

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**FACTORS INFLUENCING JOB SATISFACTION AND  
EMPLOYEE PERFORMANCE IN  
NAYPYITAW DEVELOPMENT BANK LIMITED**

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**EMBA II - 28**

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**ACADEMIC YEAR (2019-2022)**

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EMBA II - 28  
EMBA 18<sup>th</sup> Batch (NPT)  
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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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## ACCEPTANCE

This is to certify that the thesis entitled “**Factors Influencing Job satisfaction and Employee Performance in Naypyitaw Development Bank Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

The main objectives of this study are to examine factors influencing on job satisfaction in Naypyitaw Development Bank Limited and to analyze the effect of job satisfaction on employee performance in Naypyitaw Development Bank Limited(NDB). In order to carry out the two objectives, both primary and secondary data are used. There are totally 305 employees in NDB. Among them 173 employees are selected by simple random sampling method. The secondary data were collected from relevant texts, previous papers, organization's records and internet websites. Questionnaires are used to collect data from selected employees. To analyze the data, descriptive statistic method and multiple regression method are used. The results show that achievement oriented, participative and supportive have a significant effect on job satisfaction of employees. For the findings of compensation practices, promotion and rewards have significant effect on job satisfaction. Finally, it has been discovered that job satisfaction strongly effects on employee performance in NDB. Management should pay incentive plan to job satisfaction because satisfied employees will be more motivated to improve their competencies and capabilities, which will increase their work performance.

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## **ABBREVIATIONS**

ATM	Automatic Teller Machine
BOD	Board of Director
BOM	Board of Management
CEO	Chief Executive Officer
CTR	Cash Transaction Report
DYCEO	Deputy Chief Executive Officer
DYCFO	Deputy Chief Financial Officer
GM	General Manager
HR	Human Resource Department
IT	Information Technology Department
JICA	Japan International Cooperation Agency
MEB	Myanmar Economic Bank
MPU	Myanmar Payment Union
NDB	Naypyitaw Development Bank
SME	Small & Medium Enterprises Department
STR	Suspicious Transaction Report

# **CHAPTER I**

## **INTRODUCTION**

Employees are an organization's most precious asset in today's competitive business world. The most key pillar for the development of the economy, society, and culture is human resources. A company must manage its human resources effectively if it is to advance and succeed. Human resources must be a deciding factor in a company's success.

Employee motivation and job satisfaction have a significant impact on how well they perform at work. The effectiveness of an organization's workforce determines whether it succeeds or fails (Ugguh & Dennis, 2014). To survive and advance, businesses operating in the global market must overcome a variety of obstacles. The quick development of computer technology, the introduction of the internet and the World wide web, and the development of telecommunications tools have had a significant impact on corporate organizations' operations. The organizations have been compelled by these tendencies to restructure and reinvent their commercial and economic strategies (Asim, 2009).

An essential component of human resource management is employee performance (HRM). For the firm to grow generally and to save the cost of HRM practices, employee performance must improve. The most intriguing area of management is human resources. This chapter outlines the study's broad perspective. It includes information on the study's background, problem statement, purpose, importance, and suggested organizational structure. Many elements, including the general business rules, the working environment, the training and development of employees, and the relationship between the employee and the employer, affect employee performance.

Having dependable and high-performing people resources is one of the biggest problems in today's competitive corporate market. (Raj'ati & Shooshtri, 2016). This is more important in companies that rely on service delivery by their human resources, such as consultants, technology technicians and knowledge-based companies, because success company is directly related to employee performance (Raj'ati & Shooshtri 2016).

Leadership is increasingly recognized as an extraordinary tool for influencing employee performance. Effective leaders are responsible for providing guidance and guiding employees to perform better. Organizational excellence depends on the effectiveness of leadership at all levels, as leadership is a key factor in improving the performance of an organization's employees (Barghi, 2013).

More specifically, an organization's leadership style is considered to have a direct impact on the relationship between superiors and employees, which in turn affects both job performance, satisfaction and commitment, loyalty and overall organizational consistency (Wilderometal, 2004). The leader also plays an important role in retaining the employees of the company by all the positive contributions, a company is generally the highest performance of employees.

Compensation can improve employee performance, motivation, loyalty, and job satisfaction. If bonuses are awarded precisely based on the ability between responsibility and entitlement, then employees will be motivated to achieve the goals of the organization. Employees use their knowledge, skills, energy, time and commitment, for the sole purpose of receiving a reward or compensation for the performance and productivity of the work they create.

Today's job market is evolving and changing rapidly. A work environment is made up of a range of factors, including company culture, management style, hierarchy, and HR policies. In general, the work environment in a company is the environment in which employees carry out their daily activities, but emotionally, work environment can also mean employee service, working conditions and relationships among employees. According to (Ukil, 2016), the company's service staff will create satisfaction in solving the work done for the company. Thus, a suitable environment for employees can positively affect job satisfaction or in other words, the environment has a positive relationship to job satisfaction.

The banking industry is an integral part of the economy in most contemporary societies. A banking institution that acts as an intermediary between investors and savers, linking the need of an entrepreneur or individual to conduct an investment business with the need of savers to deposit money in bank, that's the interest rate (Belias & Koustelios 2014).

Recently, banks are focusing on achieving high performance through the best use of talent resources as strategic assets. Current HRM policies or strategies must align with banking strategies for the success of the bank. If the employees are satisfied, they will generate outstanding performance in optimal time and lead to increasing profits. Additionally, contented workers are more likely to be imaginative, come up with breakthroughs that allow the company to grow and change positively over time and changing market conditions.

In today's competitive era, organizational commitment is a major topic of discussion, especially for managers and employees in organizations. Organizational commitment affects employee performance and is therefore considered a matter of high importance (Shore & Martin, 2017). This study examines and analyzes the performance of employees at Naypyitaw Development Bank Ltd. A bank is a financial institution that accepts deposits through various types of accounts and lends these deposits directly or indirectly. The banking industry as a whole is a highly regulated and trusted industry.

### **1.1 Rationale of the Study**

Employees are an incredibly valuable resource in any field in Myanmar. Employees are not satisfied with their benefits and other organizational factors; they don't work well and lack their performance. This issue has an impact on the organization's reputation and finances.

In today's world, there is fierce competition among organizations. Therefore, organizations need the best human resources to compete continuously because the performance of the organization depends on the performance of the employees.

Employee individual performance is very important of organizational improvement and main function of management .One of the key reasons depends on leadership practice, compensation practice and work environment practice. Good management must think about how to maintain and evaluate employee performance. When a company faces its workers with steady performance, it has to suffer production, customer loyalty, and the company's bottom line. Nowadays, human resources are precious and their performance and talents play a very important role in all sectors and organizations. By having good employee performance in the workplace, it will have an impact on the short and long term results of the company. Good employee performance

has an impact on the organization's image, lost time, production results, and financial reporting.

This study examines influencing factors on job satisfaction and employee performance at Naypyitaw Development Bank Ltd. Naypyitaw Development Bank is a private bank with 305 employees and currently facing staff performance issues. This is a problem that needs to be solved for every organization and is relevant to most banking sectors. There are four state-owned, nine semi-government banks and eighteen private banks in Myanmar according to the Central Bank of Myanmar (CBM) website records.

This paper does not represent the whole banking sector but the finding of this study somehow helpful to Naypyitaw Development Bank in their effort to high performance employee. The Naypyitaw Development Bank wants to high performance only its best staff. It explores to examine factors influencing on job satisfaction on employee performance in Naypyitaw Development Bank Limited. The result from this study may assist in the development of an effective human resources management performance for organization.

## **1.2 Objectives of the Study**

The objectives of the study are as follows;

- (1) To examine factors influencing job satisfaction in Naypyitaw Development Bank Limited.
- (2) To analyze the effect of job satisfaction on employee performance in Naypyitaw Development Bank Limited.

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

This study focuses the Factors Influencing Job satisfaction and Employee Performance in Naypyitaw Development Bank Limited. NDB Bank has (10) Branches in Myanmar. It is a qualitative study Descriptive statistics method and analytical Research were used primary and secondary data. It is a qualitative study. The sampling method is simple random sampling method and five-point likert scale questionnaires are used to measure leadership practice, work environment practice, compensation practice, job satisfaction and employee performance who are working at NDB. There are totally 305

employees in Naypyitaw Development Bank Limited. For the primary data, 173 employees are selected by using Yamane (1976) formula with 95% confident level. The primary data collected period was from May to October 2022. Data was analyzed by using descriptive statistics and multiple regressions. A primary data were conducted with Naypyitaw Development Bank employees and secondary data were collected from relevant texts, previous papers, organization's records and internet websites.

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

This study is divided into five chapters. Chapter one includes introduction of the study that includes rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two describes the literature review of the study that includes importance of Human Resource Management, Influencing Factors of Job Satisfaction, Concepts of Job Satisfaction, Concepts of Employee Performance and Conceptual framework of the study. Chapter three includes NDB Bank profile, leadership, work environment and compensation practices in Naypyitaw Development Bank limited. Chapter four is analysis on influencing factors of job satisfaction and employee performance of Naypyitaw Development Bank that includes profile of respondents, analysis on job satisfaction factors and the effect of job satisfaction on employee performance. The last chapter five is conclusion that includes findings and discussions, suggestions and recommendations and need for further research.



## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter presents with the theoretical background of Human resources management and includes the concepts of job satisfaction and employee performance. The relationship between leadership practices, work environment practices, compensation practices and job satisfaction and employee performance were also discussed. This chapter also presents conceptual frameworks of previous studies and conceptual framework of this study.

#### **2.1 Importance of Human Resource Management**

Management is the process of achieving organizational goals in a productive and successful manager through planning, organizing, leading and controlling organizational resources (Daft & Marcic 2015).

Human resource is considered the lifeblood of the business because it is the most important value of any organization. There is a direct and profound connection between how employees perceive their performance and company results and achievements. Human resource management (HRM) is the process of acquiring, training, evaluating and compensating employees, and addressing their relationship, health, safety and equity issues (Dessler ,2013). The main tasks of human resource management are human resource planning, job analysis, personnel, performance management, compensation, labor relations, training and development. According to Hassan and Mahmood (2016), HRM is much more difficult than technology management. An effective HRM system remains an important tool for managing an organization's human resources as well as improving its performance (Armstrong, 2009). HRM deals with all management decisions and practices that directly affect the people or human resources working for the organization..

Armstrong (2006) defines HRM as a strategic and cohesive approach to managing an organization's most valuable asset – the people who work there and the people, individually and collectively, that contribute to achieve the goals. HR policies and practices are an important source of a company's competitive advantage in an industry because they are difficult to trade or imitate. Human resource management is defined as a key management function in any bank, regardless of its operations. This becomes the

most important condition for the performance of the organization. Human resource management is “a process that helps a bank recruit, select and develop staff in an organization” (Batti, 2014).

For an organization to remain competitive, it is equally important to continue to develop workforce management practices that can ensure that workers are highly motivated. This will benefit the organization as it will increase employee productivity levels and reduce labor costs per unit while retaining employees with the necessary skills and qualifications at each level (Stone, 2010). Human Resource Management (HRM) is a widely known and consistent approach to employment and people development. Human resource management can be considered as a philosophy of how people are managed, based on many theories related to human behavior and banking. It is concerned with the contribution that it seems to promote the effectiveness of the organization through people, but it has to do with the ethical aspect - how people should be treated with a set of ethical values. (Armstrong & Taylor, 2014).

Rajan (2018) pointed that human resource management (HRM) is a bank's workforce management, responsible for employee engagement, planning, training, evaluation and benefits, and oversees leadership and culture and ensures compliance with employment and employment laws. Activities to manage the human resources team and finances are referred to as "banking activities for human resources management." ensure that resources are used to achieve the bank's objectives” (Trehan, & Setia , 2014) . Most companies also have HR departments with their own senior managers (Dessler, 2013). There are many HR practices that a bank should follow. HR activities contribute to the bank's bottom line, areas such as recruitment, selection, training, development, and employee performance evaluation should be consistent, meaningful and targeted. strategy. As a result, banks make a long-term commitment to retain their workforce. (Choudhary & Lamba, 2013).

HR professionals widely use the term "strategic HR" to express their belief that effective HRM contributes to a bank's efficiency. Many HRM professionals share this common understanding of what "strategic HRM" means. Although the definition of strategic HRM has changed many times, depending on the context and reflecting the different disciplinary identities of the strategic HRM professional, the field is united by the assumption that new ideas on people management in the workplace can be achieved through research that addresses multiple activities as an integrated HRM that, if properly

implemented and linked to the larger context, will produce beneficial results. Numerous studies have shown that certain HR activities, individual or systemic, can directly or positively affect individual and aggregate business results (Becker & Gerhart, 1996). Therefore, studies have made consistent efforts to link HR practice sets with business outcomes through greater performance and satisfaction (Becker & Huselid, 1998).

A fact common too many studies is the idea that HR practices can positively affect a company's performance through their impact on employee behavior. These employees are positively affected in their performance, satisfaction and motivation, which improves individual and/or team productivity (Becker & Huselid, 1998). Although some studies have not completely confirmed this positive relationship (Guest et al., 2003), their research is consistent with the main idea that HR activities influence employee behavior. employees and make a positive impact on everyone's performance and is therefore integrated at the corporate level. performance (Jackson et al., 2014). On the other hand, strategic HRM (SHRM) is defined as “the set of activities and management tasks related to the development and retention of a qualified workforce. This workforce contributes to the bank's operational efficiency, reflected in the Bank's strategic goals.” Strategic human resource management operates in a complex and dynamic banking environment. An important trend today is for HR managers to take a strategic look at their work and to gather important relationships between organizational strategy and HR (Fottle et al., 2010). Thus, knowing the arguments described, it is expected that the extent to which human resource management activities are strategically oriented towards high-performance work practices (choose employee screening, training, active employees, comprehensive performance appraisals and performance-related incentive programs), so that employees are motivated in behaviors/attitudes and need satisfaction in order to promote better individual and employee performance and enable the bank to achieve its employees' goals and reach their high potential. 'HR4.0: Shaping People Strategy in the Fourth Industrial Revolution” highlighted its effects in blurring the lines between people and technology and unifying the physical, digital and biological worlds learn.

