

The Myanmar JOURNAL

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Khin Thet Htwe

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Letter from the Editor-in-Chief

Myanmar and Korea have many similarities and are complementary relationship. Therefore, we believe that research exchange will expand mutual understanding between Myanmar and Korea, and will be the cornerstone for mutual development.

KOMYRA and YUE have co-published The Myanmar Journal since August 2014. So far, many scholars have published numerous papers through the journal, and We are sure that this journal has helped many people understand Myanmar and Korea more clearly and closely.

The Myanmar Journal covers various issues in Myanmar and Korea. It covers various topics that can promote bilateral development and mutual understanding, not limited to specific topics such as economy, industry, society, education, welfare, culture, energy, engineering, healthcare, and agriculture.

We hope that this journal will continue to promote understanding of the current status and potential capabilities of Myanmar and South Korea and promote in-depth international exchange and cooperation.

We would like to express our deepest gratitude to the editorial board and YUE and KOMYRA for their valuable support in The Myanmar Journal publication.

August 30, 2022

Youngjun Choi *yj choi*

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INFORMATION ABOUT The Myanmar Journal

The Myanmar Journal (ISSN 2383-6563) is the official international journal co-published by Yangon University of Economics (YUE) and Korea Myanmar Research Institute (KOMYRA).

This journal aims to promote the mutual cooperation and development of Myanmar and Korea through intensive researches in the entire field of society, economy, culture, and industry.

It will cover all general academic and industrial issues, and share ideas, problems and solution for development of Myanmar.

Articles for publication will be on-line released twice a year at the end of February and August every year on the Myanmar Journal webpage (http://www.komyra.com/bbs/board.php?bo_table=articles).

Effect of Performance Appraisal on Employee Performance of Private Banks in Pyay Township

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ABSTRACT : This study aims to examine the effect of performance appraisal on employee performance of private banks in Pyay township. The sample consists of 110 respondents based on simple random sampling method. Performance appraisal factors are independent variables and employee performance is dependent variable in this study. Primary data are collected from 110 respondents who are non-managerial employees of private banks in Pyay Township. Secondary data are gathered from relevant books, previous research papers and Internet web sites. Data collection period was during March, 2022. Descriptive statistics and multiple regression analysis are used to analyse the collected data. According to multiple regression analysis, open communication and performance review have significant and positive effect on employee performance of private banks in Pyay township. However, job-related criteria and trained appraisers are insignificant with employee performance. Therefore, the research findings show how performance appraisal are utilized in Myanmar banks.

Key words : *Performance Appraisal, Employee Performance, Private Banks.*

I. Introduction

Myanmar banking industry is beginning to achieve growth after the year 2010 when the government decide to reform the banking sector. Currently, there are 28 banks in Myanmar (Central Bank of Myanmar, 2022). As the nature of banking industry is very competitive with many players in the industry, private banks must try

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to improve their employee performance to gain competitive advantage in the market. The tool to improve employee performance is by using appropriate appraisal techniques.

Human Resource Management (HRM) now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion (Dessler, 2020). In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. One of the most important factors in employee performance is to achieve goals. Organization needs to understand the key benefits on employee performance. Organization can develop consistent and objective methods for evaluating employees (Khan, 2016).

Grote (2002) suggested that performance appraisal is a most important management tool that provides for the evaluation of the quality of an individual's performance in an organization. Organizations that get performance appraisal right become formidable competitive machines. However, in many companies, the performance appraisal system is not properly utilized. Performance appraisal will not work without frequent, honest, open, and effective communication (Bretz & Milkovich, 2013). Most companies have various kinds of formal and informal recognition-and-reward systems, but few do enough of employee morale building.

Pyay township plays an important role in the political and economic of Myanmar. It is one of the most developed cities among the states and regions of Myanmar socially and economically. Banking industry is facing difficult challenges and competing for market share. The executives at Myanmar local banks believe that using performance management tools and techniques can enhance productivity and performance. With the energetic industry and rapid changes, Banks in Pyay are also trying to attract new customers and retain their existing dealers and customers. This study aims to analyse performance appraisal and employee performance of private banks in Pyay. This research is carried out to find out performance appraisal factors used in private banks, Pyay township.

