

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

**EFFECT OF PERFORMANCE MANAGEMENT AND
SUPERVISOR SUPPORT ON EMPLOYEE SATISFACTION
IN MYANMA TOURISM BANK**

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ACADEMIC YEAR (2020-2023)

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**A thesis submitted to the Board of Examiners in partial fulfillment of the
requirements for the degree of Master of Business Administration (MBA)**

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Performance Management and Supervisor Support on Employee Satisfaction in Myanmar Tourism Bank**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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OCTOBER, 2023

ABSTRACT

This paper aims to study employee satisfaction of Myanmar Tourism Bank. The main objectives of this paper are to examine the effect of performance management on satisfaction of employees and to analyze the moderating effect of supervisor support on the relationship between performance management and employee satisfaction of Myanmar Tourism Bank. There are 500 employees in 24 Branches of MTB Bank in Yangon, 350 are non-managerial and 150 are managerial (MTB, 2023). Among them, 184 non-managerial employees are selected by using Raosoft sample size calculator. Primary data are collected through Five-point Likert scale questionnaires by using simple random sampling method. According to the regression analysis, the results show that objective and goal setting, encouraging productive behavior and feedback on performance have positive and significant effect on employee satisfaction. The analysis result indicates that supervisor support has complete moderating effect on the relationship between encouraging productive behavior and employee satisfaction. The analysis result implies that supervisor support has partial moderating effect on the relationship between objective and goal setting, and employee satisfaction of Myanmar Tourism Bank.

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LIST OF ABBREVIATIONS

| | | |
|------|---|---|
| AYA | - | Ayeyarwady Bank |
| CB | - | Co-operative Bank |
| CBM | - | Central Bank of Myanmar |
| CPA | - | Clarity of Performance Appraisal |
| CPID | - | Chartered Institute of Professional Development |
| EPB | - | Encouraging Productive Behavior |
| ES | - | Employee Satisfaction |
| FIL | - | Financial Institution Law |
| FP | - | Feedback on Performance |
| KBZ | - | Kanbawza Bank |
| KPI | - | Key Performance Indicator |
| MTB | - | Myanma Tourism Bank |
| OGS | - | Objective and Goal Setting |
| PM | - | Performance Management |
| SPSS | - | Statistical Package for Social Sciences |
| SS | - | Supervisor Support |
| USD | - | United States Dollar |

Chapter 1

INTRODUCTION

Globalization has not most effective improved aggressive risk among corporations but also created new possibility for the personnel. The current situation in banking sector has elevated the significance of expertise employees and their retention. Human resources, the most critical capital and skills are ever greater important to achieve organizational objectives. Maintaining talented employees is the most important of any business. It is one of the essential issues going through organizations these days and the largest venture confronted for Human Resource due to professional employee shortage, rising recruiting costs and higher turnover (Lathitha, 2012).

Banking industry always needs to update its operation systems and technology to improve operation efficiency and effectiveness and improve the customer satisfaction. Therefore, banks will need considerably in advanced technology know-how than they have past. Any bank needs smart leaders who realize all sorts of probable change and can manage fluctuations effectively. Developing technology applications, particularly intellectual automation, has already altered the workforce and expected to have an increasingly profound impact in the near future.

Acquiring and holding talent has become important in challenging and renewing in this environment, as banks fight for skillful people not only with their customary sector competitors but also against a new trend of competition from technology monsters and start-ups. As the labor force changes and new aids become progressively essential, bank leaders are being required to think differently about how talent fits into their strategy from the top down.

To improve customer satisfaction and remain competitive advantage, banks try to focus on ways to increase efficiency and offer more to customers by technology transforming and improving agility. Today, Banks are faced with three primary challenges in talent developing strategy: rapid change in technology; less in talented employees who have skills and expertise to compete for future; and attracting and holding the people with those skills (Mckinley, 2023).

The need for qualified workers, specifically in the key decision role is high; consequently the corporations are being exposed to success in a continuous forceful struggling business environment. Supervisor support is the extent to which leaders value their employees' contributions and care about their well-being. A leader with high supervisor support is one that makes employees feel heard, valued, and cared about.