## **2.2 Influencing Factors of Job Satisfaction**

Within the organization, there are many factors that influence on job satisfactions. Among them, this chapter presents leadership practices, work environment practices and compensation practices.

### **2.2.1 Leadership Practices**

The term "leadership" in the context of organizations refers to the approaches taken by superiors in their daily interactions with employees. It includes several aspects, such as values, standards, norms, factors or problems that are observed in the work environment and affect the emotions, performance and behavior of employees (Koustelios,2014).

Leadership is a topic that has aroused equal interest among scholars and the masses. The question of leader effectiveness has long remained unanswered, but scientific research conducted in the 20th century has attempted to identify and analyze leader effectiveness (Howieson, 2008). . Leadership is the process of influencing the activities of individuals or organized groups to achieve certain goals and objectives.

Jolson et al. (1993) described leadership as the ability to influence the performance of subordinates. Therefore, a leader must deal directly with people, develop relationships with them, convince them and inspire them to cooperate to achieve the goals and vision. Leaders must demonstrate courage, integrity, compassion, vision, contribution, and ethics. In addition, they will be able to assess how people are feeling, what motivates them, and how it affects them in achieving organizational goals. (Malik & Hayyat, 2013) defined leadership as a relationship of influence between leaders and followers who desire real change and results, thus reflecting shared goals.

Leadership is considered an important determinant/predictor of organizational performance and employee job satisfaction. According to Mohiuddin (2017), a leader is considered effective if he knows how to solve problems. Such a leader has the ability to improve employee performance and drive change within an organization. A good leader can apply the best management style to meet the requirements of the environment in which an organization operates.

Achieving organizational goals largely depends on managers and their leadership behavior. A manager's use of a particular leadership behavior affects both job satisfaction and employee productivity. While Mosadegh (2003) considered leadership behavior as a series of attitudes, characteristics and skills used by managers in different situations that are consistent with individual and organizational values. Managers use different behaviors in different situations with different subordinates to motivate them to reach their full potential. Several studies have been focused to examine the impact of leadership behaviors on organizational results (Kreitner, 2008). The banking industry has a unique work environment that emphasizes performance goals, long working hours and error-free

transactions while keeping customers satisfied. Therefore, leadership is an essential stimulus that this study focuses on. (Gunasekare, 2021).

**(a) Achievement-oriented**

Leaders set clear and stimulating goals for their followers. Leaders set high standards of excellence for their followers and seek continuous improvement. In addition, the leader shows a high degree of trust in his subordinates (Northouse, 2013). achievement-oriented leadership is appropriate when subordinates are open to autocratic leadership, have an external base of control, and high subordinates' competence; when tasks are simple, authority is strong, and co-workers' job satisfaction is high or low (Lussier & Achua, 2010). Performance-oriented leaders set clear goals and challenge subordinates, however, performance-oriented leaders challenge subordinates to give their best and demonstrate a high degree of confidence in their ability to do the job. work (Matt, 2008). Negron (2008) noted that the achievement-oriented style is suitable for ambiguous tasks and for subordinates who may need a moral reminder to increase their confidence in their abilities. ability to achieve the stated goals. The achievement -oriented style is effective when the work is complex and the environment is uncertain. Indeed, it can increase subordinates' confidence in their ability to achieve their goals. Achievement -oriented leaders try to change employees' attitudes in search of continuous improvement (Leana, 2013). However, achievement oriented leadership on the other hand is predicted to increase the follower effort and satisfaction when the task is unstructured and complex by increasing the follower self-confidence and the expectation of successfully accomplishing a challenging task or goal.

**(b) Supportive**

Leaders are concerned with the welfare and individual needs of their subordinates. Supportive leadership is about being friendly and approachable as a leader and caring about the well-being and needs of the people of your followers (Northouse, 2013). Supportive leadership is appropriate when tasks are simple, formal authority is weak, and workgroups do not lead to job satisfaction (Lussier & Achua, 2010). Supportive leadership is an important and valuable leadership style for companies. This not only fosters positive employee relationships, but also allows team members to develop professional skills and work well independently or with little active management and guidance. Leadership style influences employee behavior, including their acceptance

of company strategy and organizational values, and is related to both organizational outcomes and employee job performance. members (Belete, 2020). On the other hand, managers can influence employees' commitment to service quality by demonstrating it. (Babakus et al., 2003).

**(c) Participative**

Participative leader refers to a style of leadership in which the decision-making process is decentralized, with leaders sharing this authority with employees or subordinates (Sagnak, 2016). Leaders consult with subordinates, absorb their ideas and perspectives, and incorporate their suggestions into the decision-making process (Northouse, 2013). Participatory leadership style is appropriate when subordinates do not want autocratic leadership, have internal control bases and high compliance; when tasks are complex, power is weak or strong, and co-worker satisfaction is high or low (Lussier & Achua, 2010). The contribution of participatory leadership to employee performance is critical to both the public and private sectors worldwide. In a rapidly changing work environment, leaders face an increasingly complex challenge to understand what motivates employees in their roles. The rise of virtual workplaces, transformative communication technologies, evolving business models, shrinking leadership resources, economic instability, and globalization are all issues that face Leaders face complicating their role in managing employee performance (Alsubaie, 2021). The participatory leadership approach presented is to provide a healthy work environment that enables high productivity and performance within an organization. Participatory leadership style is used to meet employee needs based on empowerment, number of directives and decision-making power (Alsubaie, 2021). A participatory leadership style is one in which individuals take greater responsibility for the decision-making process (Vroom, 2019).

**2.2.2 Work Environment Practices**

Work environment includes physical conditions, such as office temperature, equipment, such as personal computers. It may also involve factors such as work processes or procedures. The work environment can also involve social interactions in the workplace, including interactions with colleagues, subordinates, and managers. Hoyer (2008) work environment means the environment around employees and those who can influence the work itself. This work environment includes the workplace, facilities and tools that help get the job done, cleanliness, light and quiet (Koubova & Buchko, 2013)

.The working environment is not only seen in terms of material construction, but also what in the working environment contains some rational, irrational and spiritual elements. One of the internal environments is the work environment.

Hoyer (2008) argued that the working environment is divided into two, namely; (1) the physical work environment is any physical condition that can directly or indirectly affect an employee; and (2) the non-physical work environment is a set of situations related to working relationships, good relations with the boss and other employees or with subordinates. Effective human resource management and maintaining a good working environment or culture not only affect the performance of employees and organizations, but also the growth and development of the whole economy. The concept of work environment is a comprehensive concept encompassing the physical, psychological and social aspects that characterize working conditions. The work environment has both positive and negative effects on employee psychology and well-being. According to (Luthans, 2006) employees are highly motivated with good working conditions, they feel safe, comfortable and motivated. On the contrary, bad working conditions cause a sick fire in employees. The more comfortable the working environment is the more productive will be the employees.

**(a) Work-place**

Work environment is the sum total of reciprocal relationships that exist between employees and the environment in which they work (Kohun, 2002). According to (Heath 2009), this environment refers to geographic location as well as immediate environment, behavioral processes, policies, rules, culture, resources, work relationships, workplace, All of which affect how employees perform their jobs. The quality of the work environment has an impact on employee performance and subsequently affects the competitiveness of the organization. Many factors affect employee performance in an organization. The work environment plays an important role in the performance and productivity of workers in any organization (El-Zeiny, 2013).

Providing a good working environment will increase the work efficiency of employees in the organization (Shikdar & Sawaqed, 2003). According to Chandrasekar (2011), there are key factors such as physical work environment, reward, management and leadership style, training and development, work-life balance that can have a significant impact. motivation and level of performance. The business environment is becoming very competitive, dynamic and complex. Therefore, management must seek to

ensure that the work environment is favorable enough to allow employee performance to remain competitive. The quality of an employee's work environment has an impact on their motivation level and thus on their performance (Heath, 2006). When employees have a desire to work both physically and mentally, their performance must be increased (Boles et al., 2004).

**(b) Work-life balance**

Work-life balance is a compromise between two completely different roles of a person, the work and family roles, which bring happiness to the life of the role holder. that role (Shaffer et al., 2016). Thus, work-life balance is an employee's time-sharing arrangement between work and family. Its imbalance in both categories, when work spills over into the family sphere or when family problems spill over into the work sphere, can be the cause of stress and a lack of work attitude constructiveness. Thus, they can lead to burnout (Tziner et al., 2015). Although work-life balance or imbalance has a positive or negative impact on employee performance (Anwar ,etal ., 2013), an analysis of work-life balance and employee performance-related imbalances used as an outcome variable appear to be very important (Ahmad, 2008). Work-life mismatch can have significant consequences for organizations, such as low productivity and poor performance (Cohen & Liani, 2009). According to Singh and Khanna cited in Rondonuwu et al., (2018) work-life balance is a concept that involves prioritizing work (career and ambition) on the one hand and life (happiness, relaxation, family and intangible development). On the other hand, a good work-life balance will improve employee performance and job satisfaction.

Today, employee job satisfaction is closely linked to company performance. Consequently, many organizations have started to concentrate on their programs and policies aimed at improving the quality of their employees' work lives (Kamalanabhan & Selvarani, 2011). Well-functioning organizations are often aware of the importance of work-life balance in order to improve employee productivity and job satisfaction. Research by (Hosboyar 2012) showed that work-life balance is significantly associated with job satisfaction. As a result, employers that encourage and promote work-life balance often attract employees who are very satisfied with their jobs and who will eventually perform themselves effectively (Hassan & Lee, 2017). According to Paudel (2022), when organizations practice a work-life balance culture and policy, employees tend to feel satisfied with their work and family circumstances. In general, women tend to expect a better work-life balance than men. In addition, married people also prioritize



work-life balance over single people. Married people, if they have to work long hours, are prone to conflicts and conflicts between work and personal life. Furthermore, when employees spend most of their time at work, there is a negative impact on relationships with their families. This can be explained by explaining that the time that employees spend at their job is more than the time they spend with their family. As a result, family bonding time is reduced, which in turn weakens their relationship with the family such as parents and children (Sumaiti, 2010).

**(c) Work-load**

Employee workload is an important determinant of their productivity and revenue (Rajan, 2018) because if their workload is lower than standard workload, it will evoke laziness and giving them the opportunity to idle and engage in unproductive activities such as group politics, with implications for performance. Workloads are tasks that cause stress, such as work that requires working quickly, producing something, and focusing on work stress. Job satisfaction can be increased by rethinking employee workload numbers, as excessive workload can reduce job satisfaction. (Purwati, 2020).

Workload is defined as a series of requirements that include quantitative, qualitative, mental, and physical tasks. According to Muhopllah (2019), workload is the level of processing power carried out during work that reflects the task's energy supply and demand. Workload reflects the level or difficulty of a person's job, which can include any number of variables. Workload is the total amount of work that individuals must complete within a specified time. According to many experts, workload is the amount of resourceful attention required to fulfill performance criteria influenced by job demands and experience.

Workload can also be defined as the amount of resources required for a series of concurrent tasks along with the resource usage required to complete the task. Workload refers to "the number of tasks an individual has to perform and thus serves as one of the important stressors" (Goldschmied & Spitznagel, 2020). In addition, the impact of workload can also manifest as higher propensity to give up, lower commitment, psychological health, burnout and higher stress (Musaida., 2022). Workload is stressful due to inability to do and is influenced by individual characteristics or psychological processes. It is the result of any external action (environment, circumstance, or event that imposes too many psychological or physical demands on an individual). Workload refers to the intensity and pressure of the job, such as the number of hours worked per week in a

shift, the target range, the frequency of the work pacing. Pleasant workload affects employee job satisfaction (Maslow, 1943).

### **2.2.3 Compensation Practices**

Compensation is seen by employees as a substitute for their service contribution to the company (Saluy et al., 2018). Compensation is one of the main functions of human resource management that deals with all kinds of rewards given to individuals as an exchange for the performance of organizational tasks. The sum of all rewards offered to employees in exchange for their service. Compensation includes issues related to wages and/or pay programs and structures arising from job descriptions, merit-based programs, etc. According to Riansari et al. (2012), remuneration is the provision of services in return in a fair and equitable manner to employees for their contribution to the organization's performance. The reimbursement principle can be divided into two, namely, intrinsic reimbursement and extrinsic reimbursement. Based on the theory described above, compensation can conceptually be defined as all forms of intrinsic compensation received by employees in exchange for the services of the organization. Compensation aspects include (1) direct compensation with an index of wages, salaries and incentives; (2) indirect compensation with a social security index, insurance; (3) Non-financial compensation for their security and development.

#### **(a) Promotion**

Hasibuan (2018) defined promotion as moving from one position to another with accompanying higher status and responsibilities and increased monetary benefits. According to Raja (2011), promotion is considered as a reward for a job well done and recognition of the employee's contribution and commitment to the organization. Gupta (2011) added that promotion encourages employees to improve job performance to advance in their careers. As a result, employees are satisfied when they are promoted. Being promoted to a higher position is the desire of every employee. Several common factors are taken into account when promoting employees, such as performance, seniority, loyalty, honesty and other behaviors (Purnawan, 2016). However, with promotion comes greater responsibility and accountability. This type of incentive motivates employees to do their best to gain the trust of management. A promotion is not only a way to add accountability to an employee, but also a major form of boosting employee motivation and morale. This leads to high productivity and prevents the company from losing

important and valuable employees. A promotion can lead to a significant increase in an employee's salary as well as a level of authority and control. This will help competitors identify the most productive employees in the business world and have them recognized by their own organizations. Employees themselves feel that they are an effective contributor and are therefore more satisfied with their work (Naveed et al., 2011). Promotion offers opportunities for personal growth, responsibility and social status (Udin, 2010).

