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**DEPARTMENT OF COMMERCE**

**JOB MOBILITY OF EMPLOYEES AT PRIVATE BANKS  
IN YANGON**

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# **JOB MOBILITY OF EMPLOYEES AT PRIVATE BANKS IN YANGON**

This thesis is submitted to the Board of Examiners in Partial Fulfillment of the  
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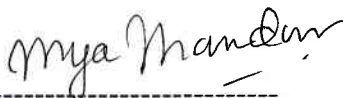
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## ABSTRACT

This study focused on job mobility of employees at selected private banks in Yangon. The aim of the study is to explore the job mobility in selected private bank in Yangon, to identify the organization factors of private banks and to analyze factors influencing on job mobility at private banks in Yangon. In this study uses survey research design, adopts descriptive, sample random sampling method and statistical techniques to analysis the reasons why larger percentage of banking staff moved between other firms in Yangon. The respondents are asked with structured questionnaire. This study, random sampling of 150 employees from the total 23953 employees of Kanbawza Bank, Ayawaddy Bank, Yoma Bank, United Amara Bank and Myawaddy Bank. The respondents are asked by using five points Likert-scale measurement. This study includes two determinants of job mobility in private banks in Yangon. First determinant is institutional determinants: institutional image, management style, leadership style, salary package, job content, and job autonomy and flexibility. Among them, leadership style is the most influence than other factors. It is effect negative relationship on job mobility. This mean that job mobility can decrease if organizations have good leadership style. Institutional image and management style is slightly and negative relationship on job mobility. Therefore, organizations should try to take fair advantage of staff, accept employees' suggestion and feedback. Second is individual determinants: need opportunities for further studies, need for career advancement, utilization of competencies, and pension scheme and retirement plan. Among then, only need opportunities for further studies are slightly and inversely effect on job mobility. This mean that organizations should facilitate new career benefit program and give opportunities to learn and grow. This study attempt to highlight a more comprehensive understanding of employee job mobility based on institutional factors and individual factors of private banks in Yangon.

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## LIST OF ABBREVIATIONS

HRM	Human Resource Management
KBZ	Kanbawza Bank
AYA	Ayewaddy Bank
UAB	United Amare Bank
MoF	Ministry of Finance
FIML	Financial Institutional of Myanmar Law
MFRSs	Myanmar Financial Reporting Standards
MSAs	Myanmar Standards on Auditing
IFRS	International Financial Reporting Standards
ISA	International Standards on Accounting
FATF	Financial Action Task Force
FMI	First Myanmar Investment
CBM	Central Bank of Myanmar
MPU	Myanmar Payment Union
ATM	Automatic Teller Machine
SRS	Simple Random Sampling

## CHAPTER I

### INTRODUCTION

Human capital are the core of all businesses and they involve important role in country. Without staff, any organization will not be able to stand in economic sectors. Employers and employees are depended on each other. Ability of an individual to change worker position or rank within a profession or to change occupation. Therefore, employers should need to provide a good HRM practices to get the less of job mobility. Human resource management is one of the key elements in organization. As a worker- job match a fairly tale ending with the words, employees want to be a good relationship with their employers, colleagues, they wish to stay better working environment and want to live happily ever after. Employees always determine the decision of driving the career paths and mobility of individuals either within one firm or between firms.

In contrast to intrafirm mobility, inter firm mobility can be directly determined by the workers. This study is why workers move across firms consequences of lack of HRM practices and who remains in the firms is also an important research topics. Topel and Ward(1992) study the determinates of turnover, and the wage growth associated with this kind of job mobility. High turnover rate is the major threat for human resource management. It points out the poor HRM practices in organization. Job mobility of employees increase the turnover rate and organization had suffered a productivity loss. David S. Hachen.Jr (1990 in US) developed the voluntary and involuntary exists, within and between employer moves and upward job shifts. He found that three theoretical model in job mobility- the reward resource model, the Limited opportunity model, and the Vacancy competition model. Organization want to create employee commitment, HRM practices are essential. Therefore, the main study is the lack of HRM practices are strong determinant of changes of firms, but they are also determined by the process of search and mobility. According to this model, job mobility can be said the career mobility.

The main empirical findings of study, observed and unobserved characteristics of firms are critical influence of job mobility. Therefore, a wide range of theories help explain job mobility. It is natural that evidence in this study will relate not one single theory of mobility but related scopes.

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

Every country, employees play a major role in all firms and involves critical human being in society. White-collar workers and Blue-collar workers are essential as a human capital and the major concern for developing. To become developed country rely on essential sectors such as education, economics, and social welfare. If every country have a good education, economics, and social, people do not think to transfer of job mobility to other countries. Also, if organizations have a good human resource practices, employees hold on their job and try to be consistent in their work. In contrast, developing and latest developing countries' employees wish to move job mobility in others job or countries reason of wages and compensation, job security, lack of career development, and other benefit for staff.

### **1.2 Objectives of the Study**

The main purpose of this study is to find the problem of why employees move to other business aspect of human resource management practice and to achieve the benefit for both employers and employees of Limited companies by providing the realistic and systematic analysis on this study. The objectives are:

1. To identify the organization factors of selected private banks in Yangon.
2. To analyze factors influencing on job mobility at selected private banks in Yangon.

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

The topic of this paper is "Job mobility in private banks in Yangon" and special focus on "job mobility" which one of the components of human resource management. This study is focus on job mobility of staff at the private banks in Yangon which are operated, managed, and controlled according to HRM practices. Today, 24 private banks in Yangon. Among them, this study selected five private banks in Yangon. These are Ayeyarwaddy (AYA)bank, Kanbawza(KBZ)bank, Yoma Bank, United Amara Bank(UAB), and Myawaddy Bank. The qualitative and quantitative surveys will be conducted from these five private banks in Yangon. The total population of these five private banks are 23935 employees. Due to the limited time, focus only 150 staffs in these private banks are randomly selected an data analysis is done by according to available facts and information.

#### **1.4 Method of the Study**

To achieve the objectives, the following methods will be compromised. The exploratory research approach will be conducted. This study used descriptive research method, and applied both primary and second data. Primary data, the simple random sampling method is used. Primary data are collected by using the questionnaires, face-to-face interview with the respondents. In this study, questionnaire is established by the likert scale it is separated 4 parts:(1) personal factors, (2) analysis on institutional determinants , (3) analysis on individual determinants and (4) analyze the question regarding the job mobility . Secondary data are collected from company profile, report of the organization, relevant literatures, previous research paper, inter website and all related sources. Quantitative and qualitative data will be collected by providing questionnaire to the staff these private banks. Personalized interviews were taken from the human resources reports prepared by human resource managers of these selected in private banks.

#### **1.5 Organization of the Study**

This study consists of five chapters. The chapter (1) starts introduction of the study, objectives of the study, scope and methodology of the study, method of the study and organization of the study. Chapter (2) contains theoretical background of human resource practices and employee commitment. Chapter (3) involves the profile of these private banks. Chapter (4) analysis on job mobility. Chapter (5) ends with the conclusion of the study. It includes findings and discussions, suggestion and recommendation, and need for further studies.

## CHAPTER II

### THEORETICAL BACKGROUND

This chapter concentrates on the review of literature concerned with the problem of job mobility in Private Banks in Yangon. In this study, theories and models underlying the conceptual framework proposed for the study. Reflecting the main purpose of the study "to benefit for both employers and employees of the Private Banks in Yangon", the study has been relied on the background of Human Resource Management Theory.

Job mobility has been a serious challenge to organizations worldwide (Mboya, 2009). Job mobility has to do with the ease of migration of Private Banking staff between jobs or geographical locations. Thus, job mobility could simply be defined as the ability of workers to change job between different firms, different occupations, different locations or different countries( John, 2002). There are two main types of job mobility: Geographical and Occupational. Geographical mobility concerns movement of people between regions and Occupational mobility involves movement between jobs (Jorgen & Regina, 2003). These two types could further be broken down into four based on the definition, which are Job change but no change in occupation or residence, Occupational change but no change in residence, Geographical move to a job but no change in the occupation, Geographical migration accompanied by a change in occupation (McConnell, Brue and Macpherson, 2010).

#### **2.1 Human Resource Management**

Human resource management(HRM) is a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by a number of theories relating to the behavior of people and organization. It is concerned with the contribution it can make to improving organizational effectiveness through people(Armstrong 2006). HRM involved the application of policies and practices in the fields of organization design and development, employee resourcing, learning and development, performance and reward and the provision of services that enhance the well-being of employee. These are based on human resource(HR) strategies that are integrated with one another and aligned to the business strategy.



Human resource management is the managerial utilization of the efforts, knowledge, capabilities and committed behaviors which people contribute to an authoritatively co-ordinate human enterprise as part of an employment exchange (or more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue into the future. (Watson 2010). According to Gary Dessler (2013), human resource management refers to the policies and practices one needs to carry out the people or human resource aspects of management position including recruiting, screening, training, rewarding and appraising. HRM is defined as a system of activities and strategies that focus on successfully managing employees at all levels of an organization to achieve organizational goals (Byars & Rue, 2006).

G.R. Agrawal (2013), human resource management is a process concerned with the management of human energies and competencies for achieving organizational goals through acquisition, development, utilization and maintenance of a competent and committed workforce in a changing environment. The human resource management activities can be summarized briefly under five major domains: (1) organizational design; (2) staffing; (3) performance appraisal; (4) employment training and organization development; and (5) reward systems, benefits and compliance (Beardwell, Holden, and Cladon 2004).

The purpose of HRM is to ensure that the employees of an organization are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work (Graham, 2006). According to Storey 1995, HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques.

HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy (Buchanan and Huczynski, 2004). HRM is a strategic approach to managing employment relations which emphasizes with leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices (Bratton and Gold, 2007).

The basic objective of the function is to provide the advice and service that support organization and their managers to get things done through people. The HR function may encompass one person or a whole department. Armstrong and



Taylor(2015) notes that " the role of HR professionals varies widely according to the extent to which they are generalist( HR director, HR manager, HR officer) or specialist( head of learning and development, head of talent management, head of reward), the level at which they work( strategic, executive or administrative), the needs of organization, the view of senior management about their contribution , the context within which they work and their own capabilities.

HR management is not a single homogenous occupation, it involves a variety of roles and activities that differ from one organization to another or even at different levels within the same organization. Crial(2006) suggests that in an organization of people a typical HR team might consist of a director, reporting to the chief executive, a number of professionally qualified managers with responsibility either for specific areas of the organization or specific functions such as recruitment or employee relations, assisted by a number of more junior HR officers and assistants. David Ulrich(2004) regarded as instrumental to formulating of model of HR delivery sometimes referred to as " the three-legged stool model" whereby HR is delivered through three major areas- centers of expertise( training and development or recruitment, shared service centers to handle the administrative and record keeping side of HR, and HR/strategic business partners to work with managers across the organization helping them to achieve their objectives.

