat everyone equally and without bias. Today's companies pay great attention to their business partners. Seeking businesses assumes inclusiveness. Diverse employees help a corporation understand its clients' perspectives. As markets fragment, smaller markets acquire importance. Getting new customers may make or break a business. The company's reputation increases as word spreads about how well it accommodates and manages diversity. People want to join. A varied workforce can improve the workplace's atmosphere. Diverse workforces can make good decisions because they evaluate multiple perspectives (Shaw 1993).

2.4 Theories for relating to Workforce Diversity

Social identification theory, social categorization theory, and Blau's heterogeneity theory drive the investigation. Social categorization theory identifies group behavior change from self-perspective to social identification. Blau's theory identifies the group as a product of in-group collective perception, and group diversity is related to work group formation. The chosen theories fit the ideology and philosophy they support.

Identity theory

A social identity is knowledge of group membership and its emotional importance (Tajfel, 1978). Social identity requires group membership and group attachment. As a member of a group, whether a striking union, police force, or army, people behave differently than as individuals (Tajfel, 1978, Tajfel & Turner, 2004). Race, ethnicity, gender, occupation, and nationality are social groups. Modern people identify with their country and take pride in its successes. Social identity theory (Tajfel, 1982) asserts that an individual's self-concept is produced through membership in diverse social groups, especially those that perceive themselves as superior. Companies use Social Identity Theory to boost employee performance. Social Identity theory helps explain the role of group divides in an organization. Tajfel (1981) says social identity theory helps analyze group behaviors, attitudes, and interactions in an organization. According to Tajfel (ibid.), social identity theory is the basis for group management, and each institution has its own group. Social identity theory says humans are born into a society and develop social features that make them simpler to classify in terms of identity and perception. In other words, a person's dominant conduct reflects society. Religion, sex, culture, nationality, occupation, race, and socioeconomic class determine these social categories. Categorization affects intergroup communication, behavior, and interactions. These unique features affect workplace interactions. As it affects workplace behavior, communication, and attitudes toward events or people. Culture and history determine people's workplace communication patterns, behaviors, and attitudes.

Social-categorization Theory

1987: Turner proposes social categorization. This notion assumes there are multiple social groupings in society and recommends that everyone must belong to one. Social identity theory led to social category theory, which emphasized social cognition, group process, and self (Turner, 1987). It distinguishes social and personal identity by studying group behavior's shift from self-perspective or personal identification to social self-categorization. This describes social and cultural groups at work. This study examines social-categorization theory's sociocultural and ethnic aspects. This idea helps explain society's diversity and workplace culture and group dynamics. Social-categorization theory illuminates socio-cultural and ethical diversity and their relevance to organizational performance.

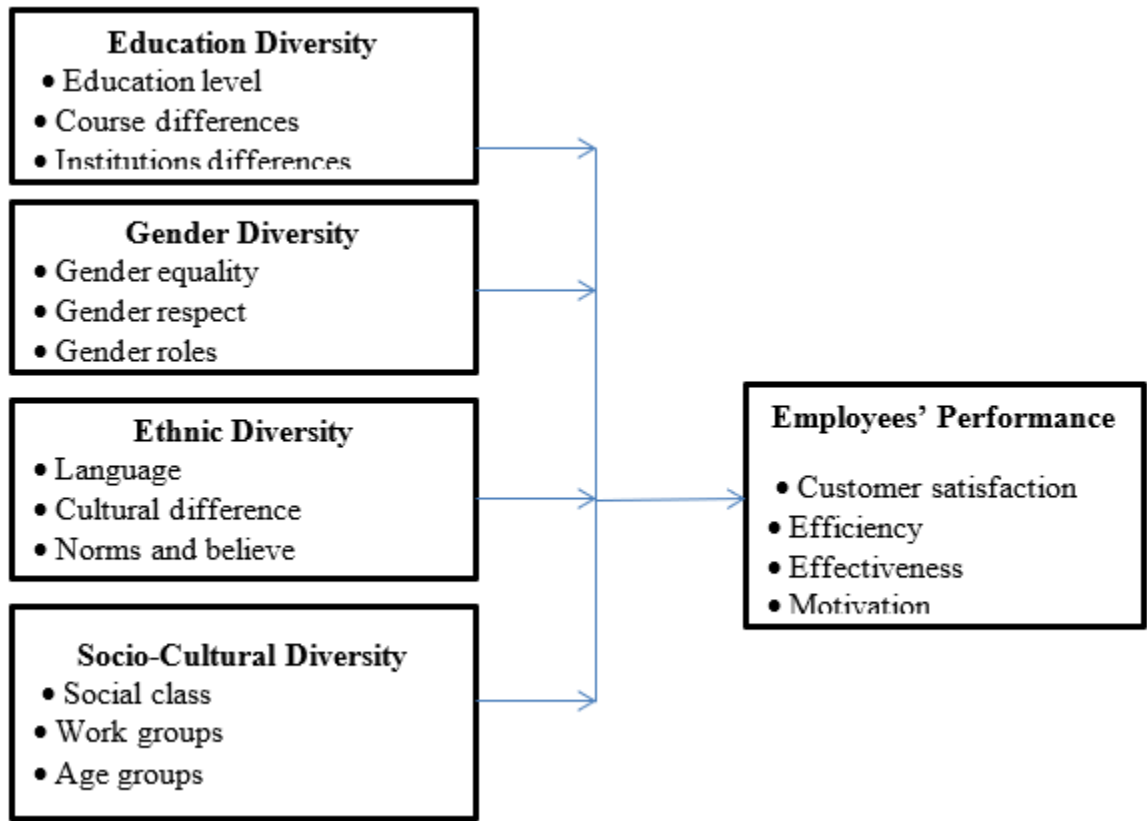
Blau's Heterogeneity Theory

Blau proposed heterogeneity in 1977. Blau (1977) said organizations with a diverse culture or cultural levels operate well. If an organization is made up of culturally homogeneous groups, alliances are likely due to regular contact and in-group collective perception. Collective perception will establish a coherent group that affects organization performance. Diverse groups form work groups. Blau (ibid.) suggested that various groups inside the organisation have a tendency to experience cultural and gender diversity because each group, such as departments and teams, is highly diverse. However, the expansion of the labour force does not necessitate the formation of a varied assembly.