1. Objectives of the Study

The research is carried out with following research objectives.

- (i) To identify the performance appraisal factors of private banks in Pyay township
- (ii) To analyse the effect of performance appraisal factors on employee performance of private banks in Pyay township
- (iii) To examine the most influencing performance appraisal factor on employee performance of private banks in Pyay township

2. Research Methods

This study focuses on performance appraisal factors and employee performance of private banks in Pyay. There are 22 banks in Pyay and 20 of them are private banks. This study only emphasizes private banks in Pyay. Among the performance appraisal factors, job-related criteria, trained appraiser, open communication and performance review are used in this study. Population is the non-managerial employees from 20 private banks in Pyay. There are about 1,100 non-managerial employees in these private banks. Thus, population of this study is 1,100 non-managerial employees. From these employees, 110 respondents (10% of population) are approached to get their opinion toward performance management tools and techniques used in their respective banks by using simple random sampling method (Zikmund et al., 2013). Therefore, the sample size of this study is 110. Both primary and secondary data are used in this study. Primary data are collected from 110 respondents by using structured questionnaire with five-point Likert scale. Secondary data are obtained from internet sources, government publications and relevant previous papers. Data collection period was during March 2022.

II. Literature Review

Human resource management (HRM) is the use of individuals to achieve organizational objectives (Armstrong, 2009). Danish and Usman (2010) revealed that human resources are the most essential area among all the resources of organization. Human resources management concerns the procurement, promotion, motivation relationship, compensation or rewards, transfer and discipline of staff. There are six functional areas are associated with effective HRM: staffing, human resource management development, performance appraisal, compensation, safety and health, and employee and labour relations (Mondy & Noe, 2012). This research only focuses on performance appraisal.

1. Performance Appraisal

Performance appraisal should be considered as not so much an event, that is, an annual performance rating, as a continuous, action-oriented process that emphasizes setting expectations in advance, coaching and continuous performance improvement. Before appropriate performance appraisal tools are selected, HR professions must first review organization's goals for performance management. Several researchers investigated the relationship between performance appraisal and employee

performance in various industries. Bretz and Milkovich (2013) showed that trained appraisers, communication, feedbacks and frequent review have significant impact on employee performance. Ochoti et al. (2012) showed that all the five factors: implementation process, interpersonal relationships, rater accuracy, informational factors, and employee attitudes had a significant positive relationship with employee performance. Mustafa (2013) revealed that employee benefit and food communication are good indicators of employee performance. Woerkom and Kroon (2020) found that employee motivation, trained appraiser and objective criteria have significant impact on employee performance, while performance review has minimal impact on employee performance. Gaba (2017) showed that performance review, trained Appraiser, open communication and job-related criteria have significant positive impact on employee performance.

2. Performance Appraisal Factors

The performance appraisal factors assist in accomplishing to improve employee performance. Thus, this research aims to find out the performance appraisal factors (job-related criteria, trained appraisers, communication and performance review) and employee performance.