Performance management is essential for retaining employees and promoting a positive work culture. Performance management is catalyzing the performance of each employee and team to support the organization's mission and objectives. It involves creating a work environment where people can perform to the best of their abilities, using their skills and knowledge to contribute effectively to the organization's success. This process includes setting clear goals, providing regular feedback, addressing performance gaps, and recognizing and rewarding achievements. Effective performance management aligns individual and team efforts with the organization's strategic priorities, fostering a culture of continuous improvement and innovation (Drucker, 1954).

Employee satisfaction is the extent to which an individual is happy with their job and the role it plays in their life. Employee satisfaction needs to be treated with both short and long-term visions. In the short term, it is directly linked to attrition and employee-organization match. If employees are happy and have high job satisfaction, they are more likely to work well in their jobs and stay longer with a company. In fact, business units where employees score in the top half for employee engagement have a 50% higher success rate on productivity outcomes, on average.

According to Chartered Institute of Professional Development (CPID, 2013), skills is composed of these people who could make a distinction to organizational performance both through their instant contribution or, within the longer-time period, by demonstrating the best degrees of capability. The growth capability of agencies worldwide relies upon on the capability of groups to have the proper human beings, within the proper area on the proper time.

This ensures that the proper personnel maximize their abilities for the best achievement of the company. Performance management includes mechanisms to ensure employee motivation, retention and development. The performance management and supervisor support is undertaking fundamental requirements to attract, to get motivation and retention of talented employees and, talent shortage has ended in fierce competitive business environment (Nyanjom, 2013). High job satisfaction is also linked to performance, which in turn is linked to higher profits. Those employees who feel happy and content in their roles are much more likely to approach the tasks that they need to carry out with enthusiasm and dedication. Therefore performance management and supervisor support is the most important things for banks to make certain that they acquire the talented employees. That is because performance management and supervisor support has been

linked with business success, employee satisfaction, retention and development (Baheshtiffar, 2011).

The Myanma Tourism Bank has established on 15th February 2018 was granted a commercial banking license in 2018 under the Financial Institution Law (FI Law) by the Central Bank of Myanmar. As a tourism related bank, focus and support on tourism industry and also offer financial related services to all other different sectors and businesses. Number of Bank staff was above 100 on 31st December 2018 and, has now increased to above 500 numbers in the head office and 23 branches. A well-applied performance management and reward program can change the way of doing of a financial institution to boost performance and earnings and facilitate a culture of private responsibility and possession a good way to no longer best maintain excessive performers in Myanma Tourism Bank. The purpose of this paper is to investigate the role of performance management and supervisor support on three aspects of burnout (emotional exhaustion, depersonalization, perceived lack of personal accomplishment) and job satisfaction.

1.1 Rationale of the Study

The importance of performance management in banking industry, consequently, is make certain that they're prospect oriented ,this is they have got the proper talents in area in order to hold standard, increase and compete to competitors in now and future. Skills shortage is being the biggest challenge for every business and the biggest barrier to business success no matter which industries they involved. Reducing in talented personnel would lead to remain behind the competitors and it can be seen as major drawback of organization's human resource management.

Job satisfaction is an attitude people have about their jobs and it results from their perception of their jobs and the degree to which there is a good fit between the individual and organization. High employee satisfaction is the key to reducing employee turnover. Especially with a post-pandemic workforce, being people-focused is more important than ever. Those who are satisfied with their job and company feel aligned with their professional life, are happy to go to work, and have no reason to leave. This is based on how they satisfy on their jobs and which factors can satisfy them.

Supervisor support plays a substantial role in increasing employee job satisfaction. Neglect their roles as supervisor that should support their employees in training activities. Another concerning attributes, why sometimes the supervisor is reluctant to give support to their employees

is, most of the time they only give negative feedback to their employees rather than positive feedback (Su et al., 2022).

Good performance management system boosting employee morale and in turn, productivity and performance. Helps identify the right employees for promotion. Improves workforce planning, including managing workloads and delegation. Boost employee retention/reduces employee turnover.