2.5 Previous Study

Bor, R.J. (2018) defined the influence of workforce diversity on employee performance: a case study of the African Banking Corporation's (ABC Bank) Head Office in Kenya. Education level diversity, gender diversity, racial diversity, and sociocultural diversity constituted the independent variable for this study. These factors describe the worker variety prevalent in large organisations. Employee performance dictated the dependent variable. Quantity, efficiency, accountability, and quality are some performance indicators. The conceptual structure of this study is depicted in the picture below (2.1)

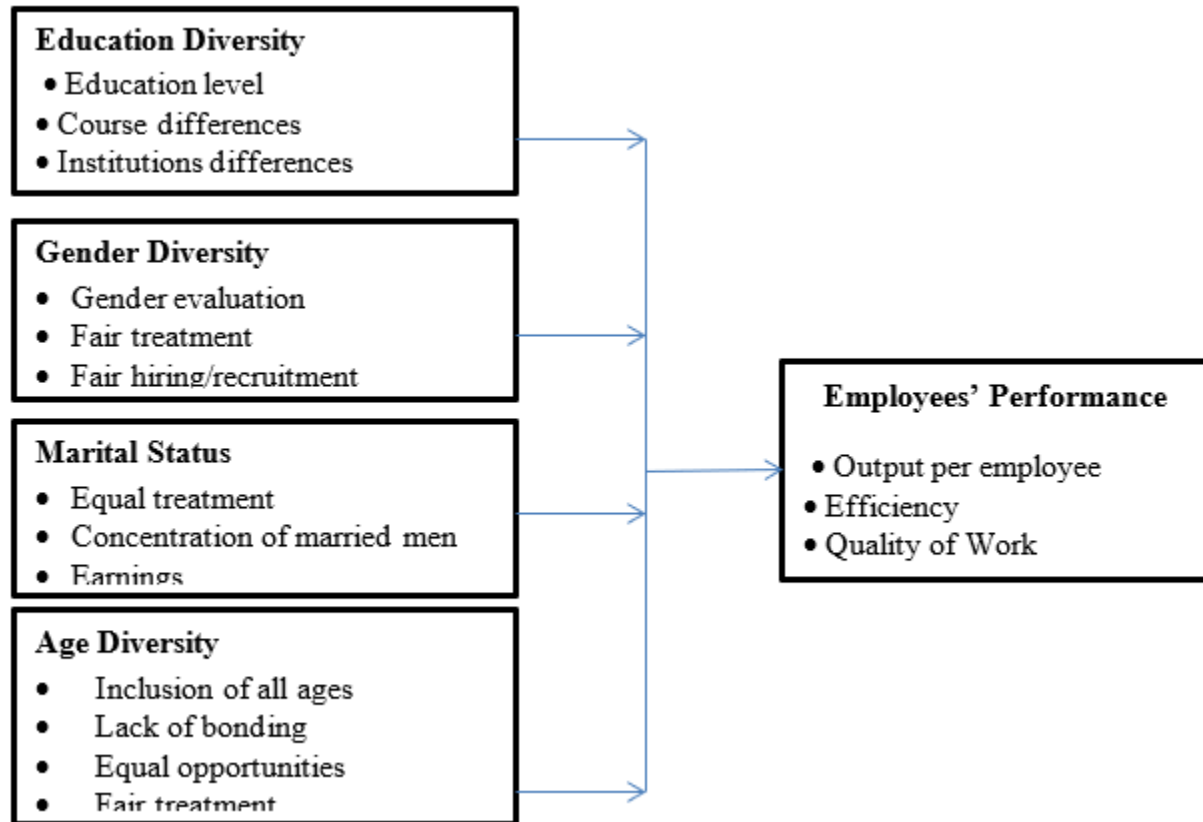
Figure (2.1) Workforce Diversity Effect on Employee Performance



Source: Bor, R. J. (2018)

Muthoni (2017) provided a presentation on the workforce diversity and employee performance in the National Biosafety Authority of Kenya. In 2014, Muthiora Doreen Muthoni conducted the research that was used in this study. The National Biosafety Authority in Nairobi played host to the carrying out of this study. The participants in the study were a total of 38 NBA staff members who are based in Nairobi. This population consisted of upper and medium level management, supervisory management, general employees, and administrative personnel. The findings of this study provide empirical proof that diversity in the workplace affects employee performance.

Figure (2.2) Workforce Diversity and Employee Performance



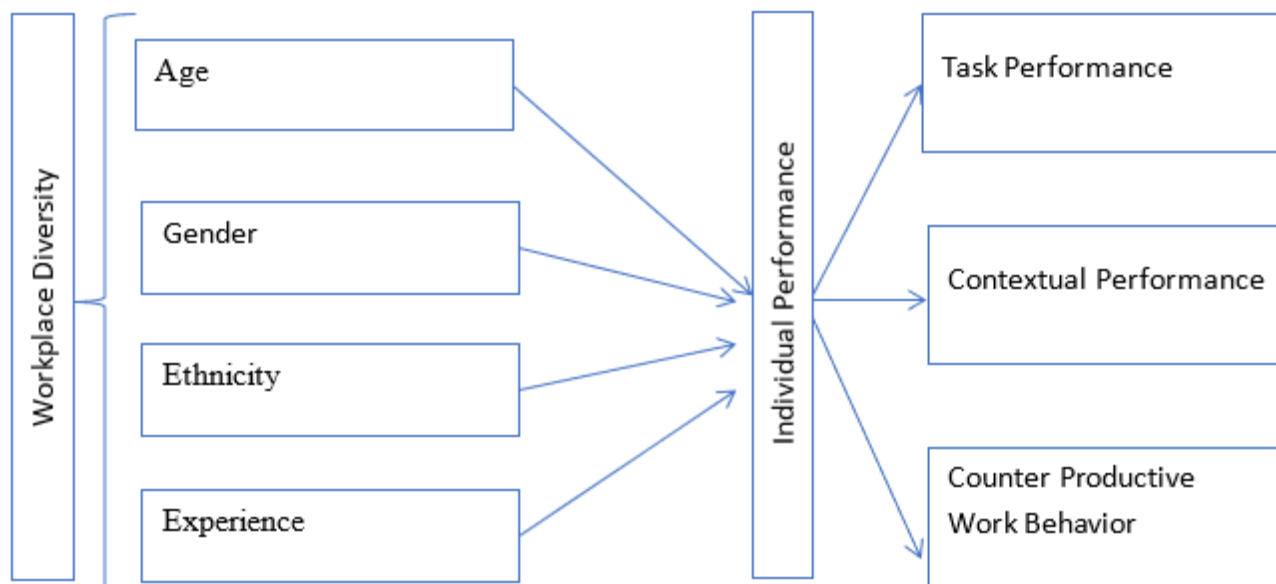
Source: Muthoni, (2017)

Muthoni (2017) found that workforce diversity management affects employee performance. Marital status didn't affect employee performance. The study concludes that employee performance is determined by education background, gender diversity, marital status, and age diversity. The survey recommends raising awareness and holding trainings on workplace diversity because most employees don't think the organization has done enough to sensitize them. To improve performance, the research should focus on providing jobs to staff with relevant abilities and training. The study should also conduct team building activities to engage personnel who are unsure of the influence of age diversity on lack of bonding professionally and socially.

In a study conducted at Allama Iqbal Open University in 2020, Ahmad investigated the potential effects of diversity in the workplace on the individual performance of workers (AIOU). The conceptual

framework is displayed as seen below. This study's objective was to investigate the extent to which racial and ethnic diversity in the workplace affects employees' levels of productivity. The participants in the study were 105 department heads and 545 regular, contractual, daily wager, and laborer employees working at AIOU main campus and regional campuses combined. The BPS ranged from 2 to 15, and the regular employees included BPS-2 to 15. A method known as stratified random sampling was utilized during the selection process for the participants. The use of questionnaires allowed for the collection of data. In order to extract the data, both the Pearson correlation test and the Regression Analysis test were utilized. According to the findings, there is a negative association between the factors of age diversity, gender diversity, and ethnicity diversity and the performance of the workforce. Employee performance is improved when there is a diverse range of experiences available to them.