**(b) Welfare**

The study looked at four aspects of employees' healthcare facilities such as medical benefits, retirement benefits, housing facilities and recreational facilities and their effect on their performance. Another type of employee benefit is to provide employees with some kind of financial assistance. Providing financial support to employees will boost their morale and contribute to their job satisfaction. Employee benefits refer to all activities undertaken by an employer to provide employees with amenities and services in addition to paid wages. (Sanyal & Sikidar, 2018). According to the ILO,' members' prosperity should be assumed to mean specific services, abilities, and comforts which concede possibility to be established in or nearly undertakings to enable the women working in ruling class to perform their introduce athletic and congenial environment, and ready amenities in consideration condition and morale. They contain concessions, occupied conditions, medical insurance for agent and family, and retreat blueprints (Ketiany,2014).

Educational fees are further rewarded by some arrangements for the education of children of their staff member's until the academic level and age. Employee assistance programs (EAP) are actions made by employers to support employees through financial planning, short-term cash advances or long-term negotiated bank facilities, counseling programs, and facilitation of training for personal development (SHRM. 2019). Non-contributory pension plans establish employee benefits in advance based on the employee's last wage and years of service. On the other hand, occupational plans require defined contributions from both the employee and the employer, which are based on the employee's pensionable earnings and used to pay the retirement benefits (RBA, 2019). Employee wellbeing has taken on a vital role in the contemporary business environment and is now a must in every enterprise (Sanyal & Sikidar, 2018).

### **(c) Rewards**

A reward can be intrinsic or extrinsic, monetary (such as bonuses) or non-cash (such as designation as employee of the year). Salary, bonuses, promotions, and other extrinsic incentives are the most concrete, but they are insufficient on their own. A reward system can be used to motivate employees in the manner that are intended. In other words, reward systems are made to tempt employees to join a company, retain them there, and inspire them to perform at a high level. The incentive system includes all aspects of the organization, such as the rules, decision-making procedures, and personnel processes. In exchange for their services to the organization, employees are given salaries and benefits. Employees receive rewards from their employers as a way of expressing gratitude and motivating them to continue engaging in positive conduct. Employees are more likely to behave admirably and stay with their companies when they receive enough compensation for a job well done. Employees receive rewards from their employer as a means of inspiring them to continue engaging in productive conduct (Ongori, 2008). Rewards can come in a variety of shapes and sizes in the workplace. It includes monetary rewards, commendations, gifts, freebies, and excursions. It is crucial to remember that incentives leave a lasting impression on the recipient and continue to support the recipient's belief that they are valued (Johnson, 2004).

### **2.3 Concepts of Job Satisfaction**

The level of satisfaction that employees feel with their jobs is called job satisfaction. Beyond their regular responsibilities, this includes their contentment with their coworkers and superiors, their satisfaction with the organization's rules, and how their job affects their personal lives (Mallick, 2021). One may decide to focus on several components of the job, such as the pay, sense of accomplishment or promotion, coworkers, and supervision, in order to gauge job satisfaction (Gazioglu & Tansel, 2006). According to Bentley et al. (2013), the definition of work satisfaction is the outcome of comparisons between what employees really receive from their work and what is expected, undesirable, and what they believe to be worthwhile for them or not.

When someone's job is evaluated, it can lead to a pleasant emotional state called "work satisfaction" (Memon et al., 2016). When someone's expectations are not realized, dissatisfaction at work results. How effectively results match or surpass expectations is frequently a determining factor in job satisfaction. For instance, if organizational members feel that they are exerting more effort than other members of the

department but are receiving fewer rewards, they are likely to be unhappy with their work, their supervisor, and/or their coworkers. On the other side, if individuals believe that they are receiving excellent treatment and fair compensation, they are more likely to have a favorable attitude about the job and be content with it.

There are certain aspects of job satisfaction. These include usability, achievement, advancement, power, company policies, compensation, co-worker relationships, creativity, independence, ethical values, and more. (Ahmad et al., 2012). These are important factors that determine employee job satisfaction. These factors directly and indirectly affect the working behavior and satisfaction level of employees. For example, if an employee feels that he is underpaid or deprived of actual pay, the employee will become frustrated and his job satisfaction will drop. Similarly, if an employee feels that their work environment is not suitable, their job satisfaction will decrease. In addition, to date, the nature of job satisfaction has been noticed due to the negative consequences of job dissatisfaction caused by the increase in cases of absenteeism, infidelity, increased accidents and other problems. Therefore, the main condition for job satisfaction is higher salary and really good opportunity for promotion, interested and engaged management (Islam et.al., 2013). Hulin & Judge ( 2003) noted that job satisfaction includes multidimensional psychological responses to an individual's job, and these individual responses have cognitive (evaluation) components, feelings (or emotions) and behavior. Rewards are important to job satisfaction because they fulfill basic needs and help achieve higher levels of goals. Earnings are how employees know how much they earn when they put their time, effort and skills into their work (Armstrong, 2010).

#### **2.4 Concepts of Employee Performance**

In today's competitive environment, organizations are growing globally and facing many challenges to achieve their goals and are being pursued to outperform others. Therefore, leaders play an important role in achieving organizational goals and improving employee performance by making them satisfied with their jobs and this has become problematic in today's corporate world.

Employee performance is related to factors such as quality, quantity and efficiency of work as well as employee behavior in the workplace. Various researchers agree that there is no single definition of the term performance. From an overall perspective, the performance of the organization is considered in terms of apparatus

efficiency, the level of labor productivity meets defined aspirations better than other competitors in the same industry. According to Sattayaraksa (2005), the performance of entities relates to processes ranging from identifying employees with required skills, employee motivation, employee engagement, employee development through training, compensation, capital investment, technological know-how, capital intensity, culture and employee relations strategy. In the words of Armstrong (2018), performance is considered as the comprehensive development of individuals in an organization to optimize business productivity.

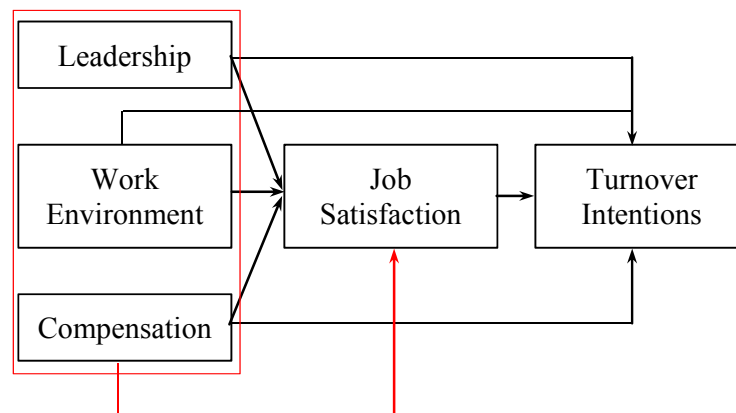
Since time immemorial, organizations have not established any standardized measure of optimal performance and thus performance can mean anything from being on time, helping other departments, record exemplary performance in national exams or even have a good attitude. According to Edvardsjon (2018), things have changed in the current Institutions. In the contemporary world, educational institutions now understand the enormous benefits that can be achieved by integrating rewards, favorable working conditions, motivation, school culture and performance into their educational goals. For organizations to achieve their desired goals, a compensation system is essential and therefore should be used as one of the business strategies (Edvardsjon, 2017). Some organizations look at performance in terms of annualized profits, market share, operational flexibility, among other points of view. Employee performance management is a process of establishing a common understanding in the workforce about what needs to be achieved at the organizational level. It is about aligning organizational goals with employee metrics, competencies, skill requirements, development plans, and achieving agreed outcomes.

Employees with a higher level of satisfaction will be appreciated by the company because they believe in sustainable development and a great future for the company in the long term, so such an approach brings greater assurance for the company of retaining their high potential and efficient and productive workers. It has always been the main challenge to focus on in organizational management – integrating new and effective ways to encourage employees in companies to achieve and deliver better performance and growth. organization's competitiveness(Lee & Wu 2011).

## 2.5 Previous Studies

Santoni and Harahap (2018) investigated turnover intention of employees. Paper title is “The Model of Turnover Intentions of Employees.” The aim of this study is to explore the influence of leadership, working environment, compensation, partial and general assessment on job satisfaction and to know the influence of leadership, work environment, compensation and job satisfaction as one side and the other on employee's intention to quit in the household appliance plastic industry in the Jakarta special capital region. The research focuses on how the three key concepts of leadership practice, work environment practice and compensation practice influence on job satisfaction as well as how job satisfaction affect turnover intention of employee. The conceptual framework for the study is shown in Figure (2.1).

**Fig (2.1) Conceptual Framework of Santoni and Harahap**



Source: Santoni & Harahap (2018)

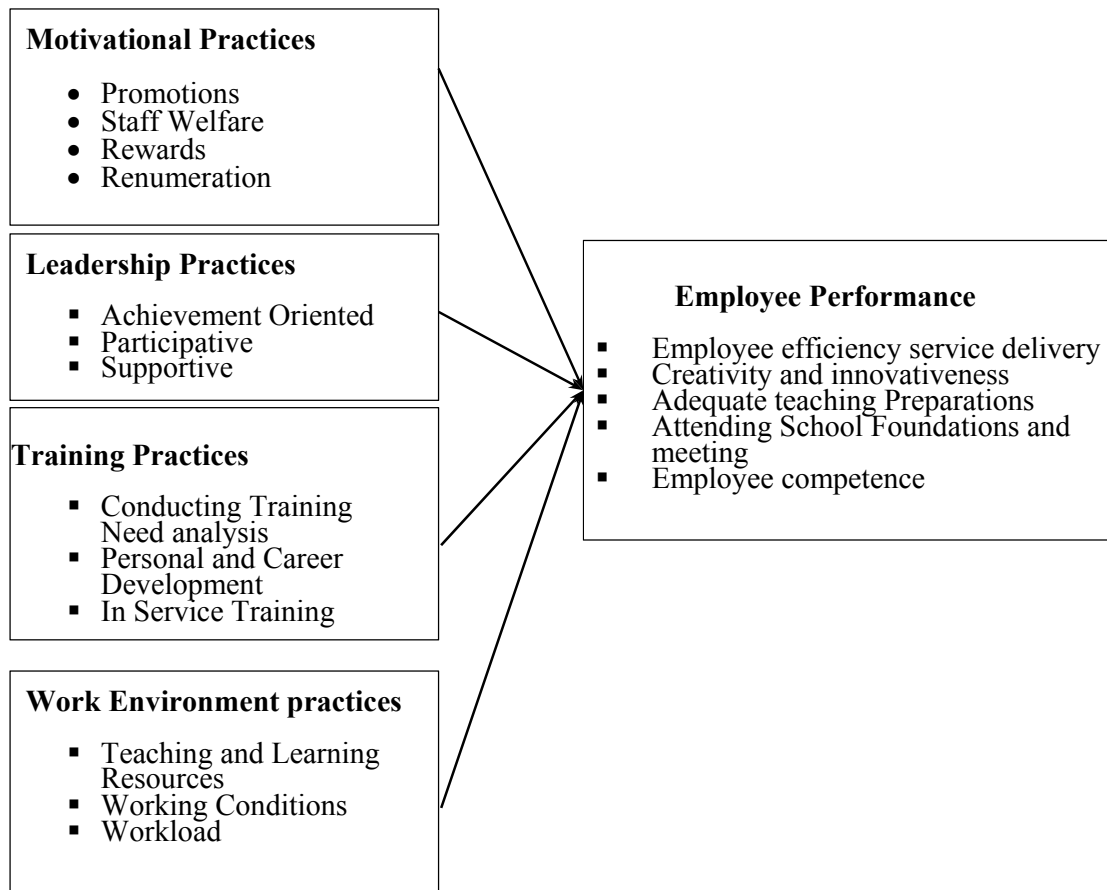
The findings revealed that leadership has a positive effect on employee job satisfaction, which in turn has not significant effect on turnover intention of employees, and that work environment has positive no significant effect on job satisfaction, which in turn as work environment has a significant and negative effect on turnover intention. Compensation has positive effect on job satisfaction, which in turn has significant negative effect on turnover intention. Job satisfaction is significant negative effects on employee turnover intention.

The second previous paper is “Effect of Human Resource Management Practices on Employee Performance Public Secondary Schools in Kenya by Bukhuni (2022). The central aim of the research was to reconnoiter the effect of human resource management

practices on employee performance in state owned secondary schools in Kenya. The study guided by determine the effect of motivation practice on employee performance, identify effects of training practices on employee productivity, assess effects of leadership practice on employee performance and evaluate effects of work environment practices on employee performance.

**Fig (2.2) Conceptual Framework of Bukhuni**

**Human Resources Management**



Source: Bukhuni (2022)

The empirical findings concluded that there was a statistical connection that was moderate between motivation practices and employee performance. The findings highlighted that the leadership of the organization offers good performance monitoring that enhances employee performance. The findings indicated that development of workers through training is relevant to the needs of employee's performance. The study concludes

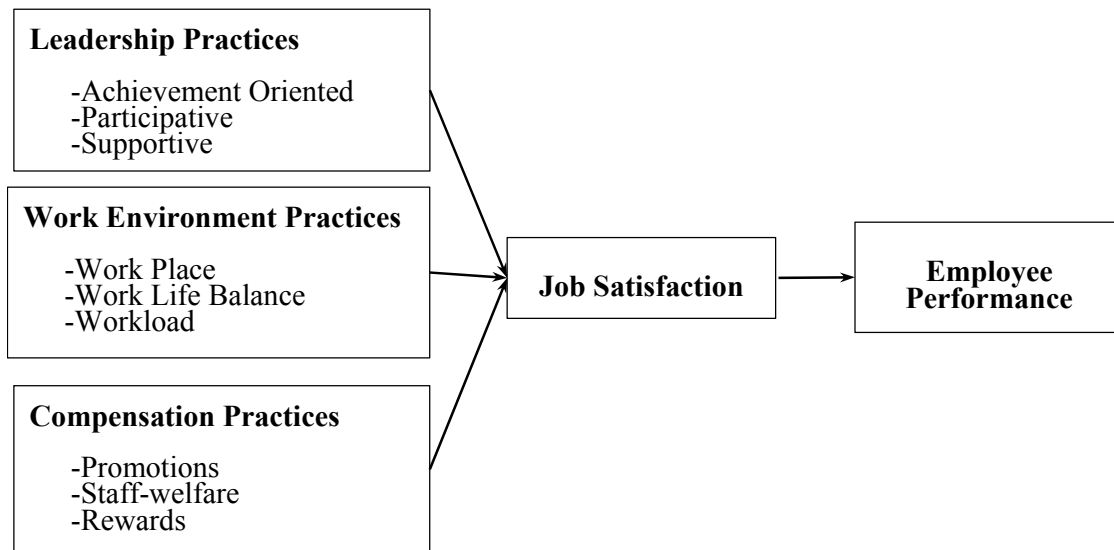


that there is moderate positive relationship between work environment practices and employees performance in public secondary schools.