According to Purcell (2003) good HR practice is not only about having a range of best-practice policies in place. What makes the difference is how these policies and practices are implemented by line managers. Purcell and his colleagues in particular emphasizes the contribution to improved organization performance of line managers in "bring HR policies to life". People centered aspect of an manager's role such as defining roles, interviewing, reviewing performance, proving feedback, coaching, identifying learning and development needs and conducting performance reviews all require special skills. Some managers by a nature are better at this type of activity than others, but all benefit from guidance and support. In particular, organizations need to recognize people management duties as part of a manger's role and give them the time required to do it. Armstrong and Taylor (2015) suggested a number of ways in which organizations can achieve "better implementation and better ownership by line managers of HR practices: (1) identify how input in the area of people management demonstrably benefits them, (2) involve them in the development and the testing of the practices, (3)ensure practices are not too complicated,

bureaucratic or time- consuming, (4) ensure their responsibilities are defined and communicated clearly, and (5) provide them with the guidance, support and training required to implement the practice.

Reilly (2012) concludes that HR needs to reflect more both on its own capacity and on the role it plays in organization. While supporting the organization in achieving its objectives will always be central to the mission of HR: (1) doing the basic right (paying people, recruiting efficiently, responding quickly to queries) , (2) supporting line managers, providing good quality people data and a provider of 'workforce intelligence' which can only be obtained by "HR staff getting out more, talking and listening to staff, and not relying only on employee surveys, and (3) HR's role as a challenger, champion of good people management, guardian of organization values, conscience of the organization and governor.

## **2.2 The Goals of HRM in Organization**

The goals of HRM are: first is to support the organization in achieving its objectives by developing and implementing human resource(HR) strategies that are integrated with the business strategy (strategic HRM). Second is to contribute to the development of a high performance culture. Third is to ensure that the organization has the talented, skilled and engaged people it needs. Fourth is to create a positive employment relationship between management and employees and a climate of mutual trust. The last is to encourage the application of an ethical approach to people management.

## **2.3 Roles of Human Resource Management in Organization**

Four role of human resource management in organization. They are management of strategic human resource, management of firm infrastructure, management of employee contribution , and management of transformation and change.

**Table (2.1) Role of Human Resource Management**

<b>Role</b>	<b>Deliverable/ outcome</b>	<b>Metaphor</b>	<b>Activity</b>
Management of Strategic Human Resources	Executing strategy	Strategic Partner	Aligning HR and business strategy: "organizational Diagnosis"
Management of Firm Infrastructure	Building an efficient infrastructure	Administrative-Expert	Reengineering Organization Process: " Shared services"
Management of Employee Contribution	Increasing employee commitment and capability	Employee Champion	Listening and responding to Employee: "Providing resources to employee"
Management of Transformation and Change	Creating a renewed organization	Change Agent	Managing transformation and change:" Ensuring capacity or change

**Source: ibid page 25**

### **2.3.1 Management of Strategic Human Resources**

The strategic HR role focuses on aligning HR strategies and practices with business strategy. In playing this role, the HR professional works to be a strategic partner, helping to ensure the success of business strategies. By fulfilling this role, HR professional increases the capacity of a business to execute its strategies.

The deliverable from the management of strategic human resources is strategy execution. HR practices help accomplish business objectives. HR strategies modified hiring practices and career paths to ensure multinational competence. Each of these HR practices helped execute business strategy. The HR executives who designed these new practices were strategic partner: They mastered the skill of organizational diagnosis and aligned HR practices with business strategies.

The metaphor for this role is the "strategic partner". HR professionals become strategic partners when they participate in the process of defining business strategy, when they ask questions that move strategy to action, and when they design HR practices that align with business strategy.

The primary actions of the strategic human resource manager translate business strategies into HR priorities. In any business setting, whether corporate, functional, business units, or a strategy exists either explicitly, in a formal process or document, or implicitly, through a shared agenda or priorities. As strategic partners, HR professional should be able to identify the HR practices that make the strategy happen. The process of identifying these HR priorities is called organizational diagnosis, a process through which an organization is audited to determine its strengths and weaknesses.

### **2.3.2 Management of Firm Infrastructure**

Creating an organizational infrastructure has been a traditional HR role. It requires that HR professionals design and deliver efficient HR processes for staffing, training, appraising, rewarding, promoting, and otherwise managing the flow of employees through the organization. As a caretaker of the corporate infrastructure, HR professionals ensure that these organizational processes are designed and delivered efficiently. HR professionals create infrastructure by constantly examining and improving the HR process.

The deliverable from the infrastructure role is administrative efficiency. HR professionals accomplish administrative efficiency in two ways. First, they ensure efficiency in HR presses. For example, through reengineering HR process, one firm found twenty-four separate registration systems for training; new efficiency and cost savings were achieved by streamlining and automation them into a single system. Another firm, finding that it required an average of six, months to staff key positions, improved the process and cut the time needed to one month. A second way in which HR executives can improve overall business efficiency is by hiring, training, and rewarding managers who increase productivity and reduce waste.

The metaphor for work on a firm's infrastructure is the "administrative expert". To be effective as administrative experts, HR professionals need to undertake activities leading to continual reengineering of the worked process they administer. In many firms, this reengineering of HR processes has led to a new HR organizational

form called shared services, through which HR administrative services are shared across company division while maintaining service quality for their users ( line managers, employees, and executives).

### **2.3.3 Management of Employee Contribution**

The employee contributions role for HR professionals encompasses their involvement in the day-to-day problems, concerns, and needs for employees. In companies in which intellectual capital becomes a critical source of the firm's value. HR professionals become the employee's champions by linking employee contributions to the organization's success.

The deliverable from management of employee contribution are increased employee commitment and competence. HR practices should help employees to contribute through both their competence to do good work and their commitment to work diligently.

The metaphor for this HR role as implied above is "employee champion". These champions personally spend time with employees and train and encourage managers in other departments to do the same.

The main activities for the management of employee contribution are listening, responding, and finding ways to provide employees with resources that meet their changing demand. HR professionals and line managers serve as employee champions creatively seek and implement the means for employees to voice opinions and feel ownership in the business; they help to maintain the psychological contract between the employee and the firm; and they give employees new tools which to meet ever higher expectations.

### **2.3.4 Management of Transformation and Change**

Transformation entails fundamental cultural change within the firm; HR professionals managing transformation become both cultural guardians and cultural catalysts. Change refers to the ability of an organization to improve the design and implementation of initiatives and to reduce cycle time in all organizational activities; HR professionals help to identify and implement processes for change.

The deliverable from management of transformation and change is capacity for change. HR executives serve as business partners by helping employees let go of



old and adapt to a new culture. As change agents, HR executives help organizations identify a process for managing change.

The metaphor for work in this role is "change agent". As change agents, HR professionals face the inherent in organizational change. For the HR professional serving as change agent, honoring the past means appreciating and respecting the tradition and history of a business while acting for the future. Therefore, HR professionals may need to force or facilitate a dialogue about values as they identify new behaviors that will help to keep a firm competitive over time.

The action of the change agents include identifying and framing problems, building relationships of trust, solving problems, and creating and fulfilling action plan.

## **2.4 Job Mobility**

Working definition of Job Mobility in this study is:

Job mobility could simply be defined as the ability of workers to change jobs between different firms, different occupations, different locations or different countries(John,2002). There are two main types of job mobility which are Geographical and Occupational. Geographical mobility concerns movement of people between regions while Occupational mobility involves movement between jobs (Jorgen & Regina, 2003).

The main obstacles and cost of job mobility include: wage differentials, gender, transportation expenses, forgone income during movement, psychic cost like negative effects of living family and friends, loss of seniority and pension benefits. If the expected earnings exceed the cost, the worker will move (McConnell et al, 2010).

Other factors or determinants of mobility are: First, age: the older person is the less likely workers is to move because of the specific training acquired, cost of migration, and shorter years to recoup investment cost. Seconds is the family factors like spouse work, children's school etc. Third is the unemployment rate that families headed by unemployed people are prone to mobility. Fourth is Education: all things being equal, the higher the education attainment, the higher the likelihood to migrate. The last is the government policy (McConnell et al,2010).

## **2.5 The Main Area of Constraint to Job Mobility**

The main obstacle and cost of Job mobility include wage differentials, gender, transportation expenses, forgone income during movement, psychic cost like negative effects of leaving family and friends, loss of seniority and pension benefits. If the expected earnings exceed the cost, the worker will move (McConnell et al, 2010). The other barriers to Job mobility are those factors as ignorance of available jobs elsewhere, poor financial incentive for new entrants, fear of losing certain rights, and activities of trade union. When workers are not aware of job elsewhere, they try as much as possible to stay or retain the current employment.

Other determinates of labors are : first is age: the older a person is the less likely he/she is to move because of the specific training acquired, cost of migration, and shorter years to recoup investment cost. Second is the family factors like spouse work, children's school etc. Third is the unemployment rate that families headed by unemployed people are prone to mobility. Fourth is education, all things being equal, the higher the educational attainment, the higher the likelihood to migrate and the last is the government policy( Michael, 2005).

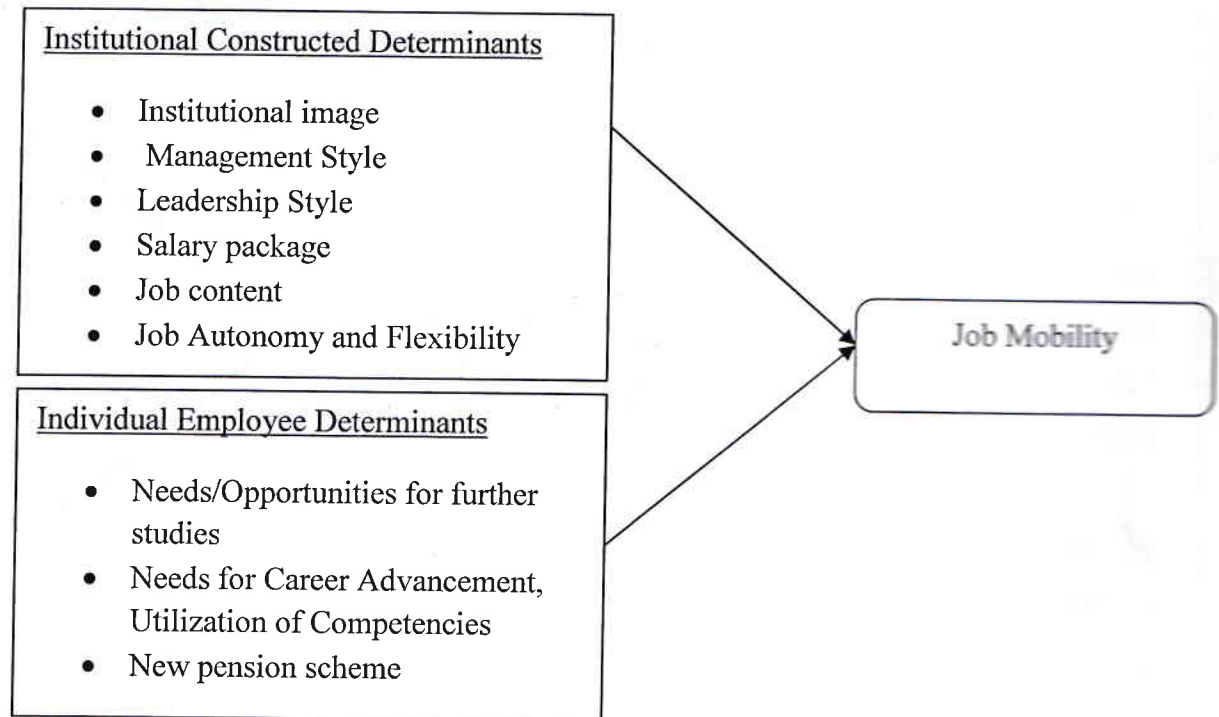
The gain from job mobility are increased lifetime earning and economic efficiency. Efficiency exists when a nation achieves the greatest possible output or income from its available resources. Most times the gain could be negative due to uncertainly and imperfect information so that the expected gain for moving does not materialize as expected thereby resulting to economic inefficiency( McConnell et al, 2010).