Figure (2.3) Effect of Workplace Diversity on Employees' Individual Performance



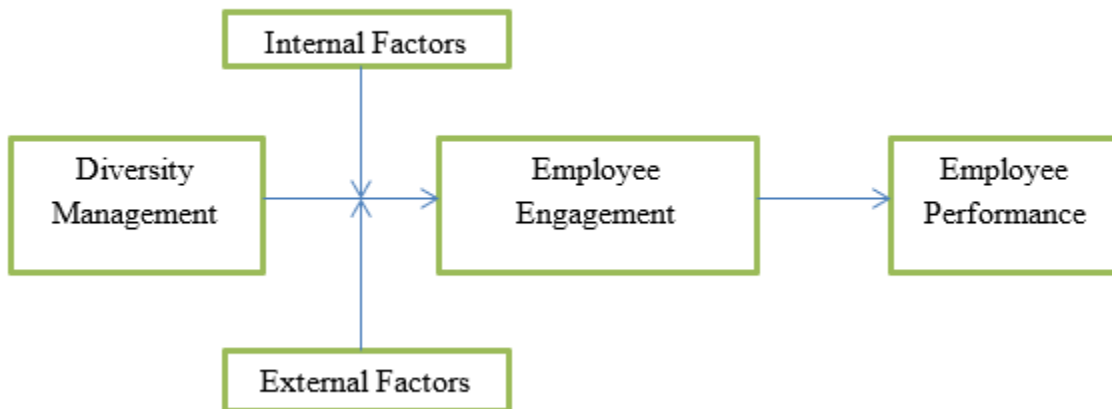
Source: Ahmad (2020)

The findings of the study showed that there is a negative association between age diversity, gender diversity, and ethnicity diversity and the performance of employees. Employee performance is improved when there is a diverse range of experiences available to them. This research was carried out at the American Indian Oceanic University as well as its regional offices located across the nation. It is likely that in the future, research will be carried out at universities on the provincial level to gain a better understanding of the phenomenon of diversity in the context of Pakistani culture and the impact that it may have on the performance of workers.

According to research, workforce diversity management boosts employee engagement. Engagement is vital for employee performance, which it affects. In 2018, Bargali M.M. established a link

between workforce diversity management, employee engagement, and employee performance. Itam & Bargali M.M.'s conceptual framework shows Figure 2.4.

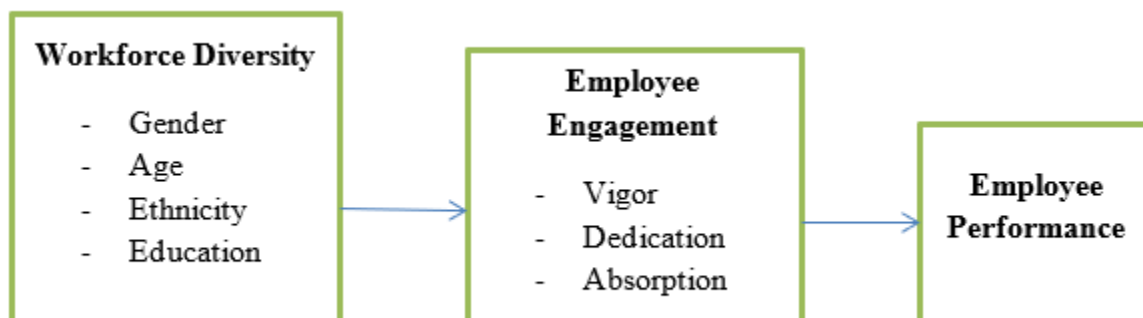
Figure (2.4) Effect of Workforce Diversity Management on Employee Engagement



Source : Itam & Bargali M. M, 2018

War (2019) studied the impact of workforce diversity on Telenor Myanmar Limited's employee engagement and performance. Structured questionnaires are sent to 250 Telenor Myanmar Limited workers. Figure shows the research's conceptual structure (2.5).

Figure (2.5) The Effect of Workforce Diversity on Employee Engagement and Employee Performance



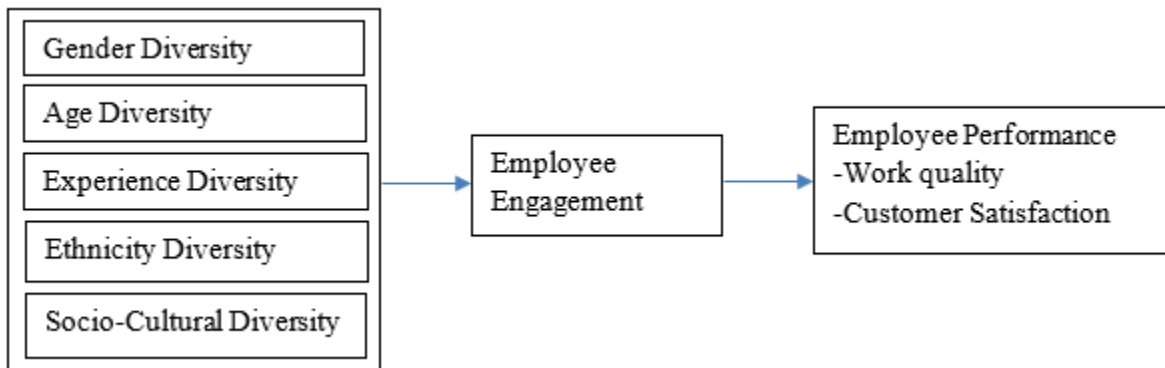
Source: War, Y. L. (2019)

The study found that gender, age, ethnicity, and education all positively affect energy, devotion, and absorption. All aspects of employee engagement (vigor, devotion, absorption) boost Telenor Myanmar Limited employee performance.

2.6 Conceptual Framework of the Study

This study's conceptual model is based on previous studies and conceptual frameworks. This study examines the effects of workforce diversity and employee engagement on KBZ bank employees in Myanmar. Figure shows the research's conceptual structure (2.6). The framework conceptualizes dependent and independent variables.

Figure (2.6) Conceptual Framework of the Study



Conceptual framework shows the study's primary procedure. Thus, the conceptual framework of this study includes independent variables of workforce diversity such as gender, age, experience, ethnicity, and socio-cultural and dependent variables of employee engagement and performance. Figure shows that workforce diversity affects employee engagement. Engagement boosts performance.

Working Definition

Workforce Diversity: is the term used to describe the differences in gender, age, experience, ethnicity, and social and cultural background that may be found among KBZ bank employees.

Employee Engagement: The total quality of the production of human capital is directly influenced by engagement.

Employee Performance: This includes customer service, efficiency, effectiveness, and employee motivation to boost organizational image.

Gender Diversity: This difference, which is brought on by the fact that men and women are different, is what gives rise to gender equality, respect, and roles.

Experience Diversity: Experience indicates employees' earnestness, consistency, and professional understanding, which affects company effectiveness.

Ethnic DiversityIt involves distinct ethnic societies' language, cultural conventions, and beliefs.

Socio-Cultural Diversity: It involves employees from different social, work, and age groups.

CHAPTER III

BACKGROUND HISTORY OF KBZ BANK

These sections present two main parts. These are profile of KBZ bank and workforce diversity factors of gender, age, experience, ethnicity, and socio-cultural diversity, employee engagement, and employee performance.