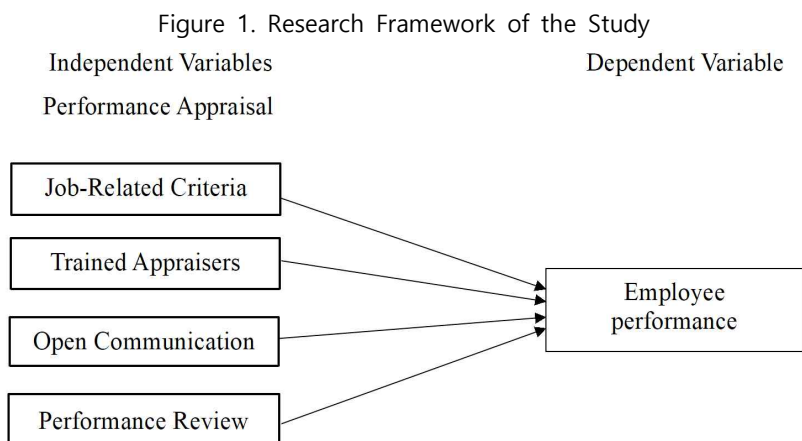
Job-related criteria are perhaps the most basic criterion needed in employee performance appraisals. Evaluation criteria have to be determined through job analysis. The managers must determine what outputs, accomplishments and skills will be evaluated. Trained appraisers diligently trained in the performance appraisal process to help them overcome the errors caused in appraisals. Appraisal is important and sometimes difficult; it would be useful to provide training to appraiser. Familiarity with rating errors can improve appraisers' performance and this may inject the needed confidence in appraisers to objectively. A common deficiency in appraisal systems is that the evaluators seldom receive training on how to conduct effective evaluations. An open communication encourages between the employees and the management with respect to the appraisal process as well as any other concerns or suggestion that the employees may have. It will provide an opportunity to improve communication between the employees and management. The performance review involves the meeting between the employee and the manager to receive their assessments. The appraisal meeting is important because it provides formal setting in which the employee receives feedback on his or her performance (Mondy & Noe, 2012).

3. Employee Performance

Employee performance refers to how the workers behave in the workplace and how well they perform the job duties that have obligated to them. The performance represents one of the most important aspects. The opinion of performance expresses as the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the organization's strategic planning. Employee performance is the work result in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Hellriegel et al. (1999), the term employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around.

4. Research Framework

The following framework is developed based on literature and findings from different researchers. This framework is shown in Figure (1).



Source: Author's Compilation based on Previous Studies

Based on the overall review of previous researches, the research model shown in Figure (1) is developed. Employee performance has taken as dependent variable while performance appraisal factors including job-related criteria, open communication, trained appraiser, and performance review as independent variables.

III. Results and Analysis

Demographic profile of the respondents is described before the analysis of the research objectives. Demographic characteristics of the respondents are analysed by gender, marital status, age, education, working experiences and position.

Table 1. Demographic Profile of Respondents

Sr. No.	Description	Category	Number of Respondents	Percentage
	Total		110	100
1	Gender	Female	34	30.9
		Male	76	69.1
2	Marital status	Single	50	45.5
		Married	60	54.5
3	Age (Years)	≤ 25	25	22.7
		26-35	64	58.2
		36-45	15	13.6
		46-55	6	5.5
4	Education	Bachelor	92	83.6
		Master	17	15.5
		Others	1	0.9
5	Working experiences (Years)	≤ 2	34	30.9
		3-4	41	37.3
		5-6	26	23.6
		7-8	6	5.5
		More than 8	3	2.7
6	Position	Supervisor	28	25.5
		Junior Staff	82	74.5

Source: Survey Data (March, 2022)

According to Table (1), 30.9 percent of respondents are female and 69.1 percent of respondents are male. This means that male respondents are more than female respondents in this survey. In terms of marital status, single respondents are 45.5 percent and married respondents are 54.5 percent. It can be said that married respondents are more than single respondents. The result indicates that largest group of respondents are 26-35 years old with 58.2 percent and smallest group of respondents are 46-55 years old with 5.5 percent in this research. Most of the respondents are bachelor degree holders with 83.6 percent and least of the respondents are others with 0.9 percent. Working experiences of respondents reveals that the largest group of respondents have 3-4 years working experiences with 37.3 percent and smallest group of respondents have more than 8 years experiences with

2.7 percent in their banks. Supervisor and junior staff. 25.5 percent are supervisor and 74.5 percent are junior staff. Thus, junior staffs are more involved than supervisor position in this study.

In order to study performance appraisal of private banks in Pyay township, 115 employees are requested to answer the questionnaires. The agreement level of respondents is measured with five-point Likert scale. The mean results of the data are analysed according to the interpretation of Best (1977). The following Table (2) shows the descriptive statistics of the selected variables. Mean values describe the employee perception towards performance appraisal and employee performance in order to meet the first objective of identifying performance appraisal factors and employee performance of private banks in Pyay township. Before going to the analysis, Cronbach's alpha reliability test is used in order to ensure reliability.