## **2.6 Conceptual Framework of Job Mobility**

In human resource management, attracting and retaining as the fundamental to the effectiveness functioning of any institution (Kleiman, 2001). As an important assets, careful selection, development and deployment of human resources lead to a competitive advantage, a model for the study of the determinants of job mobility in the context of developing countries called Eclectic model was developed by Mboya(2009). Job mobility is a complex issue and called for the need to apply a wide range of theories as to what motivate employees to move from one employer to another. This model includes showing the employer-employee relationships as any other social relationships governed by cost -benefit analysis of parties. Individual employee has needs and aspirations/expectations which could engineer him to change

his employer in order to achieve their needs. The model included two categories of determinates of job mobility: Institutional Constructed Determinants and Individual Employee Determinants.

**Figure (2.1) An Eclectic Model Developed for Job Mobility**



**Source: Mboya : 2009**

In this study, the working definition of job mobility applied in this study is provided as : " Job mobility involved employees who moves to other job due to lack of human resources management practices." According to Schuler and Jackson (1987), HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practice is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives ( Delery & Doty 1996).

Based on the conceptual framework of this study mentioned above, the objective of the study such as objective 1 - to identify the organization factors of selected private banks in Yangon ; and objective 2 - to analyze the influencing factors on job mobility at selected private banks in Yangon. All objectives would be tested and proved on the chapter four in this study.



### **2.6.1 Institutional Determinants Associated with Job Mobility**

Institutional constructed determinants involved the institution's management practices that attract employers to such institutions or may make them to remain with institution. In institutional constructed determinants include four variables: these are Institutional image, Management/Leadership style, Salary packages whether equal or not, Job Content, Job Security, and Job Autonomy and Flexibility.

#### **2.6.1.1 Institutional Image**

An organization's corporate identity articulates what the organization is , what it stands for, and what it does, and it will include details of size, products manufactured and/or services offered; markets and industries served; organizational structure; geographical spread; and so on. ( Topalian 1984). The corporate image of an organization is the profile or sum of impressions and expressions of that organization built up in the minds of individuals who comprise its publics.(Topalian 1984)

Corporate image is the net result of the interaction of all the experiences, beliefs, feelings, knowledge and impressions, that people have about a company.(Bevis 1967).

#### **2.6.1.2 Management Style**

Management is the process of reaching organizational goal by working with and through people and other organizational resources. Management has the following three characteristics:

1. It is a process or series of continuing and related activities.
2. It involves and concentrates on reaching organizational goals.
3. It reaches these goals by working with and through people and other organizational resources.

#### **2.6.1.3 Leadership Style**

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leadership is the process whereby an individual influences a group of individuals to achieve common goal.

Leaders carry out this process by applying their leadership knowledge and skill. Leadership is learned, the skills and knowledge processed by the leader can be influenced by his or hers attributes or traits; such as beliefs, values, ethics, and

character. Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique.

#### **2.6.1.4 Salary Package**

Salary packaging is the inclusion of employee benefits in an employee remuneration package in exchange for giving up part of monetary salary. Such arrangements are entered into most commonly if there are tax or other benefits to be derived by the employer or employee from the arrangement.

#### **2.6.1.5 Job Content**

A job content identifies essential and non essential tasks that are assigned to a specific position. It also identifies reporting relationships and may also describe required qualifications, minimum requirements, working conditions, and desirable qualifications. Supervisors are responsible for developing and maintaining accurate and current job descriptions for their staff. The duties should be appropriate for the classification and consistent with the class specification. It is not uncommon for duty statements to vary within the same classification due to the various departmental settings and organizational structures.

#### **2.6.1.6 Job Autonomy and Flexibility**

Job autonomy is the ability to decide when, where, and how the job is to be done ( Baily, 1993; Clark 2001). Thompson and Prottas (2006) found that employees with higher levels of job autonomy were more likely to be satisfied with their job. Furthermore, Parker, Axtel and Turner (2001) states that autonomy at work plays an important role in promoting job safety and therefore job satisfaction.

Flexibility working hours can improve job satisfaction. The employee consider this opportunity of flexibility as a concern for work and family by their companies so this increases their positive feeling about the company and generally their job. Moreover, flexibility provides workers with control as they can plan their working day and the hours that suit their personal needs. Finally, social comparison process can lead to an increase in job satisfaction for those who enjoy flexibility.(Adams 1965)

Flexibility in working hours is considered to be a greater benefit for those employees who have a family and face work-family conflict. Higgins, Duxbury, Irving (1992) argue that conflict between work and family diminish employee's perception of quality of job. (Orpen 1981; Clark 2001) said that someone can decide

the time to start and finish working is positively correlated with how satisfied he is with his job.

### **2.6.2 Individual Determinants Associated with Job Mobility**

It contains factors attracting staff to an institution or factors making workers to remain at the organization despite of other employment opportunities. The variables are Need/ Opportunities for further studies, Need for Career Advancement, Utilization of Competencies, and the new pension scheme.

#### **2.6.2.1 Need Opportunities and Career Advancement, Utilization of Competencies**

Career Advancement is one of the most important elements for employee satisfaction and retention at a company. According to Victor Lipman of Forbes, clear opportunities for career advancement are an "especially powerful" employee motivator. Lipman notes, " At time when career paths were clear, individuals tended to be more motivated, with tangible goals to work towards. When career paths were dim or nonexistent, individuals tended to be less motivated, less focused, more uncertain because it makes good business sense for organizations of all sizes to spend time developing and maintaining thoughtfully structured career path systems."

Competency is the combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success. Competencies reflect the organization's strategy; they are aligned to short and long-term missions and goals. Competencies focus on how result are achieved rather than merely the end result. In this manner they bridge the gap between performance management and are an integral component of personal development plans.

#### **2.6.2.2 Pension Scheme**

Pension scheme is a type of pension plan in which an employer promises a specified pension payment on retirement that is predetermined by a formula based on the employee's earnings history, tenure of service and age, rather than depending directly on individual investment returns. Traditionally, many governmental and public entities, as well as a large number of corporations, provided defined benefit plans.

## CHAPTER III

### JOB MOBILITY AT PRIVATE BANKS IN YANGON

In this chapter, history of the banking industry in Yangon and represent of current situation in Banking sectors. This chapter includes the profile of selected private banks and factors influence of job mobility in selected private bank in Yangon.

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

Myanmar's banking history dates back to the 19th century, when Myanmar was under British colonial rule and the Indian Presidency Bank of Bengal opened its Yangon branch in 1861. The Yangon branch office of the Reserve Bank in Myanmar(1939-1947).

After Myanmar's independence in 1947, the banking sector including domestic and foreign banks, developed quickly under the democratic government and accounted for at least one-third of Myanmar's GDP. But after the Revolutionary Council had taken state power, all banks(10 domestic and 14 foreign) were nationalized in 1963. One consequences, established socialist banking system was the country-wide development of nationalized banks which was intended to create more outreach(banks were almost exclusively present in Yangon before).

A total of three demonetization waves hit the country since independence, the most recent one in 1987, which rendered 75% of the currency in circulation worthless. New financial law such as the Central Bank of Myanmar Law and the Financial Institutions of Myanmar Law were imposed in July 1990. Subsequently, the first private bank licenses were issued in 1992.

In early 2003, the collapse of numerous Ponzi type informal finance companies, which took advantage of a weak interest rate policy at that time, finally led to a banking, a financial, and an economic crises in Myanmar. Most monetary transactions through the banks stopped which involved the payment of employees and business operations. While private banks tried to acquire liquidity through selling their properties (loans) which in turn forced individuals and companies to sell assets and suspend or close down their business operations to meet their loan obligations. As one of the consequences, a secondary market for frozen bank accounts emerged, with prices largely under face value. Trust in the banking and financial sector, already

shaken by the waves of demonetization, has been severely affected by this banking crises.

Private banks put much effort into providing the best customer services. Since the fiscal year 2006-2007 their efforts proved successful with loan and deposit portfolios growing steadily. Myanmar's banking sector remains underdeveloped and the economy functions in large on a cash basis.

### **3.2 Domestic Banking Sector**

The financial system plays a significant role in the development of a country's economy. It also contributes towards a large number of employment, and provides necessary funds to various economic agents to enjoy sustainable economic growth.

Since the political reforms of 2011, the Banks and Financial Institutions law of Myanmar has been passed by Parliament in 2016. In this past, the Financial Institutions Law of Myanmar, which was enacted in 1990, only provided very general rules for local financial institutions. However, the new rules include a wide range of guidelines on commercial banks, state-owned banks, private banks, and foreign banks. The Central Bank implies a minimum capital requirement of 20 billion kyat and also states the lender needs to keep 5 percent of customer deposits as cash.

Compared to other ASEAN member states, the contribution of Myanmar's banking sector to the country's economy is limited. Myanmar has the lowest banking assets to GDP ratio in ASEAN. However, the banking asset growth rate is 18 percent which is the fastest growth rate in the region. Since 2013, banks and other financial service providers have been expending non-cash payment system in the country.

### **3.3 Regulatory and Supervisory Framework of Banking Sectors**

CBM takes over the role as regulator and supervisor of the banking sector. Ministry of Finance ( MoF) oversees the microfinance and insurance sector as well as securities and capital markets. A new Foreign Exchange Law (August 2012) and a revised Central Bank of Myanmar Law (July 2013) were recently enacted. The key banking encompass the Financial Institutions of Myanmar Law and CBM rules and regulations which are currently under revision.

Enacted on July 11, 2013, the revised Central Bank of Myanmar Law(CBM Law) has far reaching consequences. It gives CBM authority and responsibility to carry out all central banking functions including the independent implementation of



the country's monetary policy and exchange rate policy. It is no longer under the control of MoF but becomes an independent institution with its Governor being at the ministry level. The primary objective of the new CBM Law is to ensure price stability and to control the inflation rate. In conformity with this primary objective, CBM shall strive for monetary and financial system stability while promotion efficient payment and clearing mechanisms to support the government's economic policy of sustainable economic development. To ensure accountability and transparency, CBM shall submit its reports on the country's monetary affairs to the Government and the Pyidaungsu Hluttaw (Parliament) at least twice a year, and its monetary reports shall be published quarterly.

The Financial Institutions of Myanmar Law(FIMI) is currently under revision and is supposed to be discussed in Parliament in November 2013. This law and its rules and regulation will shape the framework conditions under which banks operate, can develop, and innovate. Enacted in 1990, the FIML finally allowed private participation in the banking sector after nearly three decades of a state-owned banks monopoly. Financial institutions are classified as follows: commercial banks, investment or development banks, finance companies, and credit societies ( CBM only issues licenses for the establishment of commercial and investment or development banks).

The FIML outlines various banking functions that have to be approved by the CBM before becoming effective. The FIML also requires banks to meet the following key ratios and limits.

- 1) First, no customer's borrowing should exceed 20% of capital and reserves.
- 2) Second, in term of reserve requirements, 10% of deposits have to be kept as reserves of which 25% in the form of cash at hand and another 75% shall be deposit at CBM.
- 3) Third, the liquidity ratio is set at 20%(liquid assets to current liabilities).
- 4) Finally, the capital adequacy ratio is fixed at 10%.