3.1 Profile of KBZ Bank

KBZ Bank has contributed to Myanmar's prosperity by strengthening communities and institutions and improving quality of life. As Myanmar's largest privately-owned bank, we drive the success of entrepreneurs, enterprises, and communities. 1994's EYE group formed KBZ Bank. U Aung Ko Win and Daw Nan Than Htwe buy EYE Group shares in 1997. U Aung Ko Win and Daw Nan Than Htwe buy 100% of KBZ Bank in 2000, making it a family-run bank with U Aung Ko Win as chairman. Taunggyi, Shan State, gets KBZ Bank's first branch. In 2011, the Central Bank of Myanmar authorizes KBZ to operate foreign exchange/foreign banking operations in the nation. KBZ Bank's new Chairman heads the "500 Branches across the Country by 2020" strategy, growing the bank's branch network to 14 States and Divisions of Myanmar. The bank paid the most income tax from FY 2010-11 to FY 2017-18. KBZ Bank undertakes a multi-year TOM with over 960 business suggestions to improve discipline, governance, and competency. EY, Mckinsey, Octagon, PwC, Econsultancy, AON, Carrots, etc. review the TOMs. 2017 vision, mission, purpose, and value

* Vision – Become the world's best-managed bank

100% Financial Inclusion in Myanmar

* Goal: Improve life in Myanmar through banking

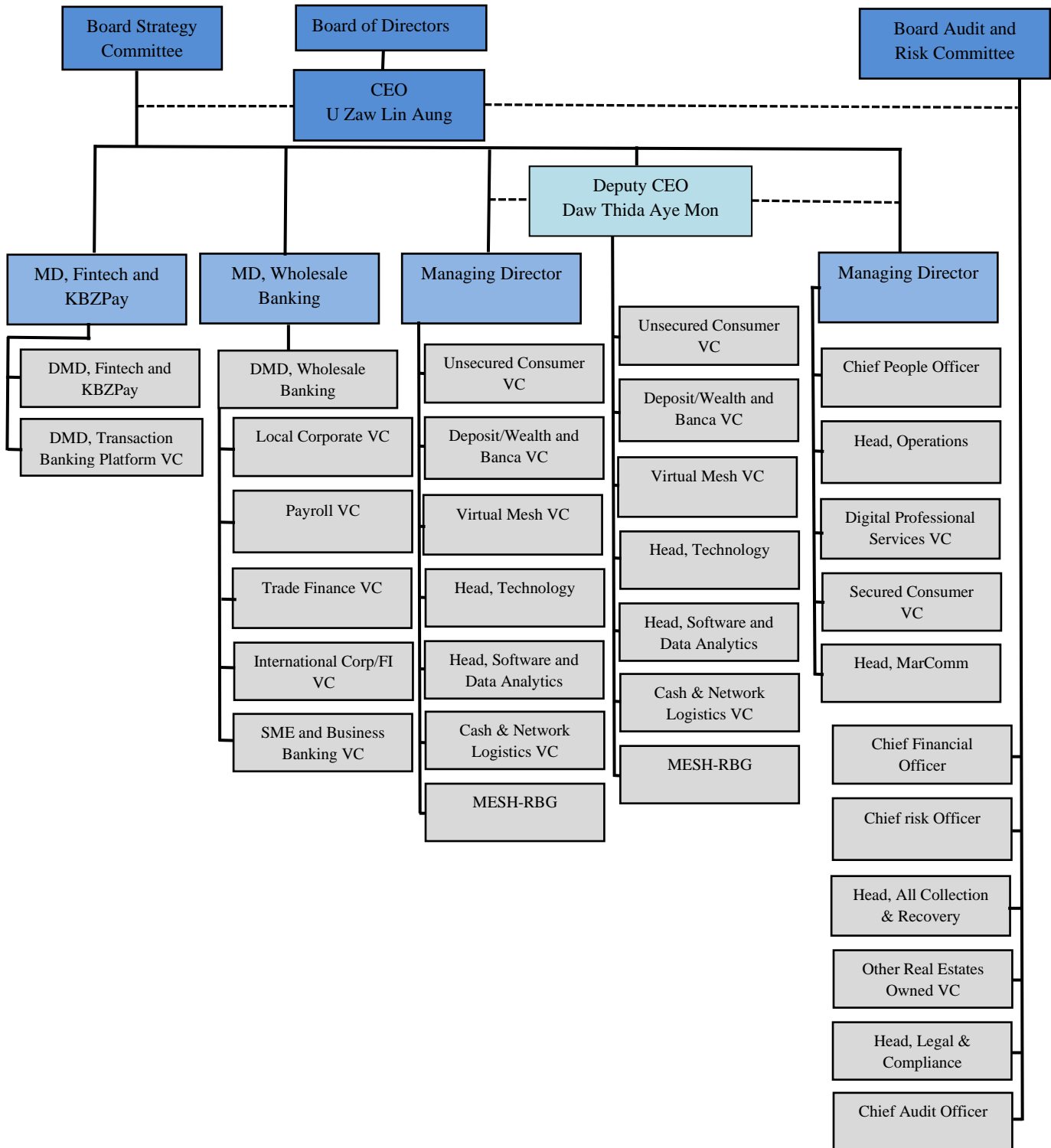
Thet-Ti, Metta, Virya

KBZ Bank is adopting next-generation banking to aid Myanmar's digital development. KBZ Bank uses mobile-first technologies to promote financial inclusion and connect consumers to people, opportunities,

and places they value. Myanmar's fastest-growing mobile wallet, KBZ Pay, has expanded banking beyond 500 outlets.

KBZ Bank is also modernizing from the inside out, using new technologies to work more efficiently and serve clients better while creating future bankers and executives. KBZ Bank is guiding Myanmar's important institutions into the future. Figure 3.1 is KBZ bank Myanmar's organizational chart. This structure allows for different information flows. Technology, trade finance, KBZ pay, public policy and general affairs, and SME and business banking are functional groups.

Figure (3.2) Organization Structure of KBZ Bank Ltd



3.2 Workforce Diversity of KBZ Bank

Changing workforce In 10 years, record numbers of workers will retire. Baby boomers make about 45% of the workforce, according to KBZ. Many managers are retiring. A new generation has lately entered the profession with its own traits. Modern banking may better prepare its personnel by considering the needs of different generations.

KBZ Bank is devoted to diversity and inclusion. KBZ bases personnel decisions on qualification, performance, and business needs. We are an Equal Opportunity Employer and do not discriminate based on gender, age, experience, ethnicity, or social-cultural development.

KBZ bank boosted diversity after 2000. Expanding branches around the country and workforce diversity harming employee engagement and performance were the key reasons.

Gender

Before 2000, most of the banks employee was female. In recent years, male employees are dramatically increased with technology advancement. However, female employees were still higher than male employees. KBZ bank prepare fair treatment was given to all employees whether they are male or female.

Age

"Workforce Diversity" refers to policies and procedures that incorporate persons who are different from the prevalent constituency. KBZ bank implemented this phrase to involve employees of all ages in decision-making and problem-solving.

Experience

Experience is the better support factor for increasing employee performance. Therefore, KBZ bank has a balanced representation of employees from different experience. KBZ bank pay bonus base on employees experience and their performance in annually.