The effective talent management could deliver profound impact on employee's satisfaction and retention. Based on these assumptions, in this paper would explore what and how of performance management practices in Myanmar Tourism Bank. It would discover employee's satisfaction and aim to stay and could examine the connection among them. To achieve this, the consequences of the study will manual the policy makers of Myanmar Tourism Bank inside the satisfactory manner to manipulate expertise. The study additionally may be used for performance management, supervisor support and employee satisfaction. Performance management is vital for businesses; the findings of the study helps the Myanmar Tourism Bank to manipulate the skilled expertise personnel demanding situations in banking industry. By recognizing the importance of performance management, effectiveness of talent management system and supervisor support, the banks could consider which factors can improve the performance of workers and which can reduce their expertise and performance.

Moreover, could see which factors determined employees' satisfaction and how they relate between satisfaction and retention. The study result could be applied for human resource managers to manage talent person effectively and maintaining existing talent for better business performance. This study focus on effect of performance management system of organizations, and its effect of job satisfaction and supervisor support at Myanmar Tourism Bank.

1.2 Objectives of the Study

The specific objectives of the study are:

1. To enamine the effect of performance management on job satisfaction of MTB Bank.
2. To analyze the moderating effect of supervisor support on the relationship between performance management and job satisfaction of MTB Bank.

1.3 Scope and Method of the Study

To explore the performance management, employee satisfaction and supervisor support of Myanmar Tourism Bank, both primary data and secondary data are used. The primary data are collected from 24 branches of Myanmar Tourism Bank in Yangon area. There are 500 employees in 24 Branches of MTB Bank in Yangon, 350 are non-managerial and 150 are managerial (MTB, 2023). Among them, 184 non-managerial employees are selected by using Raosoft sample size calculator at 95% confidence level. Primary data are collected from 184 non-managerial employees by using simple random sampling method with structured questionnaire. In this study, personal information of respondents and three part of structured questionnaire contained such as performance management, supervisor support and employee satisfaction.

The secondary data are gathered from previous research papers, textbooks, websites, online media and other related information resources are used. Both descriptive statistics and regression analysis are used in this study and to summarize, organize and analyze data in an effective way by using Statistical Package for Social Sciences (SPSS). The survey period starts from June 2023 to August 2023. A total 184 questionnaires were issued in which 184 were filled and returned which represents a response rate of 100%.

1.4 Organization of the Study

This study is composed of five chapters. Chapter one is an introduction chapter including rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two represents the theoretical background of the study by stating performance management, supervisor support, employee satisfaction, empirical study and conceptual framework of the study. Chapter three presents the profile of Myanmar Tourism Bank, performance management practices of Myanmar Tourism Bank, reliability test and profile of the respondents. Chapter four is an analyzing part on performance management, supervisor support and employee satisfaction of Myanmar Tourism Bank. Chapter five is a conclusion chapter summarizing the finding from survey and giving suggestion based on study results.

CHAPTER 2

THEORETICAL BACKGROUND

To maintain talented personnel is one of the critical problems going through corporations these days because of the scarcity of skillful workers, intense competition and higher employee turnover. The skilled personnel needed are more crucial in banking than other sectors, employee satisfaction and retention of talented and, skills shortage has caused fierce competition. This chapter gives an overview of related literature and additionally seems at related beyond research in this area and the factors effecting performance management and supervisor support.

2.1 Performance Management

Performance management is catalyzing the performance of each employee and team to support the organization's mission and objectives. It involves creating a work environment where people can perform to the best of their abilities, using their skills and knowledge to contribute effectively to the organization's success. Performance management is a critical aspect of organizational effectiveness (Gruman & Saks, 2011). Because it is the key process through which work is accomplished, it is considered the “Achilles Heel” of managing human capital (Pulakos, 2009) and should therefore be a top priority of managers.

Buchner (2007) suggested that contemporary economic challenges have led organizations to try to improve results by increasing their attention on performance management and supervisor support. Achieving the outcome of enhanced performance through the performance management and supervisor support process are best achieved by targeting the more proximal outcome of employee satisfaction. Application of powerful performance control systems helps determination of the personnel paintings competencies and this assists in assigning of employer jobs obligations capabilities according with the employee's specific talents. This increases the level of employees activity, mission, functions and contributes significantly to expanded degree of personnel' retention inside the business enterprise. Overall performance assessment is on the core of talent management because it affords perception for reward gadget, succession plans and group of workers improvement. It facilitates to evaluate competencies of the personnel and provides feedback to employees that are crucial to retention.