The Myanmar legal and statutory framework for corporate financial reporting is based on the following laws: Myanmar Companies Act(1914), Myanmar Accountancy Law(1994), and Auditor General of Union Law(2011). Legal

notifications were published in the Myanmar Gazette in 2010 to make Myanmar Financial Reporting Standards(MFRSs) and Myanmar Standards on Auditing (MSAs) officially and legally the accounting and auditing standards of Myanmar. MFRSs and MSAs follow the international counterpart IFRSs (International Financial Reporting Standards) and ISAs (International Standards on Accounting) as of 2010.

The Control of Money Laundering Law was enacted on June 17, 2002. While the rules of this law waited to be enacted, the United States of America, in November 2003, accused Myanmar and two domestic private banks, the Asia Wealth Bank and the Myanmar Mayflower Bank, of being consist of money laundering activities. Myanmar responded to the US allegation by enacting the Control of Money Laundering Rules and establishing an eight-member team to investigate the two suspicious banks. Licenses of Asia Wealth Bank and Myanmar Mayflower Bank were revoked in 2005.

In October 2006, the Financial Action Task Force(FATF) removed Myanmar From its list of Non-cooperative Countries and Territories. FATF stated in June 2013 that " Myanmar has not made sufficient progress in implementing its action plan, and certain strategic AML/CFT deficiencies remain"(FATF Public Statement 2013). FAFT include adequate procedures to identify, criminalize, and freeze terrorist financing and assets, a fully operational and efficiently functioning financial intelligence unit, and the promotion of financial transparency.

### **3.4 Profile of Selected Private banks in Myanmar**

In Myanmar, 23 private banks operating under the Central Bank of Myanmar. Among them, the study mainly focus on 5 private bank in Yangon region. These selected 5 private banks are Kanbawza Bank(KBZ), Ayeyawaddy Bank(AYA), Myanmar Oriented Bank(MOB), United Amara Bank(UAB), and Yoma Bank. The population of this study based on the employee of 5 private banks in Yangon region and number of employees of these private banks have the total population of 200.

#### **3.4.1 Kanbawza Bank**

KBZ Bank is a private commercial bank in Myanmar. KBZ Bank was established on 1st July 1994 in Taunggyi, Southern Shan State. KBZ bank is part of the KBZ group conglomerate( founded by the chairman U Aung Ko Win). In February 2010, the bank bought an 80% share in Myanmar Airways International,

Myanmar's international airline. On 1st April 2011, the bank launched Air KBZ, one of four privately owned domestic airlines in Myanmar. August 2014, KBZ Bank has expended up to 250 branches all over the Myanmar. Today, there are 500 branches expanded in Myanmar.

(a) Corporate Visions, Missions and Value of KBZ Bank

KBZ Bank's vision is " To become Myanmar's premier bank with a wide variety of products and services for commercial and private customers and the mission is

1. To ensure the highest level of customer satisfaction and trust by providing excellent banking services.
2. To continuously improve quality of our financial services through innovative thinking, investment in new technology and enhancement of human capital.
3. To offer rewarding career opportunities and promote staff accountability at all levels.
4. To act as a responsibility corporate citizen by combining commercial pursuits with ethical business practices and socially responsibility behavior.

(b) KBZ Bank is providing saving deposit account, current account, fixed deposit account and loan, save deposit locker, remittance, Debit card, cheques, wholesale banking and hire purchase.

### 3.4.2 Ayeyarwaddy

Ayeyarwaddy Bank is a private bank in Myanmar. AYA Bank was established on 2 July 2010 ( Founded by U Zaw Zaw) with the permission of Central Bank of Myanmar. The AYA Bank's head office is located in the Rowe Building Kyauktada Township of Yangon. AYA Bank had 225 branches as of August 2017. AYA Bank offers retail and commercial banking products and services.

(a) Corporate Visions, Missions and Values of AYA Bank

The vision of the bank is " the bank of choice for anyone who is looking for the fast, reliable, honest banking relationships at reasonable cost. For long term banking needs, AYA Bank is your trusted partner in Myanmar.



The mission is " To be recognized as the leading bank in Myanmar through pursuit of excellent and long term sustainable growth for the bank and its stakeholders.

(b) AYA bank provides deposits, loans and overdraft, remittance, payment order, safe deposit locker, internet banking and mobile banking.

### **3.4.3 Yoma Bank**

Yoma Bank is one of the Myanmar's largest commercial bank. Yoma bank was founded in May 1993 by entrepreneur Serge Pun of the first Myanmar Investment Company(FMI). After receiving a full commercial banking license, Yoma Bank opened its first branch in August 1993. Since 1996, Yoma bank expanded and has become one of the largest private bank in Myanmar. In 2001 Yoma Bank provided 41 branches in 24 cities. In August 2014 Yoma Bank has 51 branches. In November 2014 Yoma Bank and the telecommunications firms, Telenor Myanmar announced their cooperation to provide mobile banking to Myanmar. The aim of the cooperation is to provide the non banked access to financial services. For the transformation of their core banking system, Yoma Bank decided in March 2015, to utilize "Fusion Banking Essence" software form the British provider Misys. Because of Yoma Bank's access to SMEs and international banking standards, the German development agency GIZ selected Yoma Bank in May 2015 as a partner for it program to promote SMEs in Myanmar.

(a) Corporate Visions, Missions and Values of Yoma Bank

Yoma bank's vision is " we will be the most preferred and comprehensive provider of HR solutions to help our customers solve their business and people problems" and mission is " To help organizations realize their full people potential by helping them find the right talent, train and develop the skill of their people, to maximize business and people results".

(b) Yoma Bank provides loan, saving account, current account, call deposit and fixed deposit account, smart account, remittance, trade grandee, payment order, hire purchase, small and median loan, international banking and Western union.

#### **3.4.4 United Amara Bank**

The name United Amara Bank is related to a historical an ethnic minority state of the Union of Myanmar. UAB bank has received the banking license in 2th July 2010 and it is one of the private commercial bank in Myanmar. One 16th August 2010, the first branch was opened in Nay Pyi Taw and the branch network has since grown to 76 branched across Myanmar. In 2011, an Authorized Dealer License was obtained allowing the bank to do foreign exchange transactions through its Money Changer Counters and subsequently on 9th July 2012, a Foreign BakingKicens3e was obtained to make International money transfers and issue Letters of Credit. UAB now operates a fully fledged banking business both in domestic and foreign currencies serving its customers through its branches and electronic platform across Myanmar.

##### **(a) Corporate Visions, Missions and Value of United Amara Bank**

United Amara Bank's vision is " To be the leading customer centric bank built on safe, sound and trustworthy principles" and mission is "to become the bank of the choice for customers who value personalized high quality service, building strong customer relationships and trustworthiness the base of UAB".

1. We will keep on strengthening and building on our customers, stakeholders and partners trust by building relationships giving them sound solutions that combine the highest level of banking expertise, technology and financial security.

(b) UAB Bank provides saving deposit account, current account, fixed deposit account, remittance, foreign banking, money exchange, MPU ( Myanmar Payment Union) and hire purchase

#### **3.4.5 Myawaddy Bank**

Myawaddy Bank is a Semi-Government Bank, whose whole are fully subscribed by Myanmar Economic Holding Ltd. It was opened on 4th January,1993 and having started function on 5th Juanuary,1993 has now come into 22 years. Myawaddy Bank is now successfully performing financial services, under the guidance and supervision of Myanmar Economic Holding Ltd; Board of Directors, the Central Bank of Myanmar, the Ministry of Finance and Revenue etc: whereby the public can save and deposit surplus money and the bank can finance the working capital requirements of the entrepreneurs in the market oriented economy, among others

financial services. In 2013, Myawaddy Banks has expended up to 29 branches. Today, there are 51 branches expended in Myanmar.

(a) Corporate Visions, Missions and Core value of Myawaddy Bank

Myawaddy Bank's vision is " Myawaddy Bank for Security " , " Secure, Secret, Swift and Correct, Myawaddy bank, and "Deal with Myawaddy Bank for your success and propensity."

Mission of Myawaddy Bank is " To be the bank of excellence in proving efficient and innovative banking services and fulfilling customer satisfaction" and "To become the leading commercial bank, excelling in service quality, convenience and innovation resulting in the highest customer satisfaction.

(b) Myawaddy Bank facilities accepting current account, accepting deposit account, accepting fixed deposit account, making investment, deposit auction, issuing payment order, issuing gift cheques, internal remittance, landing loan and overdraft, safe deposit for custody of securities, foreign currency, exchange counter, ATM cards services, mobile banking and foreign banking services, hire purchase system and lending and Gold Pledge.

### **3.5 Employee Pay and Benefits of Selected Private Banks**

Private banks provide the amount of middle salary range for their employees. Every employee receive salary plus other benefits depend on their performance. Salary is increased by every year by promotion and individual performance appraisal. For employers, a strong, relevant and well-communicated benefits package not only helps employers make sure they get the pick of employees at recruitment, but can also help them retain happy, engaged and committed workers.

For employees, a benefit package can help plan for old age and unexpected events like becoming ill or injured and can save them a bit of money on day to day expenses too.

A pension is designed to fund an employee's retirement. Most pensions these days are defined contribution pensions. In this type of pension, an employee and their employers each regularly put a set amount of money into the pension account. The value of the pension when the employee retires depends on what they have put in. Once they retire, the employee has a pot of cash which they can use to fund their retirement in various ay, such as annuity.

The second type of pension is a defined "benefit pension" and it is becoming much less common in private sector organizations. In this type of pension, the amount of employee gets when they retire is worked out using a formula, which may include their final salary, and average salary over time or how long they have worked there.

Scholarship Program offers postgraduate scholarships a year for studies in economics, management, science and technology, and other development-related fields at participating academic institutions.

Income Protection pays a percentage of an employee's salary each month as a regular income, if they cannot work due to long-term illness or injury.

Private Medical Insurance (PMI) pays towards the cost of private treatment for certain medical problems. It does not cover every medical condition, so it is important for employees to check the policy details to see what is covered. Health screening provides a regular health check. This usually involves a physical examination to identify any current conditions an employee might not be aware of, but will also involve questions to help work out which diseases they may be at risk of, and how they can improve their health by changing their lifestyle.

Life insurance pay a tax - free lump sum if an employee dies, to provide support for the people depend on them financially like their partner or children. Car allowance means that an employee gets an extra payment to allow them to buy a car for their work. Some employers give a mileage allowance, which means an employee get a certain amount of each mile driven on company business. Companies may favor the more traditional company car scheme, where employers provide an employee with a car.

Interest Free Travel Loan, employer can provide employees with an interest free loan in any tax year - a benefit often used to allow employees to buy an annual travel card or season ticket.

Private banks facilitate not only financial reward but also nonfinancial rewards. Non financial reward include things in a work environment that enhance a worker's sense of self-respect and sense of being respected by others such as work environments that are physically, socially, and mentally health; and opportunities for personal and career development, effective supervision, job satisfaction and recognition.