Ethnicity

A diversified staff can benefit or hurt KBZ bank. Problem solving and decision making are done by all ethnicities.

Socio-cultural development

KBZ bank has embraced social and cultural diversity. Overall, socio-cultural diversity has enhanced employee performance. Therefore, KBZ bank provide socio-cultural development via the trip and party in thidingyut festival, children education support, and so forth.

CHAPTER IV

**ANALYSIS OF WORKFORCE DIVERSITY, EMPLOYEE ENGAGEMENT
AND EMPLOYEE PERFORMANCE**

This chapter analyzes workforce diversity, employee engagement, and performance. Research design, respondent demographics, reliability analysis, analytical methodologies and instruments, and variable relationships. 391 KBZ Bank employees receive questionnaires. Descriptive statistics analyze data.

4.1 Research Design

The study describes KBZ bank's workforce diversity, employee engagement, and employee performance using a descriptive research design. This study used quantitative methods to acquire statistical data. Survey questionnaires were used to acquire the necessary data for this study. This study targets all KBZ bank workers in Myanmar. In 500 KBZ branches across the country, 18000 people work. 391 people were randomly selected for this study by using **sampling method**.

Taro Yamane's (1973) formula is used to determine population sample size. Structured questionnaires collected the needed data. The questionnaire had two parts: Part 1 includes respondents' gender, age, etc. Part 2 includes questions about gender, age, experience, ethnicity, socio-cultural, employee involvement, and performance. Part 2 examines the research objective formally using 5-Point Likert Scale items. 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree.

4.2 Demographic Profile of Respondents

This survey analyzes 391 KBZ Bank workers in Myanmar to determine workforce diversity, engagement, and performance. The company was told the study's purpose and offered to participate. This section provides respondent gender, age, education, position, marital status, and work experience.

Table (4.1) Profile of Respondents

Items	Demographic	No of Respondents	Percent
Gender	Male	177	45.3
	Female	214	54.7
Age (Year)	21 to 30	276	70.6
	31 to 40	95	24.3
	41 to 50	15	3.8

	Above 50	5	1.3
Education	Undergraduate	23	5.9
	Graduate	314	80.3
	Master	54	13.8
Position	Manager Level	109	27.9
	Non- Manager Level	282	72.1
Marital Status	Single	295	75.4
	Married	91	23.3
	Others	5	1.3
Experience (Year)	Under 1	59	15.1
	1– 3	128	32.7
	3– 5	49	12.5
	Over 5	155	39.6
	Total	391	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 (45.3%), and female include (54.7%). It is showing that the female respondents are more dominance than males.

The age of the respondents in selected respondents are 0.71%, 24%, 4%, and 1% of respondents are within the age range of 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 KBZ Bank has many young workforces.

Reveals the number of respondents by education level as well. This indicates that 5.9% of the respondents are under graduate, 80.3% of respondents are bachelor's degree holder, and 13.8% of respondents are master's degree holder. Therefore, KBZ Bank hired qualified people to achieve the corporate objective and earn more profit.

In selected respondents, manager level includes (27.9%), and non-manager level includes (72.1%). It is showing that KBZ Bank hire more non-manager role due to the organizational hierarchy and the nature of labor-intensive industry.

The numbers of respondents by marital status are shown in Table (4.1). It found out that the majority 75.4% of respondents were single. It is because KBZ Bank hire the young professional and therefore most of them are single.

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

4.3 Reliability Test of the Study

Study analysis requires a reliability test. Reliability determines how free of random mistake and consistent findings are (Zikmund 1997). Internal consistency is measured by Cronbach's Alpha. Cronbach's Alpha measures how strongly connected items in a set are (Sekaran, 2003). Cronbach's alpha for Five-Likert Question:

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

Cronbach's alpha was used to verify the variables' reliability based on the survey data (table) (4.3).

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

Sr. No.	Factors	No. of items	Cronbach's Alpha
1	Gender	5	0.760
2	Age	5	0.779
3	Experience	5	0.808
4	Ethnicity	5	0.771
5	Sociocultural	5	0.704
6	Employee Engagement	9	0.826
7	Employee Performance	7	0.897

Source : Survey data (2022)

Table shows (4.3), all the alpha value are between 0.7 to 0.89. Therefore, the research data for this survey are good and it's reliable.

4.4 Descriptive Analysis on the Study Variable

The study's conceptual model included gender, age, experience, ethnicity, and sociocultural diversity. Employee engagement has another independent variable. The findings under this section seek to measure how each of the variable's effect on the employee engagement and employee performance at KBZ Bank.

4.3.1 Employee Perception of Gender Diversity

Regarding the gender diversity factors, the employees are required to respond total five questions. Under table (4.4), data are reported about gender diversity of KBZ Bank.

Table (4.4) Gender Diversity

Sr. No.	Items	Mean	Standard Deviation
1	The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.	4.47	.757
2	Fair treatment is given to all employees whether they are male or female.	4.38	.698
3	Opportunities for growth and advancement exist all employees in organization.	4.60	.624
4	All employees are involved in the organization's decision making.	4.28	.729
5	Male and female diversity are important for organization success.	4.08	.629
Overall Mean		4.362	

Source : Survey data (2022)

Table (4.4) shows the average score for five gender diversity questions. The lowest mean score is 4.4, which is lower than the neutral number 3, and the highest is. Thus, gender diversity is effective, but it will be more effective if KBZ Bank considers organization effectiveness. Moreover, overall mean score is 4.36. The lowest mean score is 4.08 and the highest mean score is 4.47. Therefore, it can be concluded strongly effective on employee engagement and employee performance depend on the overall mean score.

4.3.2 Employee Perception of Age Diversity

Regarding with the age diversity, the staffs are required to respond total five questions. The following table (4.5) are presented about current employee perception on the age diversity factors.

Table (4.5) Age Diversity

Sr. No.	Items	Mean	Standard Deviation
1	The bank has a balanced representation of employees from different age groups.	4.46	.693
2	Employees from all age groups are involved in decision making and problem solving processes.	4.50	.675
3	Age diversity in the bank has led to increased innovation.	4.59	.626
4	Employees age diversity in overall firm productivity.	4.31	.702
5	I am positive about age diversity in the workplace.	4.11	.715
Overall Mean		4.394	

Source : Survey data (2022)

Table (4.5) shows the individual mean score of five coworker-related questions. The question asks if employees are positive about age diversity in the workplace. It's 4.59. All mean values are greater than the neutral value 3, so employee perceptions of age diversity are excellent.

4.3.3 Employee Perception of Experience Diversity

The descriptive analysis of the experience diversity factors, the staffs are required to respond total five questions. Under table (4.6), data are presented about current employee perception on the responsibility factors.

Table (4.6) Experience Diversity

Sr. No.	Items	Mean	Standard Deviation
1	In decision making and problem solving process, employee experience is not important.	4.24	.727
2	Employees' experience is important factor to success of the bank.	4.48	.690
3	An opportunity for promotion was based on employee experience.	4.52	.708
4	Employees' experience diversity in overall firm productivity.	4.54	.614
5	The bank has a balanced representation of employees from different experience.	4.45	.642
Overall Mean		4.446	

Source : Survey data (2022)

The individual mean score for the responsibility aspects is presented in table (4.6). The table has five items. The mean score with the lowest standard deviation is 4.24, and the mean score with the highest standard deviation is 4.54. Employee experience is not taken into consideration during the process of making decisions or addressing problems, and employees are encouraged to embrace diversity in their approach to work. According to the findings, every single mean value is greater than the value 3, which represents neutrality. The findings indicate that virtually all workers are pleased with the level of responsibility that has been assigned to them.