2.1.1 Performance Standard

Performance standard is defined as an interaction of an employee's behavior, and that behavior is determined and its effort and ability interact. It is also known as the interaction between behavior and achievement or the total behavior and results achieved together with the tendency to highlight achievement or results because of the difficulty of separating behavior on the one hand and achievement and outcomes in the other (Salama et al., 2017). The performance standard plays an important role in determining and measuring the performance of the organization. Individuals and high performers have the ability to help the organization achieve its strategic objectives, thus achieving the competitive advantage of the organization and maintaining it (Namada, 2018). Performance occupies a special place within any organization, both private and public, as the ultimate outcome of all activities at the level of the individual, organization or state, because the organization is more stable and longer lasting when the performance appraisal of its employees is distinct.

Performance Standard occupies a special part within any civil society organization, considering the final outcome of all activities. At the level of the individual, the organization and the State, because the Organization is more stable and longer-lasting, with a distinct performance of its personnel.

Overall performance management is a system for making sure employees focus on their paintings in ways that make contributions to attaining the business enterprise's challenge, which is crucial for the agency. Fletcher (2001) described performance management as a technique to growing a shared imaginative and prescient of the cause and aims of the business enterprise, helping each individual employee understand and apprehend their component in contributing to decorate the performance of both the individual and the organization.

Overall performance appraisal is the size of actually completed outcomes inside the ones regions which the specialized person is accountable and/or talents understood as important for the achievement of done paintings in addition to of the complete organization. A forecast of ability is a diagnosis for what number of ranges within the organization and worker can improve on the premise in their past and contemporary performance appraisal, schooling and improvement, options of their careers and the modern and planned ranges of abilities.

2.1.2 Encouraging Productive Behavior

Encouraging productive behavior of performance management is a way of growing the engagement and motivation of humans by using producing high-quality comments and reputation (Armstrong, 2006). Lawler and McDermott (2012) advocated that it's miles very hard to control human capital without a system that measures overall performance and performance functionality. corporations need an overall performance management system which could identify abilities of its human capital so as to efficaciously manage team of workers initiatives, put into effect strategic projects and control development of their body of workers. Measures of performance are also required to address performance problems and inspire performance excellence. Effective overall performance is the constructing block of an agency's human capital control device. The device is used in choices concerning performance primarily based pay, employee improvement (by means of giving remarks on the strengths and weaknesses) and schooling and development efforts.

2.1.3 Objective and Goal Setting

Objective and goal setting of performance management involves a procedure of identifying, measuring and communicating, developing and profitable employee performance (Mathias & Jackson, 2006). The motive of this overview is to nurture the skills of employees with the intention to reach their full capability of their task. The outcomes of this evaluation are then used to build the susceptible regions of a worker thru identifying the right schooling an employee desires. Objective and goal setting of performance control involves clarifying the process duties, defining overall performance standards, and documenting, comparing and discussing performance with every employee (Burbach & Royle, 2018).

2.1.4 Feedback on Performance

Feedback on performance control systems helps determination of the personnel paintings competencies and this assists in assigning of employer jobs obligations capabilities according with the employee's specific talents. This increases the level of employees activity, mission, functions and contributes significantly to expanded degree of personnel' retention inside the business enterprise. Overall performance assessment is on the core of talent management because it affords perception for reward gadget, succession plans and group of workers improvement. It facilitates

to evaluate competencies of the personnel and provides feedback to employees that are crucial to retention.

2.2 Supervisor Support

Supervisor support refers to both task support and personal support. Task support concerns with task-related advice, guidance, and problem solving related to the work at hand (Fenlason & Beehr, 1994). Personal support involves the supervisor expressing care for and listening to the individual (Swanson & Power, 2001). Personal support includes such behaviors as demonstrating empathy; offering recognition and incentives; and practicing active listening, which allows the supervisor to help employees manage stress (Wicks, 2005).