## **CHAPTER IV**

### **ANALYSIS ON JOB MOBILITY OF EMPLOYEES IN PRIVATE BANKS**

This chapter includes five parts. They are research method, the demographic factors of employees, analysis on the individual employee determinants, organizational constructed determinants, and job mobility of employees. Finally, it is trying to find out the relationship between job mobility of employees in private banks in Yangon and individual employee determinants and organizational constructed determinants. The six influencing factor of individual employee determinants that is institutional image, management style, leadership style, salary package, job content, job autonomy and flexibility are mainly focuses in this study. Then three organizational constructed determinants such as need opportunities for further studies need for career advancement and pension scheme and retirement plan are generally focuses in this thesis.

#### **4.1 Research Method**

This study investigates to identify and analyze the 2018 situation of job mobility at selected private banks and the main reason of job mobility at private banks in Yangon. To achieve the objectives, the following methods will be compromised. The exploratory research approach will be conducted. To support this analyzing, the required data were collected through sample survey. As a survey instrument, a structure questionnaire was used. The questionnaires instrument includes four sections.

The first section includes the personal factor of employee who are working in banking industry. This section includes employee's age, gender, educational level, activities that carried out by HR department, and working experience. The second section mainly focused on question pertaining to the analysis on individual employee determinants. It included six portions of question. They are institutional image, management style, leadership style, salary package, job content, job autonomy and flexibility. The third section mainly efforts the question concerning to the organizational constructed determinants of employees and this section include three portions such as need opportunities for further studies, need for career advancement, utilization of competencies and pension scheme and retirement plan. The last section mainly analyze the question regarding the job mobility of employee in private bank.

All section excluding the section one, all of the questionnaires are constructed with 5-point Likert scales ranging from 1 (strongly disagree), 2 (disagree), 3 (Neutral), 4 (agree), and 5 (strongly agree) to determine employees perception on each statement.

As a sampling method, the simple random sampling (SRS) method was used in this study. In the process of sampling 150 employees will be randomly selected from five private banks. Personal interview method is applied to collect primary data from sampled employees. The chosen employees who have been working in banking industry were requested to complete the questionnaires. All 150 employees kindly responded to the questionnaires. After collecting the required data, the data were analyzed by using the SPSS (the statistical package for social science) software of version 22.

## **4.2 Demographic Characteristic of Respondents**

This section covers the demographic and background characteristics of respondents and the data on the socio-cultural factors are also presented in this study. In this section, data on demographic characteristics such as employee's age, gender, educational level, activities that carried out by HR department, and working experience are presented based on survey data.

All the data obtained from the questioners collected are interpreted and summarized in frequency distribution and percentage distribution. The frequency analysis of respondent's demographic data are illustrated in pie chart and bar chart in this chapter while the frequency table are show the count of frequency and their percentages.

### **4.2.1 Number of Respondents by Gender**

Number of respondents by gender was classified as in Table (4.1).

**Table (4.1) Number of Respondents by Gender**

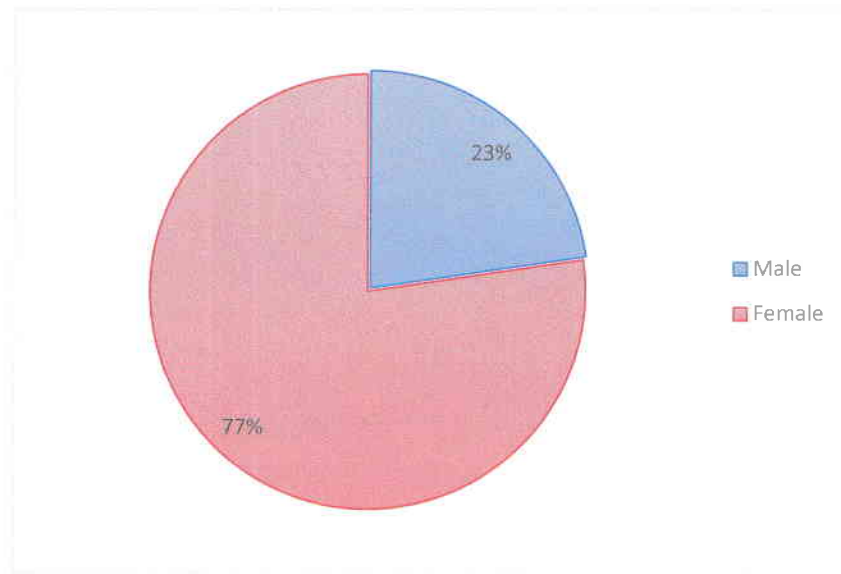
<b>Gender</b>	<b>Number of Responents</b>	<b>Percent</b>
Male	34	22.7
Female	116	77.3
Total	150	100.0

Source: Survey Results, 2018



According to the Table (4.1), 22.7% of the respondents are males while 77.3% are females. Therefore, employees of female respondent are more than male respondents through survey results. It is shown in the following Figure (4.1).

**Figure (4.1) Number of Respondents by Gender**



Source: Survey Results, 2018

#### **4.2.2 Number of Respondents by Age Group**

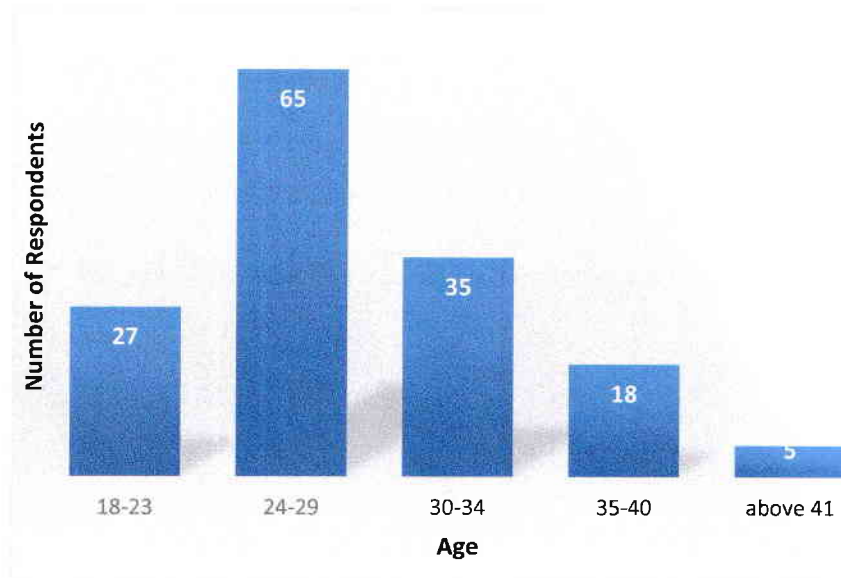
The age groups of respondents are divided into five groups. They are student age between 18 to 23 years, age between 24 to 29 years, age between 30 to 35 years, age between 35 to 40 years and age over 41 years. The numbers of respondents according to each group are shown in Table (4.2) and Figure (4.2). Depending on age level, the employee's behavior and perception may differ

**Table (4.2) Number of Respondents by Age Group (in year)**

Age (in year)	Number of Respondents	Percent
18 – 23	27	18.0
24 – 29	65	43.3
30 – 34	35	23.3
35 – 40	18	12.0
Above 41	5	3.3
Total	150	100.0

Source: Survey Results, 2018

**Figure (4.2) Number of Respondents by Age (in Year)**



Source: Survey Results, 2018

According to Table (4.2) and Figure (4.2), it is found that majority of employees are age between 24 and 29 years which is 43.3% of the total respondents. The remaining; age between 30 to 34 are 23.3%, 18 to 23 are about 18%, 35 to 40 are 12% and over 41 years are only 3.3% respectively.

#### **4.2.3 Number of Respondents by Education Level**

Education level is also an influential factor on employee's expectation and perception level. Education levels of respondents are divided into four groups: high school pass, graduate, postgraduate and other and it is described in Table (4.3).

**Table (4.3) Number of Respondents by Education Level**

Education Level	Number of Respondents	Percentage
High School Pass	3	2.0
Graduate	120	80.0
Post Graduate	25	16.7
Other	2	1.3
Total	150	100.0

Source: Survey Results, 2018

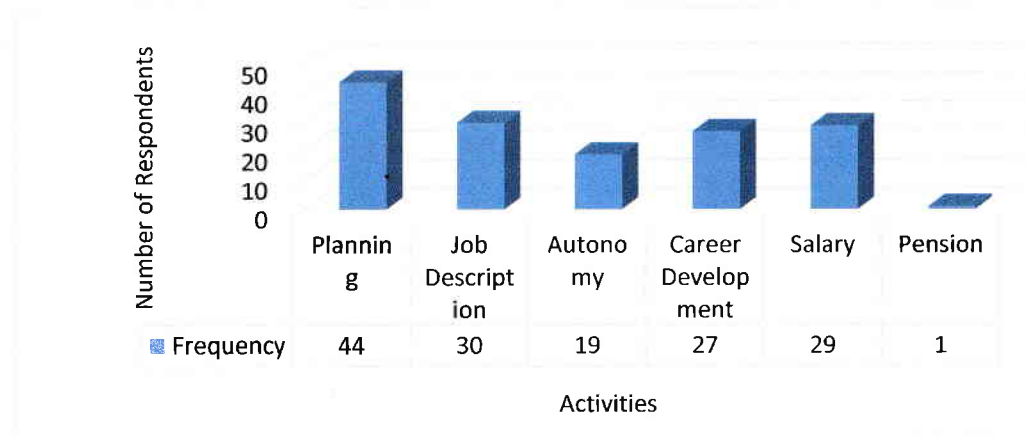


**Table (4.4) Activities carried out by HR Department**

Activities	Number of Respondents	Percentage
HR planning	44	29.3
Job description and Job content	30	20.0
Job Autonomy and Flexibility	19	12.7
Career Development	27	18.0
Salary Package	29	19.3
Pension Scheme	1	0.7
Total	150	100.0

Source: Survey Results, 2018

**Figure (4.4) Activities carried out by HR Department**



Source: Survey Results, 2018

As commonly found, the majority of respondents are carried out the HR planning program with 29.3% and only one respondent's activities is pension scheme.

#### **4.2.5 Number of Respondents by Working Experience**

When the selected employees are asked about years of experience in their job, results are shown in the following Table (4.5) and Figure (4.5). In this survey, the

working experience of employees is divided into four groups: under 2 years, 3 – 5 years, 6 – 8 years and 9 and above.