## 2.6 Conceptual Framework of the Study

The Figure (2.3) below defines the conceptual framework for this study. The core of study is the factors influencing and job satisfaction as major areas and employee performance as an outcome. There are two major assumptions as illustrated in the conceptual framework of this study. The first assumption is that the influencing factors of satisfaction would effect on job satisfaction of employees who are working there. The second assumption is that job satisfaction lead to employee performance of NDB.

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



Source: Own Compilation (2022)

Figure (2.3) introduced an analytical conceptual framework with three phased models to study and analyze mainly the effect of leadership, environment and compensation on job satisfaction and the effect of job satisfaction on employee performance. The first component consists of leadership, work environment and compensation. These factors are key for banking sector because of the challenges of business transformation and changes. Organization should be examined influencing factors of job satisfaction. The second component is job satisfaction, which means that employees should be happy and satisfied with their jobs, as this will improve the success of an organization in various ways. Finally, the third component is employee

performance, which is related to job satisfaction because motivated and satisfied employees are able to perform well and contribute more to the organization.

## **CHAPTER III**

### **LEADERSHIP, WORK ENVIRONMENT AND COMPENSATION PRACTICES IN NAYPYITAW DEVELOPMENT BANK LIMITED**

This chapter consists of the over view of banking sector in Myanmar, profile of Naypyitaw Development Bank Limited, Organization Structure of Naypyitaw Development Bank Limited and leadership and Compensation practices in Naypyitaw Development Bank Limited.

#### **3.1 Overview of Banking Industry in Myanmar**

The banking sector plays an important role in the modern economic world. Banks are essential for economic growth, development and stability. They not only play a decisive role in the granting of credit to finance consumption and investment projects, but also the institutions through which monetary policy is carried out. Banks collect savings from individuals and lend to entrepreneurs and industrialists. Manufacturers borrow money from banks to buy raw materials and meet other needs such as working capital. Keeping money in the bank is safe. In Myanmar's banking sector, the Central Bank of Myanmar is a self-sufficient independent body who emerges from a meeting of Parliament. The Bank is the central monetary authority of Myanmar. CBM is committed to ensuring price stability in the economic system. The central bank also oversees Myanmar's financial institutions as well as public and private banks. The year 2021 is marked by a number of changes in Myanmar. The COVID-19 crisis, has led to important legal developments that legal professionals and industry players may not have kept up with. Myanmar's banking industry today consists of four state-owned, nine semi-government banks and eighteen domestic private banks.

The four state-owned banks in Myanmar are Myanmar Agricultural Development Bank (MADB), Myanmar Economic Bank , Myanmar Foreign Trade Bank and Myanmar Investment and Commercial Bank .

The nine semi-government banks are Construction, Housing and Infrastructure Development Bank , Global Treasure Bank , Innwa Bank, Mineral Development Bank , Myawaddy Bank, Naypyitaw Development Bank , Rural Development Bank , Yadanabon Bank , Yangon City Bank .

The domestic private banks are Asia Green Development Bank , Ayeyarwaddy Bank , Ayeyarwaddy Farmers Development Bank, Co-operative Bank , Farmers Development Bank , First Private Bank ,Glory Farmer Development Bank ,Kanbawza Bank ,Myanmar Apex Bank ,Myanmar Citizens Bank ,Myanmar Microfinance Bank, Myanmar Oriental Bank , Myanmar Tourism Bank , Small & Medium Enterprises Development Bank , Shwe Rural and Urban Development Bank ,Tun Commercial Bank . United Amara Bank and Yoma Bank.

### **3.2 Profile of Naypyitaw Development Bank Limited**

Naypyitaw Development Bank is one of the semi-government banks in Myanmar .It opened in 12<sup>th</sup> May 2013 by started name of Naypyitaw Sibin Bank. This bank operated under the approval of Myanmar Investment Commission with the certification no. was 4701/2012-2013 (NPW) dated 4<sup>th</sup> February 2013 of Myanmar Companies Act. Central Bank of Myanmar granted domestic banking license no. Mababa/ P-29 (2) 2013. The head office is located in Naypyitaw and the address is No.(A-09), Thiri Yadanar Shopping Complex, Thiri KyawSwar Street, Zabuthiri Township, Naypyitaw. This bank is opened 10 branches including One Yangon branch, 8 branches at Naypyitaw area and one branch at Mandalay. For giving services not only commercial Banking but also regional development banking, the name of NSB Bank is changed to new name of Naypyitaw Development Bank Ltd on January 3, 2020 by the permission of CBM. The name change was approved at the 2018-2019 Annual General Meeting and Registered with the Directorate of Investment and Company Administration (DICA) on 2 may 2020 in accordance with the Myanmar Companies Law 2017. Naypyitaw Development Bank Limited is a private bank, wholly owned 100% shareholder by the Naypyitaw Development Committee.

The Authorized Capital of NDB Bank is Kyat Five Thousand Million (Kyat 5,000 million) and Paid-up Capital is kyat Two Thousand million which starts founding the bank. Then, NDB Bank submitted to increase the Authorized Capital from Kyat 5,000 million to Kyat 50,000 million and CBM allowed the submitted according to the letter No486/168-KaKa (1) 2015-2016 dated (11-6-2015). According to Financial Institution Law 2016, Section (34), Sub section (A)(1) and the letter No-1152/510-KaKa (1) dated 9-9-2015, Paid up Capital was increased as Kyat 20,000 million. Now Paid-up Capital is Kyat 23,000 million.

The objectives of Naypyitaw Development Bank's Ltd are as followings.

- (1) To providing fast, reliable and excellent banking services to local people.
- (2) To provide loans in order to stimulate commerce and aid in the financial development of individuals and businesses.
- (3) To consolidate savings, funds and collection of NPTDC and invest and deposit them in banking enterprise.
- (4) To provide loans in order to stimulate commerce and aid in the financial development of individuals and businesses.
- (5) To mobilize internal and external financial resource for investment in production enterprises especially in the private sector.

### **3.2.1 Organization Structure of Naypyitaw Development Bank Limited**

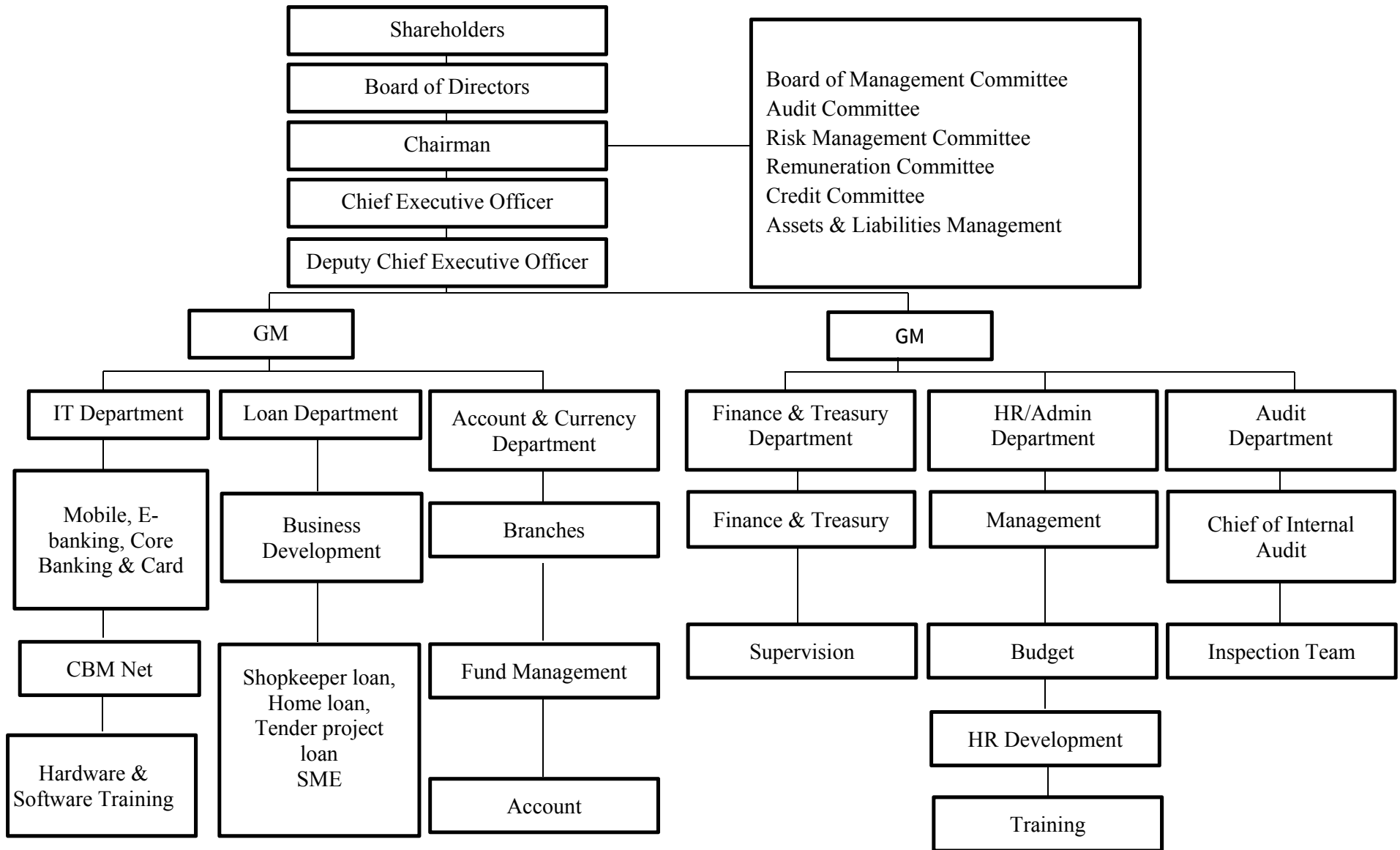
The NDB bank Limited's board of directors is the organization's highest management and policy-making body. Nine directors, a chairman, and a patron currently make up the board. These board include Chief Executive Officer and Deputy Chief Executive Officer from bank.

The Naypyitaw Development Committee, a fully owned shareholder, appoints the directors. All activities are carried out by the CEO in accordance with board directives. The Human Resource Division of the bank's own recruitment committee appoints the officer and all other line and staff employees.

The organization structure of NDB is formed to provide the excellent service to their value customer. Every department in the bank carries out the respective duties and tasks in the department function in order to provide excellent service for customers. The Board of Director elected from shareholder which Naypyitaw Development Committee. The board of directors and chairman are always on top of the company map that goes directly down to the chief executive officer (CEO) and deputy chief executive officer (DYCEO). Bank's Management Committee consists of 16 members.

There are Six senior management committees were established by the board of directors to provide sound corporate governance for Myanmar Financial Institution Law (2016). Figure illustrates the NDB's organizational structure (3.1).

**Figure (3.1) Organization Structure of Naypyitaw Development Bank Limited**



Source: Naypyitaw Development Bank Limited (2022)

### **3.2.2 Departments of Naypyitaw Development Bank Limited**

NDB Bank's day-to-day banking services include traditional banking services. Save savings, E Saving, Current Account, Fixed Savings Account, and Minor Deposit Account. In particular, minor deposit is a kind of investment for children. There are six major departments and operation in each NDB branch.

#### **(i) Account and Currency Department**

This division offers account opening, money transfers, money received or received funds transfers, money withdrawals or transfers from one account to another, and foreign exchange services. The agreement to establish a connection between the bank and the consumer is also included in the opening of records. Accepts cash deposits, savings, calls, and fixed deposits in local currency at an ATM that also accepts MPU debit cards; Online shopping, shopping and shopping malls are valuable services that NDB provides to its customers. Frontline employees in this division are proud to work for leaders in technology and innovation, and listen to our customers to build lasting relationships and deliver enhanced experiences for customers.

Remittance services are only domestic remittance. NDB provided the remittance services among its branches and fund transfer services to state-owned banks and private bank in the country by applying CCT function of CBM Net system within the short time by reasonable remittance rates easily and safety. Foreign exchange services of NDB was granted a money changer license on 17th October 2013 and it has opened money changer counters at Zabuthiri Branch, Oattarathiri branch and Thapyaykone branch.

Cash Manager starts their exchange with taking cash from the vault, known as the opening Register. Vault is kept in an extremely secured room. Keys of the room are monitored cash officer and Branch Operation Manager from account department. The measure of opening money adjust is gone into a register. After entire days' exchange overflow of the cash stays in the cash counter is returned in the vault and known as the end adjust. Cash is gotten and paid in this segment.

#### **(ii) Loan Department**

Loans are granted in compliance with principle of lending and practice, Central Bank of Myanmar Law, Myanmar Financial Institution Law, Rules and Regulations.

Risk Management Committee was formed to maintain the success, regulate the financial condition and reduce risk. It lays down policy and supervises and studying

possible causes for credit risk in the whole the banks operation. Loan recovery team have used all means to collect interest or principal by phone ,letter, notice ,by calling borrowers to bank or bank staff going out to them and personal discussions are made with borrowers to submit their repayment proposals or to reschedule repayment.

Moreover SME section under loan department. This section lending focused small and medium sized enterprises in Myanmar. These loans are JICA two step loans and not directed NDB's own fund.

**(iii) Internal Audit Department**

According to Section 85 of the Financial Institutions Act, the audit department is created by the audit committee. It role inspects and audits issues relating to the pecuniary use of all departments at the bank headquarters and branches to ensure compliance with all the rules and regulations provided by Myanmar's Central Bank and other regulatory bodies.