4.3.4 Employee Perception of Ethnicity Diversity

Regarding with the ethnicity factors, the employees are required to respond total five questions. Under table (4.7), data are presented about current employee perception on ethnicity diversity.

Table (4.7) Ethnicity Diversity

Sr. No.	Items	Mean	Standard Deviation
1	The organization concerns about employee's customs, cultures and values.	3.77	.726
2	All employees at different ethnicity include in problem solving and decision making.	3.79	.763
3	The company has equal opportunity for the ethnic groups.	4.60	.623
4	Ethnic diversity has abled the company enter new markets.	4.58	.627
5	Opportunities for growth and advancement exist equally in organization not base on ethnicity.	4.11	.652
Overall Mean		4.17	

Source : Survey data (2022)

From the findings on ethnicity diversity, the overall mean is score is 4.17. The lowest score is 3.77 and the highest score is 4.6 which question are the organization concerns about employee's customs, cultures and values and the company has equal opportunity of the ethnic groups. Therefore, it can be concluded the employee perception of ethnicity diversity is affected on employee engagement

4.3.5 Employee Perception of Socio-cultural Diversity

Regarding with the employee performance factors, the staffs are required to respond total five questions of "I submit high quality work because I am pleased with my work, and I am happy to be employed by this financial institution. As a result, I always produce my work on time and don't miss any deadlines., "I arrive work on time and motivated to do my job because of I am satisfied on working at this bank", "I effectively performance tasks and meet the KPIs due to employee engagement." and "I usually take initiative hardworking because of my supervisors are motivated through of positive feedback from my supervisor" Under Table (4.8), data are presented about current employee perception on employee performance.

Table (4.8) Socio-cultural Diversity

Sr. No.	Items	Mean	Standard Deviation
1	The organization has embraced social and cultural diversity	4.60	.644
2	Social classes have influenced engagement and performance of employee	4.74	.519
3	Work groups has affected the engagement and performance of employee	4.66	.573
4	Age social groups affected the engagement and performance of employee	4.48	.636
5	Overall, socio-cultural diversity has affected on employee performance.	4.40	.645
Overall Mean		4.576	

Source : Survey data (2022)

From the findings on Table (4.8), the question of the organization has embraced social and cultural diversity is having the lowest mean 4.6. All factors are higher than the neutral value 3 and the highest score is 4.74 and the question is social classed have influenced engagement and performance of employee. Therefore, it can be concluded as the employee perception of employee engagement is highly adequate. Employees are contributing their best to increase their performance and the bank performance.

4.3.6 Employee Perception of Employee Engagement

The descriptive analysis of the employee performance factors, the employee are required to respond total seven questions. Under table (4.10), data are presented about current employee perception on the employee engagement.

Table (4.9) Employee Engagement

Sr. No.	Items	Mean	Standard Deviation
1	At my job, I feel strong and vigorous.	4.48	.690
2	When I get up in the morning, I feel like going to work.	4.60	.627
3	I can continue to work for long periods of time.	4.49	.750
4	I am enthusiastic about my job.	4.60	.650
5	My job inspires me.	4.50	.665
6	I am proud of the work that I do.	4.48	.690
7	When I work, I forget everything else around me.	4.68	.617
8	I feel happy when I work intensively.	4.39	.759
9	I am immersed in my work.	4.42	.760
Overall Mean		4.51	

Source : Survey data (2022)

4.3.7 Employee Perception of Employee Performance

The descriptive analysis of the employee performance factors, the employee are required to respond total seven questions. Under table (4.10), data are presented about current employee perception on the employee performance factors.

Table (4.10) Employee Performance

Sr. No.	Items	Mean	Standard Deviation
1	I always meet the targets assigned to me and deliver results on time.	4.57	.648
2	I always add value to my department and organization.	4.64	.599
3	I always try to explore and learn new techniques to deliver more than my boss's expectations.	4.60	.629
4	I often meet targets during challenging situation.	3.98	.701
5	I could management more responsibility in my job then is typically assigned to me.	4.48	.690
6	I am competent in all areas of my job, handling tasks with proficiency.	4.60	.627
7	I intentionally expend a great deal of effort in carrying my job.	4.49	.750
Overall Mean		4.48	

Source : Survey data (2022)

4.5 Correlation Analysis of the Study

First, an examination of the correlation will be presented, and then we will go on to the regression analysis. The following table displays the correlation results of workforce diversity, including age, gender, experience, ethnicity, and socio-cultural diversity, employee engagement, and employee performance (4.9).

Table (4.11) Correlation Analysis

Sr. No.	Factors	Correlation Coefficient	P-Value (Sig.)
1	Gender Diversity	0.465	0.000
2	Age Diversity	0.370	0.000
3	Experience Diversity	0.435	0.000
4	Ethnicity Diversity	0.513	0.000
5	Socio-Cultural Diversity	0.507	0.000
6	Employee Engagement	0.829	0.000
7	Employee Performance	1	

**.

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

Source : Survey data (2022)

According to Table (4.9), competency mapping and career development has positive and moderate effect on employee retention and is significant value at 1% ($p < 0.01, r = 0.579, r = 0.583$). However, organization trust is not significantly correlated with employee retention.

4.6 Analysis of Effect of Workforce Diversity on Employee Engagement

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

Table (4.12) (Influence Factors) Effect on Employee Engagement of KBZ Bank

Dependent Variable: Employee Engagemnt	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	B	SE	Beta			
(Constant)	1.000	.275		3.636	.000	
Gender	.125	.088	.121	1.433	.153	3.996
Age	-.086	.090	-.081	-.957	.339	3.991
Experience	-.049	.076	-.048	-.644	.520	3.119
Ethnicity	.318***	.068	.259	4.669	.000	1.733
Socio- Cultural	.489***	.079	.382	6.196	.000	2.132
R ²	0.314					
Adjusted R ²	0.305					
F statistics	35.252***					
Statistically significant indicate ***at 1% level respectively						

Source: SPSS Output,2022

From the findings of Table (4.9), variance inflation factor (VIF) is not more than 10. There is not multicollinearity effective and is acceptable among all independent variables if VIF value is less than 10.

In additional, all independent variables were positive and adjusted R-squared was 0.582 which indicated that there is moderate effect on employee engagement at KBZ Bank.

Table (4.9) shows the association between influencing factors and employee engagement.

Standardized beta coefficient shows dependent-independent correlation. Positive beta suggests a rise in influencing variable leads to higher employee engagement, and vice versa. With a beta value of 0.382, socio-cultural has the highest impact on employee engagement.

The regression results showing that p-value of reward was 0.000 and considers being significant at 1% level. The result indicated that ethnicity and socio-cultural has a positive influence and dominant on the employee engagement. The p-value of relationship was 0.000 and considers being significant at 1% level.

4.6 Analysis of Effect of Employee Engagement on Employee Performance

The multiple regression analysis has been completed, and the findings can be found in Table. This will allow us to assess the effect that employee engagement has on employee performance (4.10).