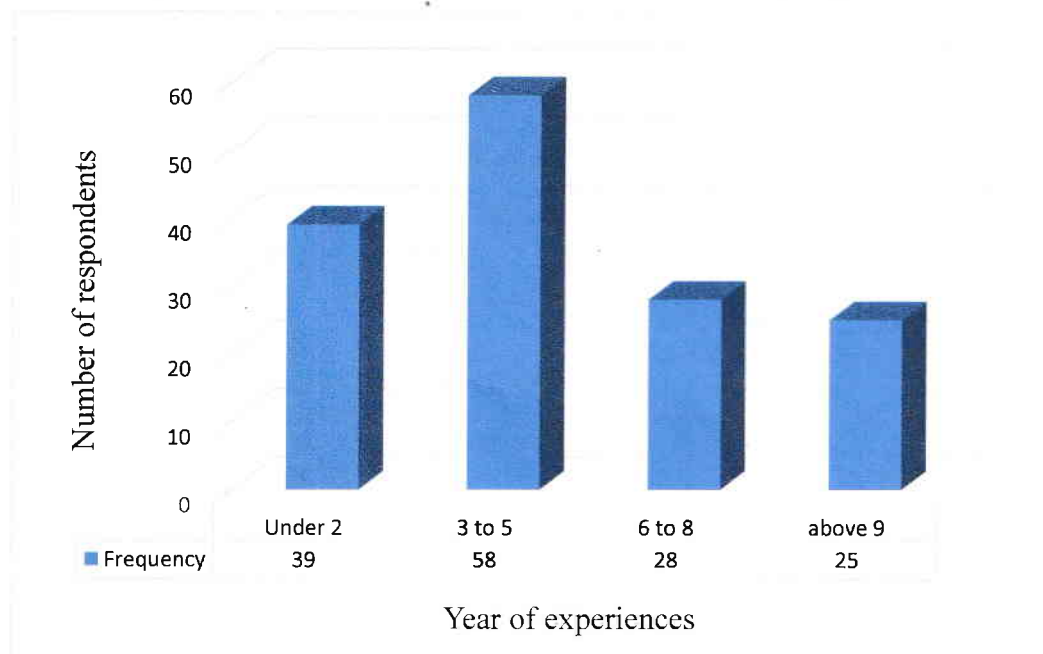
**Table (4.5) Number of Respondents by Working Experience**

<b>Years of Experience</b>	<b>Number of Respondents</b>	<b>Percent</b>
Under 2 years	39	26.0
3 – 5 years	58	38.7
6 – 8 years	28	18.7
9 years and above	25	16.7
Total	150	100.0

Source: Surveyed Data, 2018

As a result, 38.7% of the respondents have between 3 to 5 experience, followed by 26% of the respondents have under 2 years of experience, 18.7% of the respondents have between 6 to 8 years of experience, remaining 16.7% of the experience of respondents have 9 years and over. Therefore, most of the employees in banking industries have between 3 – 8 years of experiences.

**Figure (4.5) Number of Respondents by Working Experience**



Source: Surveyed Data, 2018

### 4.3 Analyzing the Institutional Determinants

In order to purpose of analyzing the individual employee determinants, six factors that are mainly affect the individual employee determinants are studied in this section. They are institutional image, management style, leadership style, salary package, job content and job autonomy and flexibility. In this section, 41 pair of question are measured the individual employee determinants. Each statement for employee agreement level is measured on five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree). The mean score for each statement is calculated and discussed. Since each statement is measured with five point Likert scale, the minimum, the middle, and the maximum value of mean scores is 1, 3, and 5. Thus, if means score is higher than 3, it can be assumed that employees are agreed while if the mean score is lower than 3, it can be assumed that employees are not agreed.

#### 4.3.1 Institutional Image

Regarding the employee's perception level on institutional image, six statement (questions) are measured by 5 point Likert scale. To conduct means value, average scale score were calculate for institutional image. The mean value of each statement in institutional image is found and the results are shown in Table (4.7).

**Table (4.6) Employee's Agreement Level on Institutional Image**

No.	Statement	Mean Value
1.	The organization tries to take fair advantage of its staff.	3.19
2.	The organization is a good place for staff trying to get many opportunities in my career.	3.33
3.	The organization is a good place for training, career advance and personal development.	3.36
4.	I satisfy to do work in this organization.	3.41
5.	The organization has a good image due to care of employees.	3.63
6.	The organization is a better place to work than other organization in this field.	3.53
<b>Average Mean</b>		<b>3.41</b>

Source: Survey Results, 2018

Table (4.6) shows that the average score of the employee's agreement level on institutional image is higher than 3 and the overall mean scores for institutional image is 3.41 which is greater than the statistical mean scores. Therefore, it could be said that employees are agreed and satisfied on the institutional image.

#### 4.3.2 Management Style

Regarding the employee's perception level on management style, seven statement (questions) are measured by 5 point Likert scale. To conduct means value, average scale score were calculate for institutional image. The mean value of each statement in management style is found and the results are shown in Table (4.7).

**Table (4.7) Employee's Agreement Level on Management Style**

No.	Statement	Mean Value
1.	The management of the organization is support to me.	3.28
2.	Management makes changes based on my suggestion and feedback.	3.11
3.	The organization rules make it easy for me to do a good job.	3.39
4.	I feel friendly between management and staff.	3.31
5.	My job target seen to be clear.	3.41
6.	My job requires a good planning to reduce a lot of waste time.	3.65
7.	Management keeps as fair advantage of my career.	3.35
<b>Average Mean</b>		<b>3.36</b>

Source: Survey Results, 2018

Table (4.7) shows that the average score of the employee's agreement level on management style is higher than 3 and the overall mean scores for management style is 3.36 which is greater than the statistical mean scores. Therefore, it could be said that employees are agreed and satisfied on the management style of their bank.

#### 4.3.3 Leadership Style

Regarding the employee's perception level on leadership style, seven statement (questions) are measured by 5 point Likert scale. To conduct means value, average scale score were calculate for leadership style. The mean value of each statement in leadership style is found and the results are shown in Table (4.8).

**Table (4.8) Employee's Agreement Level on Leadership Style**

No.	Statement	Mean Value
1.	My supervisor consents employee ideas and input on upcoming plan and project.	3.26
2.	My supervisor is effective at managing our work group.	3.45
3.	I am recognized when I perform well at my work duties.	3.49
4.	My supervisor encourages me to offer suggestions and feedback.	3.46
5.	My work is evaluated based on a fair system of performance.	3.38
6.	When someone makes a mistake, he/she tell to ever what to do and how to do it.	3.44
7.	My job makes the best use of my ability.	3.55
<b>Average Mean</b>		<b>3.43</b>

Source: Survey Results, 2018

Table (4.8) shows that the average score of the employee's agreement level on leadership style is higher than 3 and the overall mean scores for leadership style is 3.43 which is greater than the statistical mean scores. Therefore, it could be said that employees are agreed and satisfied on the leadership style of their bank.

#### **4.3.4 Salary Package**

Concerning the employee's perception level on salary package, seven statement (questions) are measured by 5 point Likert scale. To conduct means value, average scale score were calculate for salary package. The mean value of each statement in salary package is found and the results are shown in Table (4.9).

**Table (4.9) Employee's Agreement Level on Salary Package**

No.	Statement	Mean Value
1.	I receive right amount of salary for my work.	3.08
2.	I satisfied the benefit of programmes of my organization.	3.26
3.	My organization pay bonus depends on individual workers.	3.43
4.	In my work place, my current salary is reasonable.	3.17
5.	My organization allows the loan, annual increments according to individual requirements.	3.65
6.	The benefit I receives are as good as other organization offer.	3.34
7.	I feel well about the fairness of the salary system at my job compare to other people working in the same field.	3.14
<b>Average Mean</b>		<b>3.30</b>

Source: Survey Results, 2018



Table (4.9) shows that the average score of the employee's agreement level on salary package is higher than 3 and the overall mean scores for salary package is 3.30 which is greater than the statistical mean scores. Therefore, it could be said that employees are agreed and satisfied on the salary package of their bank.

#### 4.3.5 Job Content

Concerning the employee's perception level on job content, seven statement (questions) are measured by 5 point Likert scale. To conduct means value, average scale score were calculate for job content. The mean value of each statement in job content is found and the results are shown in Table (4.10).

**Table (4.10) Employee's Agreement Level on Job Content**

No.	Statement	Mean Value
1.	The job requires me to use a number of complex or high -level skill.	3.37
2.	The job requires me to do many different things at work, using a number of different skills and talents.	3.46
3.	Available of a clear job description for my position.	3.33
4.	Communication of expectation about my job performance.	3.32
5.	I have a accurate written job description.	3.32
6.	I am provided with all training necessary for me to perform my job.	3.38
7.	I receive the right amount of support and guidance from job description.	3.41
<b>Average Mean</b>		<b>3.37</b>

Source: Survey Results, 2018

Table (4.10) shows that the average score of the employee's agreement level on job content is higher than 3 and the overall mean scores for job con is 3.37 which is greater than the statistical mean scores. Therefore, it could be said that employees are agreed and satisfied on the job content of their bank.

#### 4.3.6 Job Autonomy and Flexibility

Concerning the employee's perception level on job autonomy and flexibility, seven statements (questions) are measured by 5 point Likert scale. To conduct means value, average scale score were calculate for job autonomy and flexibility. The mean



value of each statement in job autonomy and flexibility is found and the results are shown in Table (4.11).

**Table (4.11) Employee's Agreement Level on Job Autonomy and Flexibility**

No.	Statement	Mean Value
1.	The job requires me to use a number of complex or high -level skill.	3.30
2.	The job requires me to do many different things at work, using a number of different skills and talents.	3.13
3.	Available of a clear job description for my position.	3.21
4.	Communication of expectation about my job performance.	3.26
5.	I have a accurate written job description.	3.26
6.	I am provided with all training necessary for me to perform my job.	3.40
7.	I receive the right amount of support and guidance from job description.	3.55
<b>Average Mean</b>		<b>3.30</b>

Source: Survey Results, 2018

Table (4.11) shows that the average score of the employee's agreement level on job autonomy and flexibility is higher than 3 and the overall mean scores for job autonomy and flexibility is 3.30 which is greater than the statistical mean scores. Therefore, it could be said that employees are agreed and satisfied on the job autonomy and flexibility of their bank.

#### **4.4 Analyzing the Individual Determinants**

In this study, employee's perception of organizational constructed determinants is divided by three studied factor namely need opportunities for further studies, need for career advancement, utilization of competencies and pension scheme and retirement plan. In addition, these organizational constructed determinants are measured with 21 statements. Need opportunities for further studies are measured with seven statements, need for career advancement, utilization of competencies with 7 statements, and pension scheme and retirement plan with 7 statements, respectively. Each statement for employee's perception of organizational constructed determinants is measured on five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree). The mean score for each statement is calculated and

discussed. Since each statement is measured with five point Likert scale, the minimum, the middle, and the maximum value of mean scores is 1, 3, and 5. Thus, if means score is higher than 3, it can be assumed that students are agreed while if the mean score is lower than 3, it can be assumed that students are not agreed.

#### 4.4.1 Need Opportunities for Further Studies

Seven statements (questions) measure employee's perception level towards need opportunities for further studies. To conduct means value, average scale score were calculate for each statement regarding the need opportunities for further studies. A higher means value signifies greater satisfaction on need opportunities for future studies and vice versa. The mean values of each statement regarding the need opportunities for further studies are found and the results are shown in Table (4.12).

**Table (4.12)Need Opportunities for Further Studies**

No.	Statement	Mean Value
1.	I have adequate opportunities to develop my professional skill.	3.39
2.	I feel that workplace training opportunities encourage me to work better.	3.40
3.	Good advice is available for further studies.	3.38
4.	My job responsibilities allow me opportunities to do what I do every date.	3.32
5.	I have opportunities to learn and grow.	3.63
6.	My work is challenging.	3.42
7.	I have learned new job skills in this position.	3.53
	<b>Average Mean</b>	<b>3.44</b>

Source: Survey Results, 2018

According to the Table (4.12), the average score of the each statement is greater than 3, it can be seen that the students are satisfied on the opportunities for further studies. On the other hand, since the overall mean scores on opportunities for further studies is 3.44, therefore, the employees' are satisfied on the needed opportunities for further studies provided by their banking organization. As results, it can be said that the need opportunities for further studies meet the expectations of qualified persons and improve their skill and knowledge in their work.