The Internal Audit Department, under the supervision of CEO, the head of the Audit Committee and the Directors, has drawn up the audit program and is auditing the head office and branches alike. It inspects the branches twice a year at half year and annual closing as to whether or not their performances are in accord with the prescribed laws, acts, instructions and banking procedures and then issues the report. After having audited or inspected branches, the Internal Audit Department issues the findings as well as the advices and exhorts the corresponding branches and Departments of the head office to mend the weak points.

**(iv) Finance and Treasury Department**

This department does in accordance with the approval of the MC of Naypyitaw Development Bank Ltd., an officer with the rank of General Manager is designated as Compliance Officer with one manager and other rank officer and clerks. They report daily CTR and STR to FIU and CBM in time. To get the bank incomes, bought treasury bonds and treasury bills certificates from CBM provided short-term loan to partner banks in money market. One of this department most important task is to ensure the financial security of the company. To achieve this, they must have a 360 overview of the cash available. This is a highly specialized area to meet the investment and hedging needs of institutional and corporate clients. NDB accepted long-term deposits, make loans and invest the surplus money such as government securities (bonds and bills) and interbank lending with partner banks.



**(v) Human Resource Management and Admin Department**

Naypyitaw Development Bank Ltd is now operating with 300 members of staffs. As for HR department, major activities and function are planning and managing recruitment and selection of staff, conducting new employee orientation, identifying and managing training and development needs for employees, administering compensation and benefits program, supporting annual salary review and draw promotion plan, handling employee complaints and conflicts between co-workers and setting employee safety and welfare program. The staff's salaries have drawn monthly by admin. And then admin was operated daily domestic expenditures of NDB bank. Moreover this department calculates that in accordance with the approval of the BOD of Naypyitaw Development Bank Ltd, bonus and other staff-related allowances.

**(vi) IT Department**

Naypyitaw Development Bank branches are sending daily report using HO Core banking Head Office software which can consolidate the report of all 10 branches. The clearing report of consolidated statement for CBM-Net System is daily sent to HO using this software. The 24/7 services are provided for the cash withdrawal at ATM by using MPU Debit Card. Online Shopping Services are served at Naypyitaw Development Bank Head Office and Branches by using MPU e-commerce (online payment) System with ATM Debit card visiting our bank merchant Websites and those of other banks. Mobile banking started the account transfer service on (7.12.2018) and MPT Mobile Top-up service on (13.6.2019). In 2019, the Naypyitaw Development Committee paid the Water Bill in order to develop banking activities within the Naypyitaw Council area and for the public to have contact with the banking industry.

**3.3 Leadership, Work Environment and Compensation Practices of Naypyitaw Development Bank Limited**

Some management factors are constant, but environmental changes also affect management practices. In the present and recent years, rapid environmental change has brought about a fundamental shift in what is needed for effective managers. Leadership is essential for modern banks to overcome the challenges of business transformation and change. These include keeping up with new entrants, staying abreast of market needs, and providing the right type of leadership. This makes it a highly sought-after skill. Today's employees not only require money to fulfill their basic needs but they also necessitate various non-financial rewards and benefits, often known as the Fringe Benefits. These fringe benefits include bonus, retirement benefits, gratuity, educational and medical facilities etc.

### **3.3.1 Leadership Practices of NDB**

Chief Executive Officer (CEO) is responsible for performing duties as the highest-ranking executive within a corporation to guide banking practices and procedures. This duty includes overseeing company operations, communicating between board members and other company executives and making important decisions that impact the company's brand identity and financial health.

For NDB new product innovated or new marketing strategy, employees are drawing procedures, rules and regulations. Leaders of departments and branches are invited to share ideas with colleagues with different views. They focus on achieving the goals of an organization. For the entire project to succeed, leaders are delegated to followers who are experts in relevant, department-relevant topics. This improves employee morale because employees feel like an important part of their team. Also, complete it on time. Effective leaders build trust among their employees by fostering participation in the team process and encouraging the exchange of ideas. (NDB 2022).

Most of leaders encourage excellent performance and continuous improvement by showing a high degree of confidence in followers and setting challenging goals. The operation leader builds up the team's confidence each employee to their best reach the high performance in daily operation. NDB's Managers are lead to greater client satisfactions leaders actively involved brainstorming sessions and generation creative ideas. For example, a leader who expects their team to develop a new marketing strategy may inspire creativity in their employees by stating the specific and desired outcomes of the strategy. Leaders are emphasized to improve the motivation of employees. Through Co; operation, teamwork and other forms of social interaction, employees gain a sense of belonging to a jump.

The interpersonal relationship within the bank is cultured to see as family from the top management to the operational level of the organization. But, NDB bank is government bank. So, leaders take authority and confirmation step by step. There is no freedom to do business. Although front line staffs are reported the problems they faced in operation, leaders are unable to act. Most of employees are not preferred these factors. There are responsibility and accountability every level but there is no authority and decision making power.

Supportive leadership is an important and valuable relationship style for business. NDB's team leaders do their best to ensure everyone on their team has the necessary skills, tools and resources to complete the task. NDB's loan collection team was on field, bank

support fully facility as car, security and oil. This organization also provided in employees training and development programs in order to employee performance. Moreover, Most of leaders are help overcome problem in operation.

Leaders often make work enjoyable for teams by showing support, empathy, and concern. Leaders keep in mind that goals can only be achieved with the help of followers. The friendly nature of the NDB bank has made it possible to make friends with all the players on their team. Leaders are never rude and arrogant. They will be polite and attentive. Therefore, all staffs are sweating and with pure hearts can provide the best services to customers.

### **3.3.2 Work Environment Practices of NDB**

NDB provides a healthy work place environment which is the most important thing that influences employee motivation and happiness. A healthy work place environment leads to increase productivity and reduce costs related to absenteeism, worker's compensation and performance. It is important to create positive working environment to retain the best employees. The employees in NDB work in collaborative work environment where there is mutual respect. The bank creates a strong spirit of friend ship, a cohesive work community and a collaborative work environment so that employees enjoy coming to work every day. NDB provides great career opportunities, good relationship among employees and fast-paced work environment, good communication.

In addition, NDB arranged can balance work and personal life. NDB also gives necessary instruments for work. such as projector, laptop for trading program. The bank provides ferry and transporting charges and daily allowances for employees when the employees are for loan collected on field. In Management committee meeting, managers discuss openly with employees problems and allow them to share their experiences opinion on how to achieve organization goals.

### **3.3.3 Compensation Practices of NDB**

Banking industry is one of the financial institutions. The bank employees accepted deposit money from customer. "Bankers must have good judgment, service orientation and the ability to cope well with stressful situations. Organizational skills, time management and a strong work ethic are also essential for this position. Money is not everything, but money is important. In addition to basic needs, money helps us achieve our goals and supports us in life. Honesty and integrity are important because people and the bank are trusting to their deposit. So, banking industry should provide good compensation practice

to employees. Only then will there be a desire to work honestly and the business will be successful.

NDB's compensation systems have been designed to attract and retain employees and to motivate them to increase their effort and outputs toward the achievement of organizational goals. The total of all rewards provided to employees in return for their services. The overall purposes of providing compensations are to attract, retain and motivate employees.

The management committee provides allowances and benefits to employees. In addition, even the staffs in the operation who often work overtime for the midnight are prepared for dinner, transportation and overtime charges. Moreover, due to the business requirements, the staff performs the important tasks of the bank for the down time that results in having not to come to the office on time. At that time, the session head request the approval of management decision to allow that staff to get to the office late and support overtime charges. Furthermore, employee from cash department provided cashier allowance for health care. This is the mutual benefits between the business and the employee, depending on each other (NDB 2022).

NDB Bank provides bonuses to the staff especially at the time of Thingyan and Thadinkyut period, such as once half yearly closing and once at the end of the year. These amounts of bonuses are attractive for the staff. Moreover there are provided not empty lucky drawn to the staffs at the time of happy new year. The bank supported to staffs the uniforms freely and allowed them housing facilities and supporting furniture at their hostel. The bank also allowed education support to the children of the employees by class type and prized their children who the matriculation entrance examination. During the COVID-19 Pandemic, supported food, medicine and prevention materials.(NDB 2022).The Compensation and benefits of Naypyitaw Development Bank are shown in Appendix II .

Management has organized an examination board to become an honest and fair interview process for employees who want to advance. To be a fair interview process, the human resources department takes the vacancies and sets the criteria responsible for presenting them to management. And then the responsible staff of the human resources department contacts the candidates to participate in the interview process. In addition, HR staff should participate in the first group of interviews and conduct questionnaires with other companies' responsible people. All employees need to pass quality test exam for their promotion, also the bank set criteria for minimum service years for current position service year and total service year to accept promotion. If employees met minimum service years

for respective positions, they could be entrance promotion exam. If employees passed exam, they need to do personal interview. In the interview process, Management considers employee's effort and performance. In the final interview stage, bank's CEO interviews and selects the final candidate. If the employees who have been passed personal interview, they would be one step promotion. And then employees who get promotion need to sign in contract with the bank.(NDB 2022)The promotion criteria of Naypyitaw Development Bank is shown in Appendix III.

**CHAPTER IV**  
**ANALYSIS ON JOB SATISFACTION AND EMPLOYEE**  
**PERFORMANCE OF NAYPYITAW DEVELOPMENT BANK LTD**

In the analytical section, analysis on the relationship of influencing factors of job satisfaction and employee performance of Naypyitaw Development Bank Limited. In this research, linear regression model is used in order to find out the relationship influencing factors on job satisfaction and the effect of job satisfaction on employee performance by surveying 173 officials from Naypyitaw Development Bank Limited. The results of multiple regression analysis based on collected primary data are also illustrated in this chapter.

**4.1 Research Design**

The primary focus of this study is influencing factors of job satisfaction and the effect of job satisfaction on employee performance in NDB. Simple surveys were used to collect the necessary data for these studies. A structured questionnaire with three main parts was used as a survey instrument. The first section includes questions about the general backgrounds of employees, such as gender, age, marital status, educational background, salary, working experience and position. The second section involved analyzing influencing factors of job satisfaction. The final section describes the effect of job satisfaction on employee performance at NDB. These last two sections are comprised of a five-point Likert scale (5 is strongly agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree). In this study, 173 employees are chosen at random by simple random sampling method during the sampling process. The selected employees were asked to complete official manual questionnaire. The questionnaires were completed by all 173 employees. After gathering the necessary information, the data was analyzed using the Statistical Package for Social Sciences (SPSS) software version 25.

In analysis, if mean score of a factor is greater than "3", it can be concluded that employees perceived this factor is sufficiently provided in bank. According to theory of Herzberg, hygiene factors generate satisfaction. Thus, the mean scores of motivators less than or equal to "3" means employees are not satisfied. If the score is greater than "3", employees are satisfied in bank. (1 to 1.8 – strongly disagreed, 1.81 to 2.60 disagreed,

2.61 to 3.40 – neutral, 3.41 to 4.20 – agreed, 4.21 to 5 – strongly agreed.) (Best, 1977 as cited by Yonas, 2013),

#### 4.2 Demographic Profile of Respondents

In this section, presents the demographic profile of respondents at NDB bank. It consists of seven characteristics such as gender, age, education, marital status, positions, service year and salary.

**Table (4.1) Demographic Profile of Respondents (N = 173)**

No.	Demographic Factors	Numbers of Respondents	Percentage
1	Gender		
	Male	56	32.40
	Female	117	67.60
2	Age (Year)		
	< 25	11	6.40
	25-34	113	65.30
	35-44	42	24.30
	>45	7	4.0
3	Marital Status		
	Single	84	48.6
	Married	89	51.4
4	Education		
	Under Graduate	7	72.50
	Graduate	147	85.0
	Master and above	19	11.0
5	Salary		
	<200000 kyats	54	31.2
	200001-300000	89	51.4
	300001-400000	17	9.8
	>400000	13	7.5



6	Working Experience		
	Under 2 years	10	5.8
	2-3 years	35	20.2
	4-5 years	39	22.5
	Over 5 years	89	51.4
7	Position		
	Non-Manager	146	84.40
	Manager	27	15.60

Source: Survey Data (2022)

As shown in Table (4.1) the sample consists of 56 (32.4%) males and 117 (67.6%) females. According the results, female respondents are higher than male respondents. Out of these age groups, age group of 25-34 years is the largest with 65.3percent, followed by age group of 35-44 years with 24.3 percent. The third largest age group is under 25 years. The minimum age of respondents is 45 and above with 4 percent. In the age results, the younger employees are the highest in NDB.

In this study, 147 employees are bachelor's degree holders, 7 employees are no degree holders, 19 are Master's degree, in term of percentage, bachelor's degree the largest with 85 percent, followed by no degree with 4 percent, master degree with 11 percent. In the education levels results, graduate level employees are the highest in NDB. It is found that the sample includes 84 singles and 89 married. In term of percentage, single employees 48.6 percent while married employees 51.4 percent. It is show that most of respondents are married. It Shows the frequency distribution of position are divided into two levels: Managerial level and Non managerial level.

The sample of 173 employees' motivation and satisfaction survey shows that there are Staffs are the most 84.4 percent and Non managerial Level is least of 15.6 %.It is found that the income level which is between 200,001 – 300,000 kyats has the highest frequency distribution of salary with 89 respondents (51.4%). The second largest group is 200,000 kyats and under, this group had 54 respondents (31.2%).The third largest group is 300,001-400,000 kyats, this group had 17 respondents (9.8%).The smallest income level group is 400,001 and above ,this group had 13 respondents (7.5%).In the salary results, most of the employees receive between 200,001 and 300,000 kyats.

According to Table (4.1), the highest percentage of respondent is above 5 years, this group had 89 respondents (51.4%).The second largest group is 4-5 years ,this group

had 39 respondents (22.5%). The third largest group is 2-3 years, this group had 35 respondents (20.2%). The smallest experience group is under 2 years, this group had 10 respondents (5.8%). In the working experience results, most of the employees are above 5 years in working experience.