Table (4.10) Influence of Employee Engagement on Employee Performance

Dependent Variable: Employee Performance	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	B	SE	Beta			
(Constant)	1.511	.101		14.940	.000	
Employee Engagement	.647	.022	.829	29.255	.000	1.000
R ²				0.688		
Adjusted R ²				0.687		
F statistics				855.841***		
Statistically significant indicate ***at 1% level respectively						

Source: SPSS Output,2022

From the findings of Table (4.10), all independent variables were positive and R- squared was 0.688 which indicated that there is employee engagement strongly positive effect on employee performance at KBZ Bank.

Table 4.10 shows the association between employee engagement and performance. Standardized beta coefficient shows dependent-independent correlation. Positive beta suggests a rise in influencing variable leads to higher employee engagement, and vice versa. An increase in employee engagement increases employee performance (beta = 0.580).

The p-value of the reward was 0.000, which indicates that it is significant at the 1% level according to the findings shown in Table (4.10). According to the findings, the diversity of the workforce has a favorable influence and is the leading factor in determining employee performance.

CHAPTER V CONCLUSION

Based on the findings of the data analysis, the final chapter is devoted to drawing conclusions regarding the findings of this study. The results of the study that Yoma Bank conducted on the subject of talent management and staff retention are presented in this chapter. The results of the Yoma Bank study on the management of talent and the retention of workers are discussed in the first portion of this report. Following this, suggestions and recommendations are made. Then, recommendations for future research are provided.

5.1. Finding and Discussion

This study examines how workforce diversity affects employee engagement and performance at KBZ bank in Myanmar. Age, gender, experience, ethnicity, and sociocultural background affect worker diversity. The bulk of research respondents are women.. There are somewhat more female employees than male employees. The majority of employees are between the ages of twenty and thirty, and the second largest group is between the ages of thirty-one and forty. This is because the majority of employees are non-managerial and single. Therefore, KBZ bank employees are of all ages and work successfully together, and youthful personnel were required for long-term development. Regarding education, the majority of employees are degree-holders and make up the majority of contributors. The number of employees with a master's degree is rather high, while the remainder have a bachelor's degree and are either currently in college or have never attended school. The more the diversity of education level, the greater the perception of organisational support among employees. In addition, the majority of KBZ bank workers in Myanmar have more than five years of employment, while only a few have less than one year of service. It indicates that the majority of KBZ bank personnel in Myanmar have a lengthy stay in their firm, despite varying tenures.

The collected data is checked for accuracy. Some low-factor items are transferred for final data analysis to strengthen study variables' dependability. All items with loadings above .50 are kept for final analysis. The majority of poll respondents agreed or strongly agreed with statements on gender, age, experience, ethnicity, socio-cultural diversity, employee engagement, and employee performance (average above 50 percent). Respondents like their bank's employee diversity. The average mean value for employee engagement and performance is over 4. The regression study shows that employee ethnic and cultural

diversity affects employee engagement. Also, gender, age, and experience have little impact on employee engagement. Employee engagement was positively linked to performance. According to the study's literature and survey, diversity is strongly linked to employee engagement, which can boost performance. According to research, organizations cannot disregard diversity. Today's organizations realize its importance. A diverse workforce and an inclusive workplace can boost employee effectiveness, which increases organizational performance or productivity. According to the poll, men and women enjoy equal prospects for career advancement at KBZ bank in Myanmar. Promoting women isn't discriminatory. Educational variety can boost performance, respondents said. Myanmar's resources and demographics are diverse. The KBZ bank in Myanmar is cosmopolitan and culturally diverse. Leaders must grasp how worker makeup affects group and organizational performance.

5.2. Recommendations and Suggestions

According to a poll, KBZ bank's management must value gender diversity to remain successful in today's gendered environment. The management must recognize gender diversity's growing importance in modern businesses and society. Reaching gender parity in an organization's workforce should be considered as a sustainable strategy for developing a competitive advantage and establishing a distinct corporate culture and reputation. All employees should consider gender diversity as a competitive benefit for the company. Age diversity can boost creativity and innovation in the workplace. The management should recognize that while the older generation gives expertise and abilities, the younger generation delivers fresh ideas and new perspectives. Age diversity can boost the organization's commercial strategy.

Managers must recognize the importance of age diversity in problem-solving and decision-making and use it to improve product and service quality. KBZ recognized ethnic diversity as an asset for marketing and sales goals and staff engagement. Management should recognize ethnic diversity's problem-solving benefits. Enterprises, especially those in ethnically varied societies like Myanmar, must consider ethnic diversity crucial to achieving peace within the organization and building a stable external social backdrop. Business management should recognize the relevance of ethnic diversity for employee productivity, team performance, creativity, and innovation.

This study's conclusions are helpful for policymakers, especially KBZ bank management, in achieving employee work satisfaction. Management should recognize ethnic diversity's problem-solving benefits. It identifies ways to boost worker productivity, job satisfaction, and organizational commitment in Myanmar's banking industry. Workforce diversity and employee engagement should be part of private companies' business plans, according to experts.

5.3 Needs for Further Research

This study examines how workforce diversity affects employee engagement and performance at KBZ bank. If resources and time permit, a further study will focus on workforce diversity and employee engagement in various industries, using a larger sample size if this will provide better results. Future research will focus on staff engagement and bank performance. Future research should include open-ended questions and self-rating Likert scales. This analysis isn't comprehensive. Both public and private banks should be studied further. Human resources should optimize future studies on employee commitment and performance.

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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 workforce diversity, employee engagement, and employee performance in KBZ bank". Your co-operation to answer the following questions is very important helping in my research. All the information collected is used for this research purpose only and the answers provided by you are confidential and anonymous. Thank you in advance for your participation in this research.

I. 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. Work Experience (KBZ 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)

II. Workforce Diversity

Please rate the following statements related to your organization using the scale provided below. 1= Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Sr. No.	Statements	1	2	3	4	5
Gender						
1	The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.					
2	Fair treatment is given to all employees whether they are male or female.					
3	Opportunities for growth and advancement exist all employees in organization.					

4	All employees are involved in the organization's decision making.					
5	Gender diversity is important for organization success.					
Age						
1	The bank has a balanced representation of employees from different age groups.					
2	Employees from all age groups are involved in decision making and problem solving processes.					
3	Age diversity in the bank has led to increased innovation.					
4	Employees age diversity affects overall firm productivity.					
5	I am positive about age diversity in the workplace.					
Experience						
1	In decision making and problem solving process, employee experience is not important.					
2	Employees' experience is lead to success of the bank.					
3	An opportunity for promotion was based on employee experience.					
4	Employees' experience diversity affects overall firm productivity.					
5	The bank has a balanced representation of employees from different experience.					
Ethnicity						
1.	The organization concerns about employee's customs, cultures and values.					
2.	All employees at different ethnicity include in problem solving and decision making.					
3.	The company has fair representation of the ethnic groups.					
4.	Ethnic diversity has enabled the company enter new markets.					
5.	Opportunities for growth and advancement exist equally in organization not base on ethnicity.					
Socio-Cultural						
1.	The organization has embrace social and cultural diversity					
2.	Social classes has influence motivation of employee					
3.	Work groups has affected the motivation of employee					
4.	Age social groups affects the motivation of employee					
5.	Overall, socio-cultural diversity has enhanced employee performance.					