Supervisor support has been explored in terms of the quality of the supervisor- subordinate relationship. Spector (2000) emphasized that high-quality relationships are defined by respect, likeability, and fair distribution of resources. Although employees do distinguish between support from the organization and support from the supervisor, supervisor support also is an element of organizational support (Rhoades & Eisenberger, 2002).

A central feature of supervisor support is trust. Subordinates trust supervisors who exhibit characteristics that demonstrate valuing other people, such as benevolence, integrity, and ability (Colquitt et al., 2007). Supervisors perceived as trustworthy also are perceived as having a range of other desirable traits, such as communicating honesty, outlining realistic goals, and having good intentions and a strong values system (Cha & Edmondson, 2006). Importantly, it does not matter whether the supervisor possesses these traits in actuality; it only matters whether the employee believes the supervisor has these traits.

It follows that when trust is absent between supervisors and employees, communication tends to be viewed as being manipulative, particularly when employees are striving for challenging or unrealistic goals. Employee perceptions of supervisor support may be influenced by the degree of autonomy; decision-making authority; resources; and recognition, feedback, and encouragement supervisors grant to employees (Ganster & Rosen 2013). Supervisor support also has been associated with supervisors' promotion of goal setting and accountability by peers.

Employee perceptions of supervisor support have diverse effects on the employees and their organizations. First, the supervisor represents the organization and acts as a direct link to the

organization's mission and values. It follows that employees who trust their supervisors also tend to trust their organizations (Mayer et al., 1995).

Moreover, when employees view their supervisors as trustworthy, they have more confidence in the supervisor. It follows that when supervisors communicate or take action, the employee trusts that the supervisor is benign, honest, and reliable (Mayer et al., 1995). Employees view supervisors as having positive or negative influences on the stresses employees face (Bono & Ilies, 2006). As a result, employees who lack support from their supervisor feel more stressed and less satisfied (Jaramillo et al., 2005).

Several researchers have concluded that supervisor support affects employee job satisfaction. Supervisor qualities that enhance employee job satisfaction include providing recognition, helping with task-related issues, using leadership skills to support the individual and team (Loke, 2001) and being supportive (Kula & Guler, 2014). The nature of the supervisor-subordinate relationship is particularly influential for employee job satisfaction within collectivist cultures (e.g., Latin, Asian), where the emphasis is on the family more than the individual impact of supervisor support on job satisfaction is explored in more detail later in this chapter.

Based on their research with the Turkish national police, Kula and Guler (2014) concluded that supervisor behaviors such as offering constructive feedback about job performance, allowing for more autonomy with decision-making, and providing more responsibility have a positive effect on employees' self-esteem. Self-esteem, in turn, has a positive effect on job satisfaction (Oliver, 2007).

At an organizational level, productivity and retention increase when employees feel accepted by their supervisor. Supervisor support is a powerful and controllable lever for enhancing employee retention. Moreover, supervisors also can exert control over other retention levers such as pay, growth, and the work itself (Oliver, 2007). In contrast, studies indicated that employees are more likely to resign due to poor relationships with their supervisors than they are likely to resign due to problems with their job or the organization at large.

Supervisor support is defined as employees' views concerning the degree to which their supervisors value their contributions and care about their well-being. As agents of the organization, supervisors are responsible for directing and evaluating employees' job performance. Thus, employees often view their supervisor's feedback as indicative of the organization's orientation toward them. Moreover, because employees are aware that their supervisor's evaluations of their

job performance are often communicated to executives, who are seen as the representatives of the organization, the association between affective commitment and supervisor support is further strengthened.

Supervisor support leads for employees to high commitment through job satisfaction and motivation. Supervisor consideration refers to a leader behaviors concerned with promoting the comfort and wellbeing of subordinates. Supervisor consideration again refers to the degree to which supervisors are supportive, friendly and considerate, consult subordinates and recognize their contribution.

2.3 Employee Satisfaction

Employee satisfaction is the man or woman worker trendy attitude towards the job. It's also an employee cognitive and affective evaluation of the task. Employee satisfaction is described because the mixture of affective reactions to the differential perceptions of what employee desires to receive as compared with what the employee definitely receives (Cranny et al., 1992).