Table 2. Descriptive Statistics and Reliability Test of the Variables

Sr. No.	Variables	Mean	Items	Alpha
1	Job-Related Criteria	3.23	5	0.745
2	Trained Appraisers	2.52	5	0.956
3	Open Communication	3.38	5	0.916
4	Performance Review	2.61	5	0.867
5	Employee Performance	4.13	7	0.865

Source: Survey Data (March, 2022)

According to the Table (2), the Cronbach's alpha value for each of the independent variables is from 0.745 to 0.956. It indicates scale items of questionnaire are considered acceptable and reliable to conduct further analysis. Among the performance appraisal factors, open communication gets the highest mean value with 3.38 and trained appraiser gets the lowest mean value with 2.52. Employee performance gets the agree level with 4.13. Thus, employees perceive their performance is relatively high in their jobs.

In the next section, multiple regression analysis is used to test the effect of performance appraisal factors on employee performance. The regression equation in this research uses employee performance as dependent variable while performance appraisal factors are independent variables.

Table 3. Multiple Regression Analysis of Performance Appraisal Factors and Employee Performance

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.504	.273		5.505	.000		
Job-related Criteria	-.061	.072	-.070	-.849	.398	.689	1.452
Trainer Appraiser	-.100	.066	-.137	-1.508	.135	.570	1.754
Open Communication	.430***	.055	.566	7.825	.000	.903	1.107
Performance Review	.337***	.076	.354	4.448	.000	.748	1.337
R	0.709						
R ²	0.503						
Adjusted R ²	0.484						
F	26.591***						

Source: Survey Data (March, 2022)

Dependent Variable: Employee Performance

Note: *** Regression is significant at the 0.01 level

$$\text{Employee Performance} = 1.504 - 0.061 \text{ Job-related criteria} - 0.100 \text{ Trained appraisers} + 0.430 \text{ Open communication} + 0.337 \text{ Performance review}$$

According to Table (3), the coefficient of determination, R Square (R²) value for this research is 0.503. It means that variation in independent variables (job related criteria, trained appraisers, open communication, and performance review) can lead to 50.3% variation on the dependent variable (employee performance). Since the R² value is greater than 50%, this model is good fit for analysis. The F-test and significant level in Table (3) shows that the model used in this research is significant which illustrates the relationship between independent and dependent variables. Therefore, the independent variable of performance appraisal factors can significantly explain variance in employee performances at banks located in Pyay Township.

The regression analysis shows that performance appraisal factors such as open communication and performance review have significant effect on the employee performance. This is because these variables have significant value of 0.000. When, standardized coefficient beta values are analysed, it is found that open communication gets highest beta coefficient value 0.566. Therefore, it is found to be the most influencing factor for improving employee performance at bank. If the managers use open communication in appraisal, the performance level at the banks will be

improved. Performance review is the other independent variable that has effect on employee performance as its beta value has 0.354. Job related criteria and trained appraisers have no effect on the employee performance of banking staff.

IV. Discussions

This research is carried out to find out the effect of performance appraisal factors on employee performance at private banks in Pyay Township. By looking at the demographic factors, it is found that the majority of respondents in this research are male. In terms of age, most of them are below 35 years. In terms of position, majority of respondents are junior level staff. When analysing the education background, bachelor degree holders are greatest number of respondents. Most of the respondents have shorter working experience of less than 4 years.

The first aim of this study is to identify the performance appraisal factors and employee performance of private banks in Pyay township. According to descriptive statistics, it is found that job related criteria and open communication are fair factors in private banks. Trained appraisers and performance review are the weak factors of private banks in Pyay Township. The banks are not performing well in the industry due to political and economic situations in the country. As performance appraisals are not effectively use by the banks, the level of employee performance is low in private banks. In order to improve their performance, one way is to use proper appraisal methods and tools. It is found that respondents have neutral view toward four variables; job related criteria, open communication, performance review, and employee performance. Only one variable, trained appraiser, get negative perception from the respondents. It means that the banking employees at Pyay Township are not agree with the quality of appraisers in their respective organizations.