III. Employee Engagement

No	Statement	1	2	3	4	5
1.	At my job I feel strong and vigorous.					
2.	When I get up in the morning, I feel like going to work.					
3.	I can continue to work for long periods of time.					
4.	I am enthusiastic about my job.					

5.	My job inspires me.					
6.	I am proud of the work that I do.					
7.	When I work, I forget everything else around me.					
8.	I feel happy when I work intensively.					
9.	I am immersed in my work.					

IV. Employee Performance (ဝန်ထမ်း၏စွမ်းဆောင်ရည်)

Please rate the following statements related to your organization using the scale provided below. 1= Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

No	Statement	1	2	3	4	5
1.	I always meet the targets assigned to me and deliver results on time.					
2.	I always add value to my department and organization.					
3.	I always try to explore and learn new techniques to deliver more than my boss's expectations.					
4.	I often meet targets during challenging situation.					
5.	I could management more responsibility in my job then is typically assigned to me.					
6.	I am competent in all areas of my job, handling tasks with proficiency.					
7.	I intentionally expend a great deal of effort in carrying my job.					

***** Thank You*****

Appendix-2

Frequency Test

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	177	45.3	45.3	45.3
	female	214	54.7	54.7	100.0
Total		391	100.0	100.0	

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 to 30 years	276	70.6	70.6	70.6
	31 to 40 years	95	24.3	24.3	94.9
	41 to 50 years	15	3.8	3.8	98.7
	above 50	5	1.3	1.3	100.0
	Total	391	100.0	100.0	

position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	manager level	109	27.9	27.9	27.9
	non-manager level	282	72.1	72.1	100.0
	Total	391	100.0	100.0	

maritalstatus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	295	75.4	75.4	75.4
	married	91	23.3	23.3	98.7
	others	5	1.3	1.3	100.0
	Total	391	100.0	100.0	

education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under graduate	23	5.9	5.9	5.9
	graduate	314	80.3	80.3	86.2
	master	54	13.8	13.8	100.0
	Total	391	100.0	100.0	

experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than one year	59	15.1	15.1	15.1
	one to three year	128	32.7	32.7	47.8
	three to five years	49	12.5	12.5	60.4
	above five years	155	39.6	39.6	100.0
	Total	391	100.0	100.0	

Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
gender1	391	2	5	4.47	.757
gender2	391	2	5	4.38	.698
gender3	391	3	5	4.60	.624
gender4	391	3	5	4.28	.729
gender5	391	3	5	4.08	.629
Valid N (listwise)	391				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
age1	391	3	5	4.46	.693
age2	391	3	5	4.50	.675
age3	391	3	5	4.59	.626
age4	391	3	5	4.31	.702
age5	391	3	5	4.11	.715
Valid N (listwise)	391				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
experience1	391	3	5	4.24	.727
experience2	391	3	5	4.48	.690
experience3	391	3	5	4.52	.708
experience4	391	3	5	4.54	.614
experience5	391	3	5	4.45	.642
Valid N (listwise)	391				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ethnicity1	391	2	5	3.77	.726
ethnicity2	391	2	5	3.79	.763
ethnicity3	391	3	5	4.60	.623
ethnicity4	391	3	5	4.58	.627
ethnicity5	391	3	5	4.11	.652
Valid N (listwise)	391				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
sociocultural1	391	3	5	4.60	.644
sociocultural2	391	3	5	4.74	.519
sociocultural3	391	3	5	4.66	.573
sociocultural4	391	3	5	4.48	.636
Sociocultural5	391	3	5	4.40	.645
Valid N (listwise)	391				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Eengagement1	391	3	5	4.48	.690
Eengagement2	391	3	5	4.60	.627
Eengagement3	391	2	5	4.49	.750
Eengagement4	391	3	5	4.60	.650
Eengagement5	391	3	5	4.50	.665
Eengagement6	391	3	5	4.48	.690
Eengagement7	391	3	5	4.68	.617
Eengagement8	391	2	5	4.39	.759
Eengagement9	391	3	5	4.42	.760
Valid N (listwise)	381				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Eperformance1	391	3	5	4.57	.648
Eperformance2	391	3	5	4.64	.599

Eperformance3	391	3	5	4.60	.629
Eperformance4	391	3	5	3.98	.701
Eperformance5	391	3	5	4.48	.690
Eperformance6	391	3	5	4.60	.627
Eperformance7	391	2	5	4.49	.750
Valid N (listwise)	391				

Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.760	5

Reliability Statistics

Cronbach's Alpha	N of Items
.779	5

Reliability Statistics

Cronbach's Alpha	N of Items
.808	5

Reliability Statistics

Cronbach's Alpha	N of Items
.771	5

Reliability Statistics

Cronbach's Alpha	N of Items
.704	5

Reliability Statistics

Cronbach's Alpha	N of Items
.826	9

Reliability Statistics

Cronbach's Alpha	N of Items
.897	7

Correlation Analysis

Correlations

		G	A	E	Ethnicity	Sociocultural	E engagement	E performance
G	Pearson Correlation	1	.830**	.741**	.623**	.672**	.437**	.465**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	391	391	391	391	391	391	391
A	Pearson Correlation	.830**	1	.776**	.551**	.654**	.375**	.370**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	391	391	391	391	391	391	391
E	Pearson Correlation	.741**	.776**	1	.583**	.681**	.390**	.435**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	391	391	391	391	391	391	391
Ethnicity	Pearson Correlation	.623**	.551**	.583**	1	.494**	.451**	.513**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	391	391	391	391	391	391	391
Sociocultural	Pearson Correlation	.672**	.654**	.681**	.494**	1	.506**	.507**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	391	391	391	391	391	391	391
Eengagement	Pearson Correlation	.437**	.375**	.390**	.451**	.506**	1	.829**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	391	391	391	391	391	391	391
Eperformance	Pearson Correlation	.465**	.370**	.435**	.513**	.507**	.829**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	391	391	391	391	391	391	391

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

Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560 ^a	.314	.305	.46407

a. Predictors: (Constant), Sociocultural, Ethnicity, A, E, G

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.959	5	7.592	35.252	.000 ^b
	Residual	82.913	385	.215		
	Total	120.873	390			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Sociocultural, Ethnicity, A, E, G

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.000	.275		3.636	.000		
	G	.125	.088	.121	1.433	.153	.250	3.996
	A	-.086	.090	-.081	-.957	.339	.251	3.991
	E	-.049	.076	-.048	-.644	.520	.321	3.119
	Ethnicity	.318	.068	.259	4.669	.000	.577	1.733
	Sociocultural	.489	.079	.382	6.196	.000	.469	2.132

a. Dependent Variable: Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 ^a	.688	.687	.24307

a. Predictors: (Constant), Engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.567	1	50.567	855.841	.000 ^b
	Residual	22.984	389	.059		
	Total	73.550	390			

a. Dependent Variable: Eperformance

b. Predictors: (Constant), Engagement

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
	1	(Constant)	1.511			.101		14.940
	Engagement	.647	.022	.829	29.255	.000	1.000	1.000

a. Dependent Variable: Eperformance