### 4.3 Reliability Test

Reliability test is one of the traditional ways researcher test their primary research variable. In this test measuring the consistency between data collected. In addition, Reliability tests providing clear statement that which variable reliable and which one is not and based on the test researcher precede the research.

**Table (4.2) Reliability for Variables**

No.	Variables	No of Items	Cronbach's Alpha
1	Leadership Practices		0.838
	(a) Achievement Oriented	5	0.809
	(b) Participative	5	0.813
	(c) Supportive	5	
2	Work environment practices		
	(a) Work place	5	0.783
	(b) Work life Balance	5	0.785
	(c) Work load	5	0.758
3	Compensation Practices		
	(a) Staff welfare	5	0.969
	(b) Rewards	5	0.734
	(c) Promotion	5	0.792
4	Job Satisfaction	5	0.761
5	Employee Performance	8	0.908

Source: Survey Data (2022)

In this research total data are collected from 173 respondents. In any case, in reliability test the least passing esteem is 0.7. Therefore, the Cronbach's Alpha esteem must be 0.7 and over to be reliable. The Cronbach's Alpha esteems of all variables in this research are above 0.7. Therefore, all data are strongly reliable for this research.

#### 4.4 Leadership Practices

This section presents the results of the survey regarding with the employee perceptions on Leadership practices in NDB Bank. Firstly, influencing factors of Job satisfaction on Achievement Oriented are presented. After that, job satisfaction on Manager's participative and supportive. Also, presents the results of the survey regarding with employee satisfaction on Organizational Justice in Naypyitaw Development Bank. Moreover, improvement of their skills and changed attitudes themselves, satisfaction on their job and employee performance are also measured.

##### 4.4.1 Achievement Oriented Leadership Practices

Employee perceptions on achievement oriented practice are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.3).

**Table (4.3) Employee Perception on Achievement Oriented Leadership Practices**

Sr.No.	Statements	Mean	Std. Deviation	N
1	Encouraging the employees to strive for continuous improvement.	3.57	.871	173
2	Allowing to know expected of employees highest level.	3.61	.925	173
3	Demonstrating confidence in ability to meet the most of objective.	3.43	.871	173
4	Defining clear goals for employees.	3.44	.851	173
5	Rewarding employees who successfully perform tasks.	3.20	.882	173
	<b>Overall Mean</b>	3.45		

Source: Survey Data (2022)

According to survey data, overall achievement oriented leadership mean score is 3.45 with each standard deviation is displayed. Therefore, means values are stable and it can roughly conclude as employees have positive perceptions on achievement oriented leadership practice of NDB bank. It can be concluded that most employees slightly agree to the above statements. According to results, NDB's leader expected for follower's highest performance level. This means most of employees are satisfaction on Leader's

encourage and employees to strive for continuous improvement. According to results, Employees are rewarded by the manager after successfully accomplishing tasks has the minimum mean value is 3.20 is neither satisfied nor dissatisfied.

#### 4.4.2 Participative Leadership Practices

Employee perceptions on manager’s participative practice are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.4).

**Table (4.4) Employee Perception on Participative Leadership Practices**

Sr.No.	Statement	Mean	Std. Deviation	N
1	Having trust in and supporting decentralization.	2.38	.817	173
2	Working together with the employees to come up with workable targets and goals.	2.27	.792	173
3	Providing suggestion made by the group into operation.	2.39	.774	173
4	Giving employees the authority to make operational decision.	2.47	.818	173
5	Listening to the followers and allowing them in the decision making process.	2.36	.646	173
	<b>Overall Mean</b>	<b>2.37</b>		

Source: Survey Data (2022)

According to survey data, overall mean value of participation factor on leadership practice on NDB bank is 2.37 and most of respondents perceive disagree level of job satisfaction. According to results, most of employees are not satisfied on participative factor. According to Table, the mean score of manager gives employees the authority to make operational decisions which leads to improved performance is the highest and most of respondents said that managers are not give authority in operational decisions. The lowest mean score is works together with the employees to come up with workable targets and goals and most of respondents said that, managers work not together with the employees to come up with workable targets and goals.

#### 4.4.3 Supportive Leadership Practices

Employee perceptions on manager’s supportive practice are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.5).

**Table (4.5) Employee Perception on Supportive Leadership Practices**

Sr.No.	Statement	Mean	Std. Deviation	N
1	Helping me to overcome problems duties and tasks.	3.42	.983	173
2	Putting suggestion made by the group into operation.	3.61	.789	173
3	Providing encouragement and rewards who have done duties and tasks well.	3.21	.818	173
4	Treating all group members as equal.	3.59	.908	173
5	Being friendly towards subordinates and Empathizing needs, welfare and well-being.	3.61	.790	173
	<b>Overall Mean</b>	<b>3.49</b>		

Source: Survey Data (2022)

According to survey data, overall mean value of employee perception on supportive leadership practice is 3.49 and shows agree level of employees. Among them, it is found that leader puts suggestion and friendly towards subordinates for their needs, welfare and well-being has maximum mean value is 3.61 and which is agree level and most of respondents are manager’s friendly and personal welfare. According to results, manager gives encouragement and rewards for the duties and tasks that have done well and it has minimum mean value is 3.21 which is neither satisfied nor dissatisfied on provide encourages and rewards for their efforts.

#### 4.5 Work Environment Practices

This section presents the results of the survey regarding with the employee perceptions on work environment practices in NDB Bank. Firstly, influencing factors of Job satisfaction on work place are presented. After that, job satisfaction on work life

balance and work load. Also, presents the results of the survey regarding with employee satisfaction on Organizational Justice in Naypyitaw Development Bank. Moreover, improvement of their skills and changed attitudes themselves, satisfaction on their job and employee performance are also measured.

#### 4.5.1 Employee Perceptions on Work-place

Employee perceptions on work place are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.6).

**Table (4.6) Employee Perception on Work-place**

<b>Sr.No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
1	Being comfortable working environment for all employees.	3.73	.914	173
2	Equipping good communication and convenient transportation in work place.	3.82	.798	173
3	Being clear and fresh air with in work .	3.66	.884	173
4	Well -providing necessary instruments for work.	3.83	.795	173
5	Providing the necessary technological resources at work from home when Covid 19 pandemic.	3.60	.957	173
	<b>Overall Mean</b>	<b>3.73</b>		

Source: Survey Data (2022)

According to survey data, it can be concluded that most employees agree to the above statements. Over all mean value of employee perception on work place in NDB bank is 3.73. Among them, it provides necessary instruments for work has the maximum mean value are 3.83. This mean most of employees are satisfaction on NDB's provide working instruments such as lab-top, hand phone and projector etc. In order to achieve high performance, the organization provides save and comfort work place. The management team checks to the working area regularly to ensure that employee can work their responsibilities independently and quickly. According to result, NDB provide technological resources that allow me to work from home when Covid-19 pandemic has

minimum mean value is 3.60 is agree level and most of respondents said that bank provide technological resources such as free set up internet for work from home when Covid-19 pandemic.

#### 4.5.2 Employee Perception on Work Life Balance

Employee perceptions on work life balance are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.7).

**Table (4.7) Employee Perception on Work Life Balance**

Sr. No.	Statement	Mean	Std. Deviation	N
1	Having flexible working conditions to enhance good performance.	3.66	.749	173
2	Enabling me to spare a suitable time for family.	3.45	.878	173
3	Having a clear boundary between work and family.	3.64	.691	173
4	Allowing me to get involved in family I from job.	3.51	.790	173
5	Making a balance between work, family and other social responsibilities.	3.33	.786	173
	<b>Overall Mean</b>	<b>3.51</b>		

Source: Survey Data (2022)

According to survey data, overall mean value of employee perception on work life balance in NDB bank is 3.51 and agree level of employees. Among them, it is found that flexible working conditions have enhanced good performance has maximum mean value is 3.66 which are agree level and most of respondents said that flexible working in NDB. According to results, employees making balance between work and family and other social responsibilities and has minimum mean value is 3.33 which is neither satisfied nor dissatisfied between work and family.

### 4.5.3 Employee Perception on Work- Load

Employee perceptions on work- load are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.8).

**Table (4.8) Employee Perception on Work-load**

Sr No	Statement	Mean	Std. Deviation	N
1	Having stable work schedule in NDB.	3.39	.918	173
2	Feeling the bursting energy at work.	3.27	.927	173
3	Burden heavy work-load	3.21	.832	173
4	Having overtime at work.	3.27	.815	173
5	Being highly repetitive and monotonous.	3.29	.868	173
	<b>Overall Mean</b>	<b>3.28</b>		

Source: Survey Data (2022)

According to results, the overall mean value of employee perception on work load in NDB bank is 3.28 and shows the neither agree nor disagree level of employees. Among them, it is found that work schedule of stability in NDB has maximum mean value is 3.39 .This mean that banking operation is work schedule stable in NDB. According to results, employee carried away when heavy workload has minimum mean value 3.21 is neither satisfied nor dissatisfied on NDB work load.

### 4.6 Compensation Practices

This section presents the results of the survey regarding with the employee perceptions on compensation practices in NDB Bank. Firstly, influencing factors of Job satisfaction on promotion are presented. After that, job satisfaction on staff welfare and rewards. Also, presents the results of the survey regarding with employee satisfaction on Organizational Justice in Naypyitaw Development Bank. Moreover, improvement of their skills and changed attitudes themselves, satisfaction on their job and employee performance are also measured.

#### 4.6.1 Employee Perception on Promotion

Employee perceptions on promotion are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.9).



**Table (4.9) Employee Perception on Promotion**

<b>Sr No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
1	Being fair and equitable for the promotion policy of my organization.	2.84	.881	173
2	Having proper compensation and benefit package of NDB.	3.29	.861	173
3	Providing the promotion to employee who possesses knowledge and skills.	3.16	.961	173
4	Paying NDB promotion by underlying the employee's performance.	3.14	.913	173
5	No impact on decision to stay or leave the Bank for promotion practice of bank..	3.28	.846	173
	<b>Overall Mean</b>	<b>3.14</b>		

Source: Survey Data (2022)

According to survey data, employee perception on promotion and the overall mean value is 3.14 and shows neither satisfied nor dissatisfied of employee. According to results, compensation and benefit package of NDB is fair is neutral level and has maximum mean value is 3.29. According to results, the promotion policy of NDB organization is fair and equitable has minimum mean value is 2.84 and neither satisfied nor dissatisfied level of employee and most of respondents said that promotion policy is not consistent, too many criteria and wait for many years. Most of respondents neither satisfied nor dissatisfied NDB promotion policy.

#### **4.6.2 Employee Perception on Staff- welfare**

Employee perceptions on staff-welfare are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.10).

**Table (4.10) Employee Perception on Staff-welfare**

<b>Sr No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
1	Providing the accommodation and meal for the staffs.	3.17	1.281	173
2	Providing the ferry service for the staffs.	3.19	1.382	173
3	Supporting health insurance of COVID 19 diseases.	3.24	1.319	173
4	Providing prevention equipment, control covid-19 vaccine and treatment of covid-19 diseases.	3.32	1.209	173
5	Providing financial support the employee's children who attend school and university.	3.29	1.243	173
	<b>Overall Mean</b>	<b>3.24</b>		

Source: Survey Data (2022)

According to results, employee perception on staff welfare of NDB and the overall mean value is 3.24 and shows neither agree nor disagree level of employee. According to results, NDB provides prevention equipment, control covid-19 vaccine and treatment of covid-19 diseases has the maximum mean value is 3.32. According to results, NDB provides the accommodation and meal for the staffs has the minimum mean value is 3.17 and most of respondents said that, very little for meal allowance with today's commodity price. They want to be fair amount on allowance.

#### **4.6.3 Employee Perception on Rewards**

Employee perceptions on rewards are determined based upon practices that have been adapted in NDB Bank. The detail items are illustrated in Table (4.11).

**Table (4.11) Employee Perception on Rewards**

<b>Sr.No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
1	Being equivalent the organization's pay with other market player.	3.25	.890	173
2	Having the special rewards and bonus for employees every year.	4.00	.731	173
3	Supporting for Diploma and master degree as an educational rewards.	4.10	.748	173
4	Paying the retirement benefit for employees.	3.50	.853	173
5	Offering adequate incentive plans.	3.23	.924	173
	<b>Overall Mean</b>	<b>3.62</b>		

Source: Survey Data (2022)

According to survey data, employee perception on rewards of NDB and the overall mean value is 3.62 and shows agree level of employee. According to results, bank provide pays educational reward for Diploma and Master Degree and has the maximum mean value is 4.10. This mean most of employees are satisfaction on NDB education allowance and bonus. According to results, the incentive plans for NDB and has the minimum mean value is 3.25 is neither satisfied nor dissatisfied of employee and most of respondents said that it is no good incentive plan. Employees are request rewards and promotion on their efforts such as fulfills target deposits and over target income.

**Table (4.12) Overall Mean Values Influencing Factors on Job Satisfaction**

<b>Particulars</b>	<b>Mean Scores</b>
<b>Leadership Practices</b>	
Achievement Oriented	3.45
Participative	2.37
Supportive	3.49
<b>Work Environment Practices</b>	
Work Place	3.73
Work Life Balance	3.51
Work Load	3.28
<b>Compensation Practices</b>	
Promotion	3.14
Welfare	3.24
Rewards	3.62

Source: Survey Data (2022)

According to Table (4.12) all of the HRM practices have the positive mean score. Among them, employees' satisfaction on work-place in NDB get the highest mean score (3.73). It was found that employees are positive attitude on work environment practice, Employee prefer the other satisfaction factors such as Achievement oriented, Supportive, Work life balance and Rewards which show agree level of employee. Participative shows the minimum mean value of 2.37. Every employee expects participate between leader and follower and each department in organization. It means that the organization needs to be unity and participate for bank successful. And then, employees are expected promotion for their effort. It shows that employees are not satisfied on meal allowance. Thus the NDB should upgrade the promotion opportunity and welfare subsidiary for the improvement of employee satisfaction. Most of respondents are preferred on special rewards and bonuses every year. Incentives such as good pay, good service quality, availability of adequate housing, staff training programs, etc. are generally acknowledged. Motivating workers is aimed at increasing their productive capacity. Therefore, in view of the above, bonuses are considered to be the main factor that motivates workers to show better result

#### 4.7 Job Satisfaction of Employees at NDB

In this portion, employee perceptions on their job satisfaction are measured. That include Career Job ,Educational background, Management Style ,Salary, Bonus, Incentives, Bank Rules, Comfortable Environment and detail items are described in Table (4.13).