The worker delight can be defined as how pleased a worker is together with function of employment (Mohapatra, 2022). In keeping with Spector (1997), employee satisfaction is described as all the emotions that a given man or woman has approximately task and its various factors. Employee pleasure is a comprehensive term that contains activity pleasure of employees and their delight ordinary with employer's rules, company surroundings etc. preserving morale high amongst employees may be of superb gain to any agency, as happy employees might be much more likely to produce more, take fewer days off and live dependable to the employer.

Arnold and Feldman (1982) defined job satisfaction as the amount of overall positive affect of feelings that individuals have towards their jobs. Job satisfaction refers to the feelings (good or bad) that one has about his work and the work environment (Middlemist & Hilt, 1981).

Hoy and Miskel (2012) characterized work fulfillment as any blend of mental, physiological and condition conditions that cause an individual to state the happiness of the activity. This is to state that such treatment brings satisfaction, professional stability, progression and development and the relational connection between super ordinate and the subordinates are agreeable and the authoritative condition is sound and conductive to the degree that non-attendance at work would be lamented.

Job satisfaction is correlated with many other employee behaviors, including performance, absenteeism, and retention (Schleicher et al., 2010). A satisfied employee will be more productive (Appelbaum et al., 2001), and produce a higher quality of work (Tietjen & Myers, 1998). Based on their meta-analysis of case studies conducted within Spanish firms, (Garrido et al., 2005) concluded that organizations with satisfied employees enjoy overall improved competitiveness.

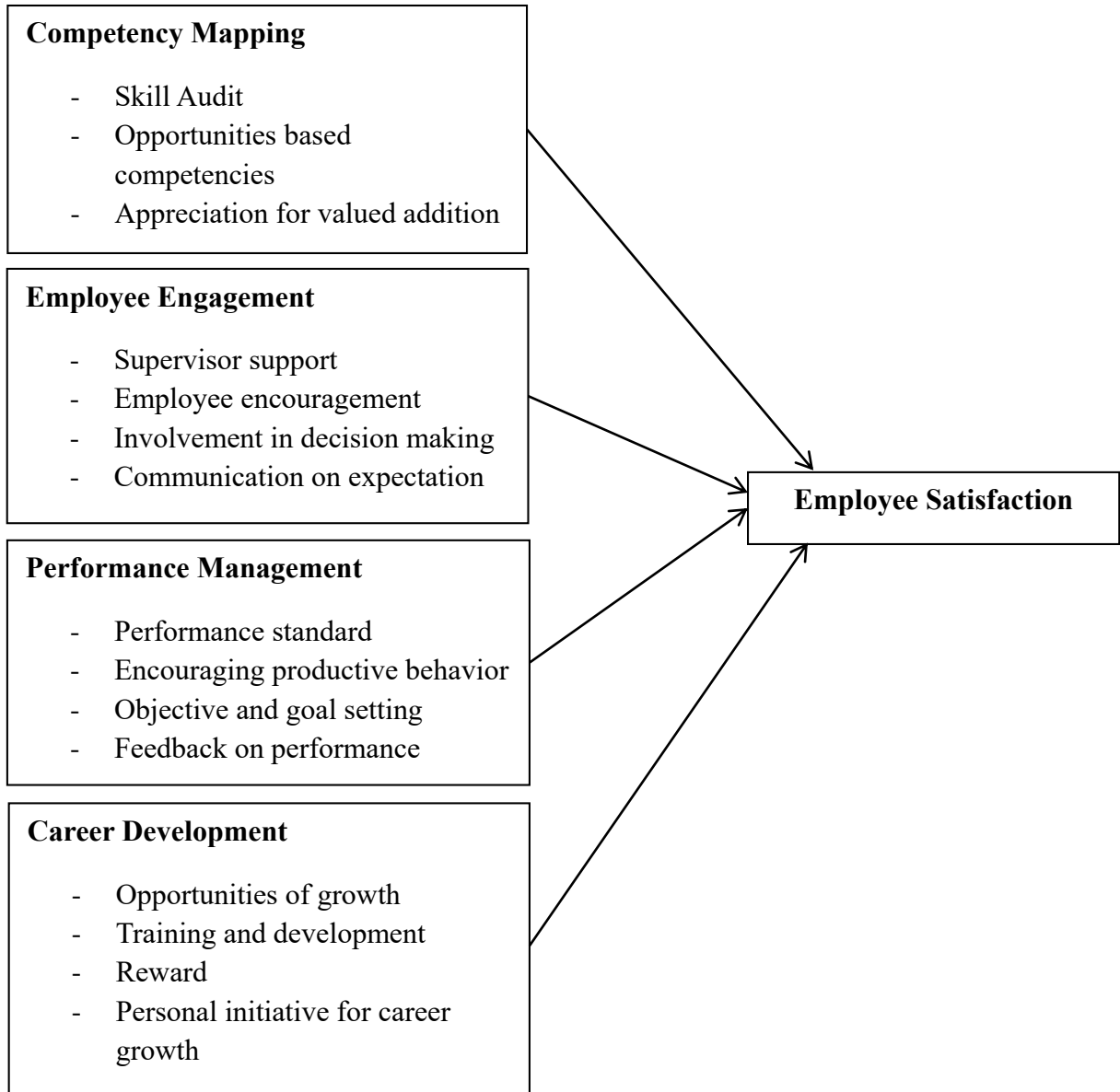
Having desirable relationships with the colleagues, immoderate profits, appropriate running conditions, education and schooling possibilities, career development or each other advantage can be associated with the growth of employee delight. The backbone of employee pleasure is recognizing for workers and the technique they carry out (Branham, 2005). In every interplay with control, personnel must be handled politely and hobby. A smooth street for employees to speak about issues with upper control want to be maintained and punctiliously monitored. notwithstanding the reality that manage can't meet all the needs of personnel, showing personnel that they're being heard and placing honest self-discipline into compromising will regularly assist to improve morale.