#### 4.4.2 Need for Career advancement, Utilization of Competencies

Seven statements (questions) measure employee's perception level towards need for career advancement, utilization of competencies. To conduct means value, average scale score were calculate for each statement regarding the need for career advancement, utilization of competencies. A higher means value signifies greater satisfaction on career advancement, utilization of competencies and vice versa. The mean values of each statement regarding the need for career advancement, utilization of competencies are found and the results are shown in Table (4.13).

**Table (4.13) Need for Career Advancement, Utilization of Competencies**

No.	Statement	Mean Value
1.	I believe that I have improved my career prospect in work.	3.41
2.	Good advice is available for making career choices.	3.38
3.	Attend management or other training for my career advancement.	3.50
4.	Participation is a career advancement program within my department.	3.42
5.	I learn other's job duties.	3.35
6.	My work provides all the equipment, supplies, resources necessary for me to perform career advancement.	3.54
7.	My work is valuable in helping my learning..	3.69
	<b>Average Mean</b>	<b>3.47</b>

Source: Survey Results, 2018

According to the Table (4.13), the average score of the each statement is greater than 3, it can be seen that the students are satisfied on the career advancement, utilization of competencies. On the other hand, since the overall mean scores on career advancement, utilization of competencies is 3.47, therefore, the employees' are satisfied on the needed opportunities for further studies career advancement, utilization of competencies provided by their banking organization.

#### 4.4.3 Pension Scheme

Seven statements (questions) measure employee's perception level towards pension scheme and retirement plan. To conduct means value, average scale score were calculate for each statement regarding pension scheme and retirement plan. A

higher means value signifies greater satisfaction on pension scheme and retirement plan and vice versa. The mean values of each statement regarding pension scheme and retirement plan are found and the results are shown in Table (4.14).

**Table (4.14) Pension Scheme and Retirement Plan**

No.	Statement	Mean Value
1.	I am satisfied with the retirement benefit programs offered by the organization.	3.20
2.	I am satisfied the health and welfare benefit program by offered by organization.	3.45
3.	I would recommend that my organization's pension scheme program is better than other organization.	3.06
4.	I value my employer's retirement plan as an important benefit.	3.17
5.	I am satisfied my employer's retirement plan features including matching contributions or profit sharing contribution.	3.15
6.	My organization support me not only retirement benefits but also another investment-oriented employment benefits.	3.18
7.	I feel that retirement plan of private workers and public workers are uniformity.	3.25
	<b>Average Mean</b>	<b>3.21</b>

Source: Survey Results, 2018

According to the Table (4.14), the average score of the each statement is greater than 3, it can be seen that the students are satisfied on the pension scheme and retirement plans. On the other hand, since the overall mean scores on pension scheme and retirement plans is 3.21, therefore, the employees' are satisfied on the pension scheme and retirement plans that provided by their banking organization.

#### **4.5 Analyzing the Job Mobility of Employees**

Employee job mobility is an essential part of today's workforce. In this section, the current situation of job mobility at private banks in Yangon is illustrated. There are seven statements to assess the current situation of job mobility at private banks in Yangon. Each statement for employees agreement level is measured on five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree). The mean score for each statement is calculated and discussed. Since each statement is measured with five point Likert scale, the minimum, the middle, and the maximum value of mean scores is 1, 3, and 5. Thus, if means score is higher than

3, it can be assumed that employee want to move other business while if the mean score is lower than 3, it can be assumed that employee not to move other business. The mean value of each statement in job mobility is found and the results are shown in Table (4.15).

**Table (4.15) Mean Value of Job Mobility**

No.	Statement	Mean Value
1.	I would like a new job in order to be able to make better use of my quality.	2.52
2.	I am actively looking for a new job.	2.51
3.	I would like a new job in order to acquire more knowledge and experience	2.79
4.	I think that a new job will quickly give me more satisfaction than my current situation.	2.57
5.	I would like a new job in order to improve my career opportunities.	2.58
6.	I know which branch I want to work in	2.48
	<b>Average Mean</b>	<b>2.58</b>

Source: Survey Results, 2018

Table (4.15) shows that the average score of the agreement level of job mobility is smaller than 2 and the overall mean scores for employee job mobility in banking industry is 2.58 which is smaller than the statistical mean scores. Therefore, it could be said that most of the employee in banking industries have no desire to move their banking industries.

#### **4.6 Analyzing the Main Reason of Job Mobility**

Correlation is a measure of relationship between two variables, the correlation coefficient gives mathematical value (-1 to 1) for measuring direction and the strength of the linear relationship between two variables. Person's correlation coefficients were computed through bivariate correlation for this study. Bivariate correlations, which test the strength of the relationship between two variables without giving any consideration to the interference some other variable, might causes to the relationship between the two variables being tested. In this study, relationship between each determinant such as institutional constructed determinants and individual employee determinants and job mobility are conducted. To conduct the analysis and to test the



research objective, average scale scores was calculated for each scale and to find the correlation coefficient for each pair of variables.

#### 4.6.1 Relationship between Job Mobility and Institutional Determinants

In this section, the relationship between job mobility and each individual employee determinants such as institutional image, management style, leadership style, salary package, job content and job autonomy and flexibility are conducted by Pearson correlation coefficient. Table (4.16) shows the relationship between job mobility and institutional constructed determinants.

**Table (4.16) Correlations between Job Mobility and Institutional Determinants**

Individual Employee Determinants	Correlation Coefficient
Institutional Image	-0.21*
Management Style	-0.29*
Leadership Style	-0.84**
Salary Package	-0.56**
Job Content	-0.11
Job Autonomy and Flexibility	0.079

Source: Surveyed Data, 2018

Note: \*\* Correlation is significant at the 0.01 level of significant (2-tailed)

\* Correlation is significant at the 0.05 level of significant (2-tailed)

Table (4.16) demonstrates the correlation coefficient for job mobility and institutional determinants. The correlation coefficient between institutional image and job mobility is -0.21 at significant at 5% level. This shows that there is slightly and inversely relationship between employees institutional image and job mobility of private banks in Myanmar.

The correlation coefficient between management style and employee job mobility is -0.29 at significant at 5% level. This shows that there is slightly and inversely relationship between management style and employee job mobility of private banks in Myanmar.



The correlation coefficient between leadership style and employee job mobility is -0.84 at significant at 1% level. This shows that there is strongly and inversely relationship between leadership style and employee job mobility of private banks in Myanmar.

The correlation coefficient between salary package and employee job mobility is -0.56 at significant at 1% level. This shows that there is moderately and inversely relationship between salary package and employee job mobility of private banks in Myanmar. In addition, two factor of institutional determinants: job content and job autonomy and flexibility are not significant relationship of job mobility according to p value. In this study, institutional image, management style, leadership style and salary package are effect on job mobility of employees. This can be said that the relationship of HRM practices and job mobility are inversely relationship. If these factors are higher, organizations can reduce job mobility of employees.

As indicated by the results of correlation analysis, institutional determinants are negatively correlated with employee job mobility. Therefore, it is important for private bank in Myanmar that is effective institutional constructed determinants may decrease the job mobility of employee i.e. employees have no desire to move their job.

#### **4.6.2 Relationship between Job Mobility and Individual Determinants**

In this section, the relationship between job mobility and each organizational constructed determinant such as needs/opportunities for further studies, needs for career advancement, utilization of competencies and new pension scheme are conducted by Pearson correlation coefficient. Table (4.17) shows the relationship between job mobility and institutional constructed determinants.

Table (4.17) Correlations between Job Mobility and Individual Determinants

Institutional Constructed Determinants	Correlation Coefficient
Opportunities for further studies	-.173*
Career Advancement, Utilization of Competencies	.006
New Pension Scheme	.055

Source: Surveyed Data, 2018

Note: \*\* Correlation is significant at the 0.01 level of significant (2-tailed)  
 \* Correlation is significant at the 0.05 level of significant (2-tailed)

Table (4.17) demonstrates the correlation coefficient for job mobility and organizational constructed determinants. The correlation coefficient between need/opportunities for further studies and job mobility is -0.17 at significant at 5% level. This shows that there is slightly and negatively relationship between opportunities for further studies and job mobility of private banks in Myanmar.

The correlation coefficient between career advancement, utilization of competencies and job mobility is 0.006 not significant at 5% level. This shows that there is slightly and directly relationship between career advancement utilization of competencies and job mobility of private banks in Myanmar.

The correlation coefficient between new pension scheme and employee job mobility is 0.055 at significant at 1% level. This shows that there is weakly and inversely relationship between new pension scheme and employee job mobility of private banks in Myanmar.

As indicated by the results of correlation analysis, among organizational constructed determinants, need/opportunities for further studies have statistically significant relationship between employee job mobility. Therefore, it is important for private bank in Myanmar that is new career development program may decrease the job mobility of employee i.e. employees have no desire to move their job.

## CHAPTER V

### CONCLUSION

This chapter presents the findings of the study. It is also discusses the major theoretical implications and suggestions. The implication of findings, limitations and future directions for further research are put forward. This study examined factors affecting job mobility at private banks in Yangon. Questionnaires were administered on the banking staff with the selected private banks in Yangon. This research indicated that the two groups of factors are relatively important in job mobility. Therefore, each bank institution need to look for means of retaining the banking staff within the institution. Also, from the perceived negative effect of each movement the situation needs to be corrected through increased output of selected private banks in Yangon. The findings based on the research objectives which guided the study are summarized below.

#### 5.1 Finding and Discussion of the Study

This study investigate the factors influencing on job mobility. The findings of this study support the important of individual employee determinants and organizational constructed determinants in losing the job mobility of private banks in Yangon. The research objective of this study lies on the impact of human resource management practices as a critical tool to make employees of an organization more satisfied towards the organization, which in turn would produce positive impact on job mobility within the organization. 23935 employees of the total population at the selected private banks in Yangon, the survey questionnaires are distributed to 150 employees currently employing in selected private banks in Yangon and fully received a total of 150 survey questionnaires.

Frequencies, mean and percentages were employed to current the responses obtained from the respondents. The current shows that employees of female respondents are more than male respondents. Out of 150 respondents, 24-29 age of employees are more than others (18 -23 age, 30 -34 age, 35 - 40 age and above 41). Educational level, most of the staff are graduated. Post graduate are the second the most of the respondents and high school pass hold bachelor degree level and another is at middle level. In addition to explore activities of HR department: HR planning is

the most than other activities. Regarding experiences, most of staff are between 3 and five years. Less than 2 years experiences are the second most of experience than others. The collected data were checked for reliability and validity and correlations. It shows that all variables include institutional image, management style, leadership style, salary package, job content, job autonomy and flexibility, need opportunities for further studies, need for career advancement and utilization of competencies, and pension scheme have achieved satisfaction level for all tests.

This study has explored the effect of job mobility on HRM practices . In the first objective, to identify the organization factors of selected private banks in Yangon is examined. According to the data, the employees from banking staff in Yangon perceived institutional image, management style, leadership style and need opportunities for further studies as high levels. And also, salary package are at moderate level. According to the result, employees are satisfied to work in their organizations. Therefore, this study could be said that employees are not desire to move other jobs in current situation.

Second objective is to analyze factors influencing on job mobility in selected private banks in Yangon. In institutional determinants, institutional image, management style, leadership style and salary package is effective to decrease job mobility. In individual determinants, opportunities for further studies may decrease the job mobility. Pension scheme points to increase job mobility due to weakness level.