**Table (4.13) Job Satisfaction of Employees at NDB**

Sr No	Statement	Mean	Std. Deviation	N
1	Having admission depending on educational background and making major satisfaction.	3.52	.789	173
2	Making satisfactory with management style of organization.	3.13	.835	173
3	Being fair and equal on current basis salary, bonus and incentives.	3.13	.908	173
4	Having clear procedures and rules at NDB bank.	3.29	.820	173
5	Making management an open and comfortable work environment.	3.31	.831	173
	<b>Overall Mean</b>	<b>3.27</b>		

Source: survey Data (2022)

Table (4.13) presents the overall mean value of job satisfaction is 3.27. According to Best (1977), the mean score is represent neither satisfied nor dissatisfied on job satisfaction. Job depends on educational background and making major satisfaction is the largest with the mean score of 3.52. It can be assumed that most of bankers are accountants and they are Bachelor/Master degree of economics. According to results, satisfied with the management style of organization and current basis salary, bonus and incentives are fair enough are smallest mean score of 3.13. It can be assumed that employees are neither satisfied nor dissatisfied. Management should be incentives such as good pay, good service quality, availability of adequate housing, staff training programs, etc. are generally acknowledged. Therefore, in view of the above, bonuses are considered to be the main factor that motivates workers to show better result.

#### 4.8 Employee Performance at NDB

In this portion, Job Satisfaction on Employee Performance is measured that includes clear management policy guidelines, continuous improvement in operation, banking procedures and instruction, realistic performance target, professionalism bankers, work done on time, share knowledge and ideas and actively participate in group discussion and the detail items are described in Table (4.14).

**Table (4.14) Employee Performance at NDB**

Sr No.	Statement	Mean	Std. Deviation	N
1	Having clear management policy guidelines in NDB	3.20	.835	173
2	Supporting continuous improvement in operational performance.	3.47	.782	173
3	Giving chance to study the banking procedure and instruction study timely.	3.52	.759	173
4	Having a realistic performance Targets.	3.51	.797	173
5	Having professionalism among bankers in bank.	3.53	.818	173
6	Having plans for work so that so that it was done on time.	3.76	.752	173
7	Sharing knowledge and ideas among team members.	3.75	.750	173
8	Active participating in group discussions and work meetings.	3.75	.815	173
	<b>Overall Mean</b>	<b>3.56</b>		

Source: survey Data (2022)

According to survey data, overall employees' performance mean score is 3.56 with minimum standard deviation (0.752) and it can roughly conclude as employees have positive satisfaction on employee performance. It can be concluded that most employees agree to the above statements. Among the individual task, every employee for their work so that it was done on time get the highest mean score (3.76). It means that employees are complete given tasks on time. There is a clear management policy guide lines of

employee performance of NDB bank while the item used to measure get minimum mean value (3.20). This is neither agree nor disagree for NDB management policy. According to Table (4.14) all of the output attributes have the positive mean score and it can roughly conclude as employees have positive satisfaction on employee performance.

#### 4.9 Analysis of the Influencing Factors on Job Satisfaction of Employee at NDB

The linear regression test will be implemented. Multiple regressions test few independent variables at once with the dependent variable to decide the conceivable linear relationship. Influencing factors of job satisfaction are independent variables and Job Satisfaction as dependent variables are measured.

**Table (4.15) Analysis of Influencing Factors on Job Satisfaction**

Variables	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	.771	.466		-1.652	.100
Achievement Oriented	.190***	.066	.217	2.897	.004
Participative	.177**	.079	.172	2.248	.026
Supportive	.129*	.075	.141	1.713	.089
Work Place	.108	.071	.109	1.524	.129
Work life balance	.030	.077	.029	.392	.695
Work Load	.080	.055	.083	1.437	.153
Promotion	.304***	.061	.335	4.960	.000
Welfare	.016	.027	.033	.605	.546
Rewards	.379***	.077	.367	4.907	.000
R Square	.610				
Adjusted R Square	0.58				
F Value	28.328***				

Source: Survey Data( 2022)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the analysis the Table (4.15), if the bank had not provided influencing factors of job satisfaction, the amount of satisfaction is 0.771. The first significant factor is rewards. The coefficient for reward is 0.379. It shows that the amount of job satisfaction would increase by 0.379 for every unit change in the dimension of

reward when all variables are constant. This implies that there is a positive relationship between rewards at 99% significant level it can be concluded that NDB provides special rewards and bonus every year, retirement benefits, pay salary at par with other equivalent bank in market and it will contribute to enhance job satisfaction.

The second significant factor is promotion. The coefficient for promotion is 0.304. It shows that the amount of job satisfaction would increase by 0.304 for every unit change in the dimension of promotion when all variables are constant. Promotion has more effects job satisfaction. This implies that there is a positive relationship between promotions at 99% significant level. It can be concluded that NDB provides good promotion policy, fair and equitable, and based on knowledge and skills of employees and it will contribute to enhance job satisfaction.

The third significant factor is achievement oriented. The coefficient for achievement oriented is 0.190. It shows that the amount of job satisfaction would increase by 0.190 for every unit change in the dimension of achievement oriented when all variables are constant. This implies that there is a positive relationship between achievement oriented at 99% significant level. It can be concluded that NDB provides define clear goals and management team demonstrated confidence, emphasized continuous improvement for employees and it will contribute to enhance job satisfaction.

The fourth significant factor is participative. The coefficient for participative is 0.177. It shows that the amount of job satisfaction would increase by 0.177 for every unit change in the dimension participative when all variables are constant. This implies that there is a positive relationship between participative at 95% significant level. It can be concluded that NDB provides follower must be allowed to participate with leader, gives authority to make operational decision, management team listened their followers and it will contribute to enhance job satisfaction.

The fifth significant factor is supportive. The coefficient for supportive is 0.129. It shows that the amount of job satisfaction would increase by 0.129 for every unit change in the dimension participative when all variables are constant. This implies that there is a positive relationship between participative at 90% significant level. It can be concluded that NDB provides suggestion made group operation, helped overcome problem in operation, friendly towards subordinates and it will contribute to enhance job satisfaction.

R Square with 0.610 and this implies that there is strong positive significant relationship between independent variable influencing factors of job satisfaction such promotion, rewards, achievement oriented, participative and supportive and dependent



variable (Employees' Job Satisfaction).  $R^2 = 0.610$  means that the linear relationship between variables is at 61%. The model can explain 58 percent about the variance of the independent variable (influencing factors of job satisfaction) and dependent variable (Job Satisfaction) because adjusted R square is 0.580. The table above demonstrated there are independent variables that significantly have linear relationship with the job satisfaction and the F value test indicates that the model is highly significant in three variables at 99% level.

In conclusion, leadership, work environment and compensation practices are influenced on employee job satisfaction. The results show that most factors have significant value and the main determination of influencing factors on employee job satisfaction in NDB Bank is found to be leadership and compensation practices. According to the survey findings, Most of employees are preferred challenging goals. So, the leaders should believe that employees are responsible enough to accomplish challenging goals. All of employees are liked rewards. These may be financial rewards and non-financial rewards. But, most of employees in NDB received incorrect rewards. Most of employees are challenging goals; however they are lack of confidence. There are risks in every activity. Since it is a government bank, welfare is not attractive to employees; Most of employees are expected on promotion and rewards. So, attractive compensation package and leadership practice discussed with employees could be significantly raised employee job satisfaction in banking operation of NDB Bank.

#### 4.10 Analysis on the Effect of Job Satisfaction on Employee Performance at NDB

The linear regression test will be implemented. Multiple regressions test few independent variables at once with the dependent variable to decide the conceivable linear relationship. Employee Performance as independent variables and Job Satisfaction as dependent variables are measured.

**Table (4.16) Analysis on the Effect of Job Satisfaction on Employee Performance**

Variables	Unstandardized Coefficients		$\beta$	t	Sig
	B	Std Error			
(Constant)	1.790	.222		8.048	.000
Employees' Job Satisfaction	.541***	.067	.527	8.105	.000
R Square	.278				
Adjusted R Square	.273				
F Value	65.691***				

Source: Survey Data(2022)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level.

According to Table (4.16), employee job satisfaction factor is highly significant to employee performance and significant at the 99% level. Practically, employees thought that working at the banking industry is more satisfactory than other industries since employees feel like authority in operation process, systematic working environment and rewards for their effort. Employee job satisfaction has the expected positive sign. The positive relationship means the increase in job satisfaction may lead to more employee performance. The increase in Job Satisfaction will also raise the employee performance.

This appeared that all independent variables are significantly positive related to Employee Performance. The standard coefficient (Beta) value of the variable, employees' job satisfaction is 0.527. The B value is the portion of the variable within the overall relationship. Thus, employee's job satisfaction has significantly positive related employee performance. Thus, employee's job satisfaction has the greatest contribution to increase the employee performance in NDB Bank.

Therefore, employee job satisfaction is influenced on employee performance. The results show that employee job satisfaction has significant value and the main determination of influencing factors of job satisfaction on employee performance in NDB Bank is found to be the compensation and leadership practices. According to the survey findings, it supports attractive compensation package and leadership practice discussed with employees could be significantly raised employee job satisfaction in work place of NDB Bank in order to achieve the organizational goal with the best employee performance.

## **CHAPTER V**

### **CONCLUSION**

This chapter contains three sections. First section is findings and discussion which represents how the research the study was conducted, what are the key components for this study, what are the main findings to be consider, what outcome was appeared and the results based overall analysis. The second section present suggestions and recommendations the last section is needs for further research.

#### **5.1 Findings and Discussion**

This study obtained influencing factors of job satisfaction which consists of (leadership practices, work environment practices and compensation practices), moreover the relationship between Job Satisfaction and Employee Performance in NDB Bank. This study investigates job Satisfaction and Employee Performance in Naypyitaw Development Bank limited. Two major objectives of this study are to examine factors influencing on job satisfaction in Naypyitaw Development Bank Limited as well as to analyze the effect of job satisfaction on employee performance in Naypyitaw Development Bank Limited. It has 173 employees in NDB are participated.

The initial analysis demographic factors concerned with profile of employees and are found that most employees are female. Most of employees are between 25 to 34 years and mostly are married. Most of them have graduate level. Their length of services in the bank is mostly above 5 years. Most of employees have monthly income between kyats 200,001 to 300,000. The main conclusion of the study is that NDB employees satisfied on the leadership practice, working in this organization and compensation practices are which have positive effects on job satisfaction, which leads to their higher work performance.

The Naypyitaw Development Bank Limited provides influencing factors of job satisfaction (Achievement Oriented, Participative, Supportive, Work place, work life balance, work load, Promotion, Welfare and Rewards). The results of all of the average mean values show that employees mostly have a positive attitude towards leadership practices, work environment practices and compensation practices, job satisfaction and employee performance. According to the average mean value of (Achievement Oriented and Supportive), employees agree with them. It shows that employees have a positive attitude and are satisfied with leadership practices of NDB, because of Employees are

preferred manager's expected for their highest performance level, puts suggestion made by the group into operation and friendly towards subordinates and display personal concern for their needs, welfare and well-being. But participative of leadership practice, it can be assume that most employees disagree on participative. So, NDB's each branch officer, head of department and relationship between leaders and subordinates are need to be friendly, unity and empathy and bring together for their organization goals. Moreover, managers should give authority in operation process.

Concerning the three work environment practices, employees agree with the work place and work life balance although work load status is employees neither agree nor disagree. Employees are most preferred good communication and convenient transportation in NDB work place and the institution provides necessary instruments for work. At Work life Balance, employees are preferred flexible working conditions in NDB bank At Work load; employees are preferred Work schedule of stability in NDB. It shows that normal transaction in daily operation.

According the average mean value of Compensation Practices, Employees slightly satisfied on rewards although promotion practice and staff welfare are employee neither agree nor disagree. Employees are most preferred on the statement of working in this organization for providing prevention equipment, control Covid-19 vaccine and treatment of the Covid-19 for the staffs. In NDB rewards program, employees are most preferred bank pays educational reward for Diploma and Master degree and get special rewards and bonus every year. It is also found that NDB bank pay is not equivalent player in the market. Some employees are not satisfied current salary. NDB's incentive plans are not adequate they receive for their duties & responsibilities. Promotion practice of NDB bank, it can be assume that most employees cannot say clearly about these factor. NDB need to do get better promotion policy. This study includes two objectives to study. The first objective of this study is to examine influencing factor on job satisfaction in Naypyitaw Development Bank. According to the first section of the study, all (Achievement oriented, Participative and Supportive) have a significant effect on job satisfaction of employees. It can be concluded that this bank top management team found a solid structure and all leaders and followers are bring together for organization goals.

This study investigates the effect of work environment practices, on job satisfaction of employees at NDB. According to the findings, this factor does not show any significant relationship with satisfaction. It can be assumed that created work life balance and work load status balance weighted.

The study looks at the influence of compensation factors on job satisfaction among employees of NDB. According to the findings, promotion and rewards factors play a significant role in increasing job satisfaction. It can be concluded that this bank will pay special rewards, bonus and other allowance. It is necessary the promotion policy of NDB needs to be fair for all departments of employees. The promotion policy needs to be transparent among employees.

The second objective of the study looks at the effect of job satisfaction on employee performance who are working at NDB. The findings of this study show that job satisfaction has a positive and significant impact on employee performance. This means that job satisfaction can have an effect on improving employee performance. This means that the more satisfied an employee, the better his or her work performance. There are high mean values for work done by employees on time. So, individual performance is good and fulfills the assigned responsibility. If the individual has good capacity, more work will be done, time will be saved and service will be provided quickly and rightly. There are also high mean values for sharing knowledge and ideas among NDB team members, participating in group discussions and work meetings and managed to plan bank operations. Thus, Employees' Job Satisfaction has the greatest contribution to increase the employee performance in NDB Bank.