2.4 Empirical Studies

There are many papers that analysis on performance management and supervisor support and employee satisfaction. Among them, the paper of Kibui (2015) and the paper of Waveren & Chan (2014) are the main references for this study.

Kibui (2015) did the research titled Effect of Performance Management on Employees Satisfaction in Kenya's State.

Figure (2.1) Conceptual Framework of Kibui



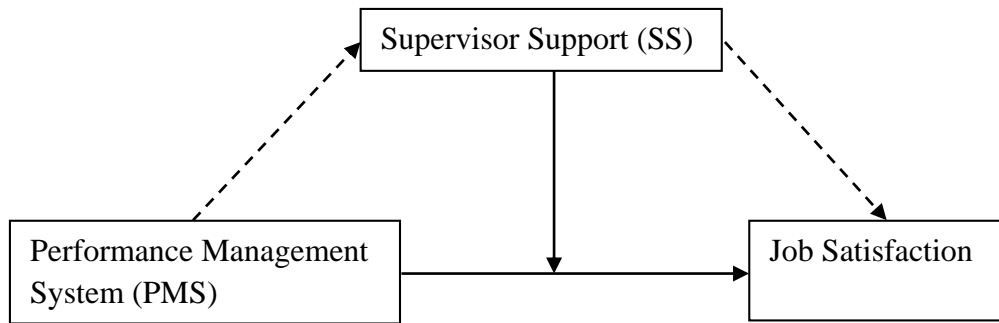
Source: Kibui (2015)

The study indicated that employee satisfaction and performance management issues are becoming the most critical workforce management challenges of the immediate future. The conceptual framework of Kibui (2015) is shown in Figure (2.1). The research indicated that performance management has positive significant effect on employee satisfaction. Moreover, the finding revealed that there is a significant positive moderation effect between age and employee satisfaction. The study recommended that the corporation should devise measure of retaining

employees through career mapping, employee engagement in decision making, performance management and career development.

Waveren & Chan (2014) studied the impact of supervisor support toward employee job satisfaction. The purpose of the study is to explore the impact of supervisor support toward employee satisfaction base on private sector in South Africa.