The second aim of the study is to analyse the effect of performance appraisal factors on employee performance of private banks in Pyay township. The findings show that only two factors, open communication and performance review, have positive effect on the employee performance. The other two factors, job related criteria and trained appraisers, have no effect on the banking employees' performance. Although the private banks in Pyay township are using objective criteria for performance appraisal that are linked to job descriptions, the employee performance is not improved proportionately due to improvement in job related criteria. Similarly, possessing trained appraiser have no significant effect on the banking employees' performances. The respondents do not believe that appraisers in their respective banks are making decisions objectively and the appraisers who are responsible for carrying

out performance appraisals are well trained. Therefore, proper training of appraisers is needed at private banks in Pyay township. According to the research findings, open communication and performance reviews can enhance the employee performance. Therefore, banks in Pyay Township can use these two performance appraisal factors (open communication and performance review) to improve the performance of their employees.

The third aim of the study is to examine the most influencing performance appraisal factor on employee performance of private banks in Pyay township. To evaluate four factors that can influence the employee performance, five questions each are used and multiple regression analysis is used. The finding shows that open communication is the most important influencing factor because its beta coefficient value is highest with 0.566.

V. Conclusion and Recommendations

This study is examining the employee perception toward performance appraisal factors in their respective banks. Many respondents show dissatisfaction toward the quality of appraisers as they are not well trained and they also failed to make objective appraisal decisions. Respondents do not believe that appraisers have clear understanding about the performance appraisal criteria. Therefore, this aspect must be corrected urgently at private banks in Pyay if they want to achieve better employee performance. The appraisers must first understand the rating criteria so as to implement proper performance appraisal in the organization. Therefore, HR people at those private banks in Pyay must first receive appraisal trainings from human resource experts and consultants.

In terms of open communication, appraisal feedbacks must be provided on a continuing basis. And appraisal interviews must be designed to ensure that open and two-way discussions between appraisers and employee can happen. Currently, these aspects are still weak at the banks. The most important thing to note for HRs in banks is that since they are acting as appraisers, they are responsible for ensuring that appraisal results are clearly communicated to the staff in timely manner. The appraisers must have open mind to make effective communication with employees so that good relationship can build between the two parties. Moreover, the appraisers must understand the importance of appraisal meetings. Although it is time consuming, it is beneficial for employee and organizational development. Therefore, time must be allotted for holding appraisal meetings between appraisers and employees after each appraisal is made. This will ensure that timely feedback can be given to employees

who can make adjustment in their respective activities to become better employees who are able to fulfil organizational objectives.

This study is useful for HR managers in Myanmar banking sector who will get useful insight into benefits of performance management techniques. The research findings show how performance appraisal are utilized in Myanmar banks. After the study, the top executives and HR in local banks can get useful idea as to how to improve the performance of their employees. By understanding which factor of performance appraisal is the best for the banks, the HR managers in local banks can design their performance appraisal to be more effective.

Acknowledgement

I would like to express my deep gratitude to Professor Dr. Tin Tin Htwe, Rector, Yangon University of Economics for her kind support to complete this paper. I would like to thank Dr. Phyu Phyu Khaing, Professor and Head of the Department of Statistics, Meiktila University of Economics, for her sound suggestions concerning statistical tools and methods to improve this paper. My sincere appreciation goes to the respondents who devoted their efforts for answering my questionnaire completely.

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The Myanmar JOURNAL

– Volume 9 Number 3 February 2022

30 August 2022

Yangon University of Economics (Myanmar)
Korea Myanmar Research Association (Korea)
2014~, Semiannual
ISSN : 2383-6563(Online)

Co-published with **Yangon University of Economics (YUE)** and
Korea Myanmar Research Association (KOMYRA)
<http://www.komyra.com/doc/submission.php>