## **5.2 Suggestions and Recommendations**

Based on previous results and conclusions, the following recommendations might help to enhance Employees' Satisfaction and Employee Performance in NDB Bank. According to the result of this study, NDB bank's management team should emphasize and make the opportunity to reach the own ways and goals of their employees and making their feeling when they reach the success of the work. Leadership is a vital role of any organization. Good leaders should praise and recognize employees for a job well done, take time to coach and train them to improve in work performance. Then, they need to maintain the level of pride of employees the management should maintain the goodwill of leader behavior and ethic. Managers have to find ways to engage workers' hearts and minds as well as take advantage of their physical labor. Top management team should have examined participation practice between branch to branch, relationship leader and follower in all departments. Banking sector is a customer services, participating with each employee will be able to serve customer in a short time. Managers need to develop interpersonal skills to be effective in their job. By connecting with each employee will be able

to serve to customer in a short time.

This study recommends that adjustment of pay range with other local banks shall be adapted. Compensation should be directly linked to employees' performance. The current study recommends that top management in NDB Bank needs to draw organization structure systematically and the distributed salaries are needed to be fairly compared to employees' expertise and educational level. The incentive plans for employees depend upon their individual job performance. In related with work environment, employee suffers highly repetitive and monotonous in operation. Board of management rotate within all branches and head of office in NDB bank. It should make periodically shifts of employees from one task to another with similar skill requirements as the same organizational level.

Branch and head office or same level branch tasks should be product distributed. Because of work load must be equal for all branches. In addition, the management team should create good working condition such as cleanliness, lighting, temperature and ventilation, and support enough equipment and materials in my work to perform their employee job. Bank's health care benefit should be sufficiently for their staffs. Manager should select positive team members. These team members can contribute toward a positive work environment because positive moods transmit from team member to team member.

Concerning work environment practices, these practices not significant on job satisfaction. This shows that, most of employees are positive attitude on work environment practice. NDB provides save and clean working environment and flexible working conduction. Most of employees are already accepted on this factor.

In related with compensation, the management should also try to offer an attractive salary which should be at least comparable to other bank. The management should give special rewards and bonus every year that reflect to employee performance. Management should be pay for performance system, such as incentives and rewards. Incentives are aligned with the behaviors needed to help the organization achieve its strategic goals. NDB welfare program should continue to be good such as ferry service, health insurance and covid-19 vaccine and treatment.

The current study recommends that top management in NDB Bank needs to improve the HRM dimensions quality for the betterment of the business success. The study showed that NDB Bank needs to be more transparent with their promotion process to the current and potential employees. NDB Bank pays reward and bonus every year. This payment system is every employee get equal amount according to their salary and position level. Management team should be based on experience and performance in the same level. This bonus payment system is percentage on gross profit. Also the financial products as treasury services, home loan product and corporate staff loan should be applied to increase for the benefit that is the income of the taking from the current products.

As a conclusion, nowadays, the competitive banks are coming rapidly, therefore, it is apparent that job satisfaction and employee performance are very important in NDB. Finally, according to the analyze result, the management team would do emphasizing and more attention on the motivational factors and hygiene factors because they are direct positively relationship to job satisfaction employee performance of NDB bank.

### **5.3 Needs for Further Research**

The limitations of the study should be considered when future research interprets the finding and focuses on the selected factors of this study with different scopes of the study. Firstly, data were collected only from Naypyitaw Development Bank Limited. The result may vary by more respondents from NDB Bank. This study can be future enhanced in other area as in other financial institutions, government department and services organization and other private and public organization.

Finally, the study only focused on the influencing factors on job satisfaction (Achievement Oriented, Participative, Supportive, Work place, Work life balance, Work load, promotion, welfare and rewards) to effect on employee performance. By basing on more respondents, the outcome result can be changed. The study also can be further explored to include the other factors that might contribute to the satisfactions and employee performance and other variables such as Training and Development, Career Development and interpersonal relationship and Company policy.

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## APPENDIX-I

### QUESTIONNAIRE

Dear Sir or Madam!c

This survey is part of research for a Master Degree (Master of Business Administration, MBA Programme) at Yangon University of Economics, Department of Management Studies. Through this survey I wish to analyze the influencing factors of job satisfaction and the effect of job satisfaction on employee performance in Naypyitaw Development Bank Limited. Your response is very important,so please answer all of the questions.Information provided by you will kept confendial and will be used only for research purpose. Your effort at answering this questionnaire will be highly appreciated .Tick (√) as Appropriate.

#### Section (A) Demographic Factors

Please tick (√) the answer that matches with your conditions..

1. Gender  
 Male  
 Female
2. Age  
 Under 25  
 25-34  
 35-44  
 45 and above
3. Marital Status  
 Singles  
 Married
4. Education Level  
 Under Graduate  
 Graduate  
 Master and above

5. Salary (Kyats)
- 200,000 and under
  - 200,001 – 300,000
  - 300,001 – 400,000
  - 400,001 and above

6. Working Experience
- Under 2 years
  - 2-3 years
  - 4-5 years
  - Over 5 years

7. Position
- Managerial Level
  - Non-managerial Level

Please state the level of your agreement on each statement by providing the most relevant number .please tick ( ) the one that matches your situations.

Reaction	Acronym	Frequency
Strongly agree	SA	5
Agree	A	4
Neutral	N	3
Disagree	D	2
Strongly disagree	SD	1

## SECTION B: Leadership practice

### 1. Achievement oriented

No.	Questions	SD	D	N	A	SA
1	My manager encourages the employees to strive for continuous improvement.					
2	My manager lets me know what is expected of me to perform at my highest level.					
3	My manager demonstrates confidence in my ability to meet most objectives.					
4	In my bank, manager defines clear goals for employee to achieve.					
5	Employees are rewarded by the manager after successfully accomplishing tasks.					

### 2 Participative

Kindly select the reply that is preeminent to your reactions

No.	Questions	SD	D	N	A	SA
1	The Manager believes in and supports decentralization.					
2	Manager works together with the employees to come up with workable targets and goals.					
3	My manager puts suggestion made by the group into operation.					
4	Manager gives employees the authority to make operational decisions which leads to improved					
5	Manager listen to their followers and involve them in the decision making process.					

### 3 Supportive

Kindly select the reply that is preminent to your reactions.

No.	Questions	SD	D	N	A	SA
1	Manager helps me to overcome problems that can prevent me from carrying out my duties and tasks.					
2	My manager puts suggestion made by the group into operation.					
3	My manager gives encouragement and rewards for the duties and tasks that have done well.					
4	Manager treats all group member as his equal.					
5	Manager is friendly towards subordinates and display personal concern for their needs, welfare and well-being.					

### SECTION C -Work Environment Practice

#### 1 Workplace

Kindly select the reply that is preminent to your reactions.

No.	Questions	SD	D	N	A	SA
1	Working environment is comfortable for all employees.					
2	I feel that good communication and convenient transportation in work place.					
3	I feel clear and fresh air with in my work room.					
4	The institution provides necessary instruments for work.					
5	My work place provide technological resources that allow me to work from home when Covid 19 pandemic.					

## 2 Work life Balance

Kindly select the reply that is preeminent to your reactions.

No.	Questions	SD	D	N	A	SA
1	Flexible working conditions have enhanced good performance.					
2	My job is enabling me to spare a suitable time for my family.					
3	In my life, there is a clear boundary between work and family.					
4	My current job allows me to get involved in my family as I should be.					
5	I feel that making a balance between my work, my family and other social responsibilities.					

## 3 Workload

Kindly select the reply that is preeminent to your reactions

No.	Questions	SD	D	N	A	SA
1	Work schedule of stability in NDB.					
2	At my work I feel that I am bursting energy.					
3	I get carried away when I am heavy workload.					
4	I frequently have to work overtime.					
5	My work is highly repetitive and monotonous.					



## Section D –Compensation practice

Kindly select the reply that is preeminent to your reactions.

### 1. Promotion

No.	Questions	SD	D	N	A	SA
1	The promotion policy of my organization is fair and equitable .					
2	Compensation and benefit package of NDB is fair.					
3	Promotion is based on knowledge and skills of employees.					
4	NDB promotion is paid based on performance.					
5	Promotion practice of the bank has no impact on my decision to stay or leave the Bank.					

### 2. Welfare

Kindly select the reply that is preeminent to your reactions.

No.	Questions	SD	D	N	A	SA
1	NDB provides the accommodation and meal for the staffs.					
2	NDB provides the ferry service for the staffs.					
3	NDB provides health insurance of COVID 19 diseases.					
4	NDB provides prevention equipment, control covid-19 vaccine and treatment of covid-19 diseases.					
5	My bank financial support the employee's children who attend school and university.					

### 3 Rewards

No.	Questions	SD	D	N	A	SA
1	The organizations pay is at par with other equivalent players in the market.					
2	Employees get the special reward and bonus every year.					
3	My bank pays educational reward for Diploma and master degree.					
4	NDB pay the retirement benefit for employees.					
5	The incentive plans offered by my employer are adequate.					

### Section E - Job Satisfaction

Kindly select the reply that is preminent to your reactions.

No.	Questions	SD	D	N	A	SA
1	The major satisfaction in my life due to match choice of career job and my educational					
2	I am satisfied with the management style of organization.					
3	I feel that my current basis salary, bonus and incentives are fair enough.					
4	The procedures and rules of my bank were explained to me clearly.					
5	Management has created an open and comfortable work environment.					

**Section F –Employee performance**

**Kindly select the reply that is preminent to your reactions.**

<b>No.</b>	<b>Questions</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	There is a clear management policy guidelines of employee Performance in my bank.					
2	There is continuous improvement in operational .performance.					
3	I cover the banking procedure and instruction study timely.					
4	I take realistic performance Targets.					
5	There is professionalism among bankers in my bank.					
6	I managed to plan my work so that it was done on time.					
7	I used to share knowledge and ideas among my team members.					
8	I actively participate in group discussions and work meetings.					



9	Funeral	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	Children Education	✓	✓	✓	✓	✓	✓	✓	✓	✓
11	Staff Education	✓	✓	✓	✓	✓	✓	✓	✓	✓
12	Entertainment/ Representative							✓	✓	✓
13	On duty Travel	✓	✓	✓	✓	✓	✓	✓	✓	✓
14	Location	✓	✓	✓	✓	✓	✓	✓	✓	✓
15	Staff Loan	✓	✓	✓	✓	✓	✓	✓	✓	✓
16	Uniform	✓	✓	✓	✓	✓	✓	✓	✓	✓
17	Cashier allowance				✓	✓	✓	✓	✓	✓
18	Gratuity	✓	✓	✓	✓	✓	✓	✓	✓	✓

Source; Naypyitaw Development Bank (2022)

**Appendix-III  
Promotion**

Sr. No .	Type of Staff		Current Working Experience	Total Banking Experience	Education Level
	From	To			
1	Helper	Junior Clerk	1 Years	1 Years	Any Bachelor
2	Junior Clerk	Senior Clerk	2 Years	3 Years	Any Bachelor- Priority (B.Com, B. Econ (Stats;), B. Econ, B. Sc (Maths), B. Sc (Stats;), B.C.Sc, B.C.Tech, B.E.IT)
3	Senior Clerk	Deputy Supervisor	2 Years	5 Years	
4	Deputy Supervisor	Supervisor	2 Years	7 Years	Any Bachelor- Priority (B.Com, B. Econ (Stats;), B. Econ, B. Sc (Maths), B. Sc (Stats;), B.C.Sc, B.C.Tech, B.E.IT) or GB,CPA,DB
5	Supervisor	Assistant Manager	3 Years	10 Years	
6	Assistant Manager	Deputy Manager	2 Years	13 Years	
7	Deputy Manager	Manager	1 Years	13 Years	
8	Manager	Assistant General Manager	3 Years	16 Years	Any Bachelor- Priority (B.Com, B. Econ (Stats;), B. Econ, B. Sc (Maths), B. Sc (Stats;), B.C.Sc, B.C.Tech, B.E.IT) or DA,DB,CPA,MBF,MBA, MDevs, MSc,MPA
9	Assistant General Manager	Deputy General Manager	2 Years	18 Years	
10	Deputy General Manager	General Manager	3 Years	21 Years	

Source ;Naypyitaw Development Bank (2022).

**APPENDIX- IV**  
**STATISTICAL OUTPUTS**

**Model (1) Regression Analysis Results for Influencing Factors of Job Satisfaction**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 <sup>a</sup>	.610	.588	.38401

a. Predictors: (Constant), Rewards, Achievement Oriented, Workload, Staff Welfare, Work-Life Balance, Promotion, Work Place, Participative, Supportive

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.596	9	4.177	28.328	.000 <sup>b</sup>
	Residual	24.036	163	.147		
	Total	61.633	172			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Rewards, Achievement Oriented, Workload, Staff Welfare, Work-Life Balance, Promotion, Work Place, Participative, Supportive

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.771	.466		-1.652	.100
	Achievement Oriented	.190	.066	.217	2.897	.004
	Participative	.177	.079	.172	2.248	.026
	Supportive	.129	.075	.141	1.713	.089
	Work Place	.108	.071	.109	1.524	.129
	Work-Life Balance	.030	.077	.029	.392	.695
	Workload	-.080	.055	-.083	-1.437	.153
	Promotion	.304	.061	.335	4.960	.000
	Staff Welfare	-.016	.027	-.033	-.605	.546
	Rewards	.379	.077	.367	4.907	.000

a. Dependent Variable: Job Satisfaction

## Model (2) Regression Analysis Results for the Effect of Job Satisfaction on Employee Performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 <sup>a</sup>	.278	.273	.52441

a. Predictors: (Constant), Job Satisfaction

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.065	1	18.065	65.691	.000 <sup>b</sup>
	Residual	47.026	171	.275		
	Total	65.091	172			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.790	.222		8.048	.000
	Job Satisfaction	.541	.067	.527	8.105	.000

a. Dependent Variable: Employee Performance