In other word, the relationship between human resource management practices and job mobility in selected private banks in Yangon is explored. Subsequently, Pearson correlation coefficient is used to explain the relationship between one dependent and two or more independent variables. The independent variable refers to include institutional image, management style, leadership style, salary package, job content, job autonomy and flexibility, need opportunities and further studies, needs for career advancement, utilization of competencies and pension scheme in this study and focus dependent factor is job mobility.

Among the nine human resource management practices, employees are not desired to move in their firms. They believe that this activities are forced to stay for their institution. Institutional image, management style, leadership style, salary package and opportunities for further study showed the significant negative relationship with job mobility. This factors should be attractive for employees. On the

other hand, the weakness coefficient of pension scheme can influence employees' job mobility. If the banks have the plans to promote pension scheme, employee will gain more satisfaction and they have no desire to move other job. The moderating effect of salary package may force the effect of satisfaction level and the effect on intention to stay their job.

## 5.2 Suggestion and Recommendation

This paper emphasizes the study of job mobility at private banks in Yangon. Firstly, employees are not satisfied on pension scheme. As an organization should provide employees to reach satisfied level. It is important because employees need to long-term living cost for their investment. This point is influenced employees to move other job. The banking industries should solve this problem to decrease employees' job mobility. The moderate level of salary package should provide adequate benefit program depends on individual workforce. Therefore, employees meet the significant level and they are not desire to move other jobs. The high level of institutional image, management style, leadership style and career opportunities should be maintained to become more satisfaction because this factors are mainly influence on employees' job mobility. In other hand, banks should make systematic business planning, rules and better organization objectives, and so on.

The findings of the study have some valuable for banking industries, organizations and employees. It will be useful for banks to understand how they can reduce employees' job mobility. This study holds some vital lessons for HRM practitioners and provides workable solutions to the problem of employees' job mobility.

## 5.3 Needs for Further Studies

The results of the present study indicate avenues for further empirical and methodological development in order to provide relevant and high quality research. In this study, the data are collected from selected private banks in Yangon. The first recommendation is that the future research should be done by opening of the survey to other banks in order to improve the generality of the findings of the study. Future research should ascertain large sample size where questionnaires can be distributed to more banks in other popular banks in Myanmar such as Asia Yangon Bank, Myanmar Citizen Bank and so on. So that, the data obtained from the whole banks will generate

the result more accurate and comprehensive picture to capture of HRM practices in banking industry form the respondents.

This study on human resource management practices and its effect on employees' job mobility. To decrease employees' job mobility is instrumental area due to the importance of human resources. As most of the studies are carried out in the Western world which necessitated this study it is important that more researchers especially those in Asia continue to explore the are empirically.

Another recommendation is that the further study can be done by focusing on other human resource management practices such as recruitment and selection, training and development, performance appraisal, job securities, work-life balance, employee participation and so on. The main factors in this research are institutional image, management style, leadership style, salary package, job content, job autonomy and flexibility, need opportunities for further studies, need for career advancement, Utilization of competencies, and pension scheme affect the employees' job mobility in selected private banks in Yangon. Thus, limitation of this study because the other factors that affect the employees' job mobility in the banking industry have not been affected.



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## QUESTIONNAIRES

Questionnaire survey about a study on Job Mobility of Employee in Private Banks in Yangon. This is academic survey is to investigate about the job mobility of employees in Private Banks in Yangon.

## Part (I) Personal Factors

## Gender

- ☐ Female  
☐ Male

## Age

- ☐ 18-23 years  
☐ 24-29 years  
☐ 30-35 years  
☐ 35-40 years  
☐ above 41 years

## Education level

- ☐ High School Pass  
☐ Graduate  
☐ Post Graduate  
☐ Others

## What activities are carried out by HR department?

- ☐ HR Planning  
☐ Job description and Job content  
☐ Job Autonomy and Flexibility  
☐ Career Development  
☐ Salary Package  
☐ Pension Scheme

## Working Experiences

- ☐ Under  
☐ 3-5 years  
☐ 6-8 years  
☐ 9 years and above

Part (2) The following questions are based on the five-point Likert scale from 1 to 5. Please make a tick on the number that you feel is relevant.

- (1) Strongly disagree  
(2) Disagree  
(3) Neither disagree nor agree  
(4) Agree  
(5) Strongly agree

### 1. Individual Employee Determinants

(1)

#### Institutional image

1	The organization tries to take fair advantage of its staff.	1	2	3	4	5
2	The organization is a good place for staff trying to get many opportunities in my career.	1	2	3	4	5
3	The organization is a good place for training, career advance and personal development.	1	2	3		5
4	I satisfy to do work in this organization.	1	2	3	4	5
5	The organization has a good image due to care of employees.	1	2	3	4	5
6	The organization is a better place to work than other organization in this field.					

(2)

#### Management style

1	The management of the organization is support to me.	1	2	3	4	5
2	Management makes changes based on my suggestion and feedback.	1	2	3	4	5
3	The organization rules make it easy for me to do a good job.	1	2	3	4	5
4	I feel friendly between management and staff.	1	2	3	4	5
5	My job target seen to be clear.	1	2	3	4	5
6	My job requires a good planning to reduce a lot of waste time.	1	2	3	4	5
7	Management keeps as fair advantage of my career.	1	2	3	4	5

(3) Leadership style

1	My supervisor consents employee ideas and input on upcoming plan and project.	1	2	3	4	5
2	My supervisor is effective at managing our work group.	1	2	3	4	5
3	I am recognized when I perform well at my work duties.	1	2	3	4	5



4	My supervisor encourages me to offer suggestions and feedback.	1	2	3	4	5
5	My work is evaluated based on a fair system of performance.	1	2	3	4	5
6	When someone makes a mistake, he/she tell to ever what to do and how to do it.	1	2	3	4	5
7	My job makes the best use of my ability.	1	2	3	4	5

(4) Salary Package

1	I receive right amount of salary for my work.	1	2	3	4	5
2	I satisfied the benefit of programmes of my organization.	1	2	3	4	5
3	My organization pay bonus depend on individual workers.	1	2	3	4	5
4	In my work place, my current salary is reasonable.	1	2	3	4	5
5	My organization allows the loan, annual increments according to individual requirements.	1	2	3	4	5
6	The benefit I receives are as good as other organization offer.	1	2	3	4	5
7	I feel well about the fairness of the salary system at my job compare to other people working in the same field.	1	2	3	4	5

(5) Job Content

1	The job requires me to use a number of complex or high-level skill.					
2	The job requires me to do many different things at work, using a number of different skills and talents.					
3	Available of a clear job description for my position.					
4	Communication of expectation about my job performance.					
5	I have a accurate written job description.					
6	I am provided with all training necessary for me to perform my job.					
7	I receive the right amount of support and guidance from job description.					

1	I believe that I have improved my career prospect in work.	1	2	3	4	5
2	Good advice is available for making career choices.	1	2	3	4	5
3	Attend management or other training for my career advancement.	1	2	3	4	5
4	Participation is a career advancement	1	2	3	4	5

(2) **Need for Career advancement, Utilization of Competencies**

1	I have adequate opportunities to develop my professional skill.	1	2	3	4	5
2	I feel that workplace training opportunities encourage me to work better.	1	2	3	4	5
3	Good advice is available for further studies.	1	2	3	4	5
4	My job responsibilities allow me opportunities to do what I do every day.	1	2	3	4	5
5	I have opportunities to learn and grow.	1	2	3	4	5
6	My work is challenging.	1	2	3	4	5
7	I have learned a new job skills in this position.	1	2	3	4	5

(1) **Need opportunities for further studies**

**Part (3)**  
**2. Organizational Constructed Determinants**

1	My job gives me considerable opportunity for independence and freedom in how I do the work.	1	2	3	4	5
2	My job provides me with significant autonomy in making decision.	1	2	3	4	5
3	My organization allows participation regardless of position.	1	2	3	4	5
4	My organization gives me a chance to use my personal initiative and judgment in carrying out the job.	1	2	3	4	5
5	My job gives me opportunities to utilize my skill.	1	2	3	4	5
6	When needed, I am willing to put in the extra effort to get a job done.	1	2	3	4	5
7	My organization provides me the opportunity of self-directed flexibility of work hours.	1	2	3	4	5

(6) **Job Autonomy and Flexibility**

1	I would like a new job in order to be able to make better use of my quality.	1	2	3	4	5
2	I am actively looking for a new job.	1	2	3	4	5
3	I would like a new job in order to acquire more knowledge and experience	1	2	3	4	5
4	I think that a new job will quickly give me more satisfaction than my current situation.	1	2	3	4	5
5	I would like a new job in order to improve my career opportunities.	1	2	3	4	5
6	I know which branch I want to work in	1	2	3	4	5

#### Part (4) Job Mobility

1	I am satisfied with the retirement benefit programs offered by the organization.	1	2	3	4	5
2	I am satisfied the health and welfare benefit program by offered by organization.	1	2	3	4	5
3	I would recommend that my organization's pension scheme program is better than other organization.	1	2	3	4	5
4	I value my employer's retirement plan as an important benefit.	1	2	3	4	5
5	I am satisfied my employer's retirement plan features including matching contributions or profit sharing contribution.	1	2	3	4	5
6	My organization support me not only retirement benefits but also another investment-oriented employment benefits.	1	2	3	4	5
7	I feel that retirement plan of private workers and public workers are uniformity.	1	2	3	4	5

#### (3) Pension scheme and Retirement plan

	program within my department.					
5	I learn other's job duties.	1	2	3	4	5
6	My work provides all the equipment, supplies, resources necessary for me to perform career advancement.	1	2	3	4	5
7	My work is valuable in helping my learning..	1	2	3	4	5

## Table (3.1) Domestic Banks in Myanmar

Table (3.1) Domestic Banks in Myanmar

Government Banks (State-Owned)		Government Banks(Municipal-Owned)		Semi-Private Banks		Private Owned Banks	
Myanmar Agricultural Development Bank	Naypyitaw Sabin Bank Ltd.	Global Treasure Bank Ltd.	Asia Yangon Bank Ltd.	Myanmar Commercial Bank	Myanmar Trade Bank	Myanmar Investment and Commercial Bank	
Myanmar Economic Bank	Yadanabon Bank Ltd.	Innwa Bank Ltd.	Asia Green Development Bank Ltd	Myanmar Foreign Trade Bank	Yangon City Bank Ltd.	Myanmar Investment and Commercial Bank	
			Ayeyarwaddy Bank Ltd	Myawaddy Bank Ltd.	Co-operative Bank Ltd		
		Rural Development Bank Ltd.	Construction and Housing Development Bank Ltd				
		Small & Medium Industrial Development Bank Ltd.	First Private Bank Ltd				
				Global Treasure Bank Ltd			
				Innwa Bank Ltd			
				Kanbawza Bank Ltd			
				Myawaddy Bank Ltd			
				Myanmar Oriental Bank Ltd			
				Myanmar Apex Bank Ltd			
				Myanmar Microfinance Bank Ltd			
				Myanmar Citizen Bank Ltd			
				Naypidaw Sabin Bank Ltd			
				Rural Development Bank Ltd			
				Small & Medium Industrial Development Bank Ltd			
				Development Bank Ltd			
				Shwe Rural and Urban Development Bank Ltd			
				Tun Foundation Bank Ltd			
				United Amara Bank Ltd			
				Yangon City Bank Ltd			
				Yoma Bank Ltd			
				Yadanabon Bank Ltd			

Source : CBM, USAID 2016