Figure (2.2) Conceptual Framework of Waveren & Chan



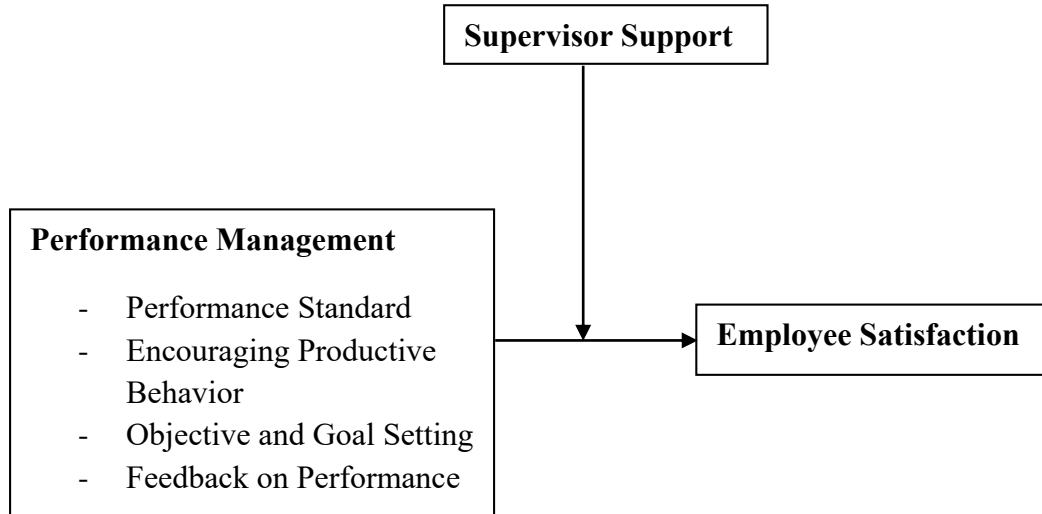
Source : Waveren & Chan (2014)

The conceptual framework of Waveren & Chan (2014) is shown in Figure (2.2). The target population of the study was 148 employees from companies of petrochemical industry. The research indicated that a well-perceived performance system caused positive employee perception of their jobs and support from supervisor caused positive employee perception of their jobs. It also indicated that supervisor support acts as a mediator in the relationship between the performance management system and job satisfaction.

2.5 Conceptual Framework of The Study

A conceptual framework is the diagrammatic presentation of variables, showing the relationship among the independent variables and the dependent variables. In this study, the independent variables are supervisor support and overall performance management. The study aims to realize how these variables determine the level of employee satisfaction which had been the established variables. This relationship is supplied schematically inside the conceptual framework in determine as Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation, (2023)

This conceptual framework observes performance management of Myanmar Tourism Bank and how these practices impact on employee satisfaction. In performance appraisal, awareness is conducted on clarity of performance standard, encouraging productive behavior, objective and goal setting and feedback on performance. Employee satisfaction has obtained expanded interest in literature either one by one or as a part of performance management techniques. Myanmar Tourism Bank can utilize this study to improve performance management and supervisor support to attain employee satisfaction.

CHAPTER 3

PROFILE AND PERFORMANCE MANAGEMENT OF MYANMA TOURISM BANK

This chapter presents the profile of Myanmar Tourism Bank, performance management practices of Myanmar Tourism Bank, reliability test and profile of the respondents.

3.1 Profile of Myanmar Tourism Bank

According to Central Bank published statistics, there are 27 private local banks in Myanmar (Central Bank of Myanmar, 2019). Among them, three banks are owned by municipal governments, 10 are semi-private banks that are partially owned by private and government agencies, and 14 privately owned banks.

Myanmar Tourism Federation established a privately-owned Tourism Bank Public Company Ltd. to provide financial support to small and medium enterprises related to the travel and tour industry, according to the federation's secretary general U Kyi Thein Ko .As a tourism related bank, MTB focus and support on tourism industry and also offer financial related services to all other different sectors and businesses). The Myanmar Tourism Bank has established on 15th February 2018 was granted a commercial banking license in 2018 under the Financial Institution Law (FI Law) by the Central Bank of Myanmar.

Myanmar Tourism Bank is a Commercial Bank and licensed by Central Bank of Myanmar (CBM) to operate the business of getting numerous kind of deposits, business of paying and collecting cash for cheques drawn by or paid in by person, providing credit facilities such as term loans, overdrafts, letter of credits, bank guarantees, trade financing and such other banking business as prescribed and approved by CBM under section 52 of Financial Institutions Law 2018.

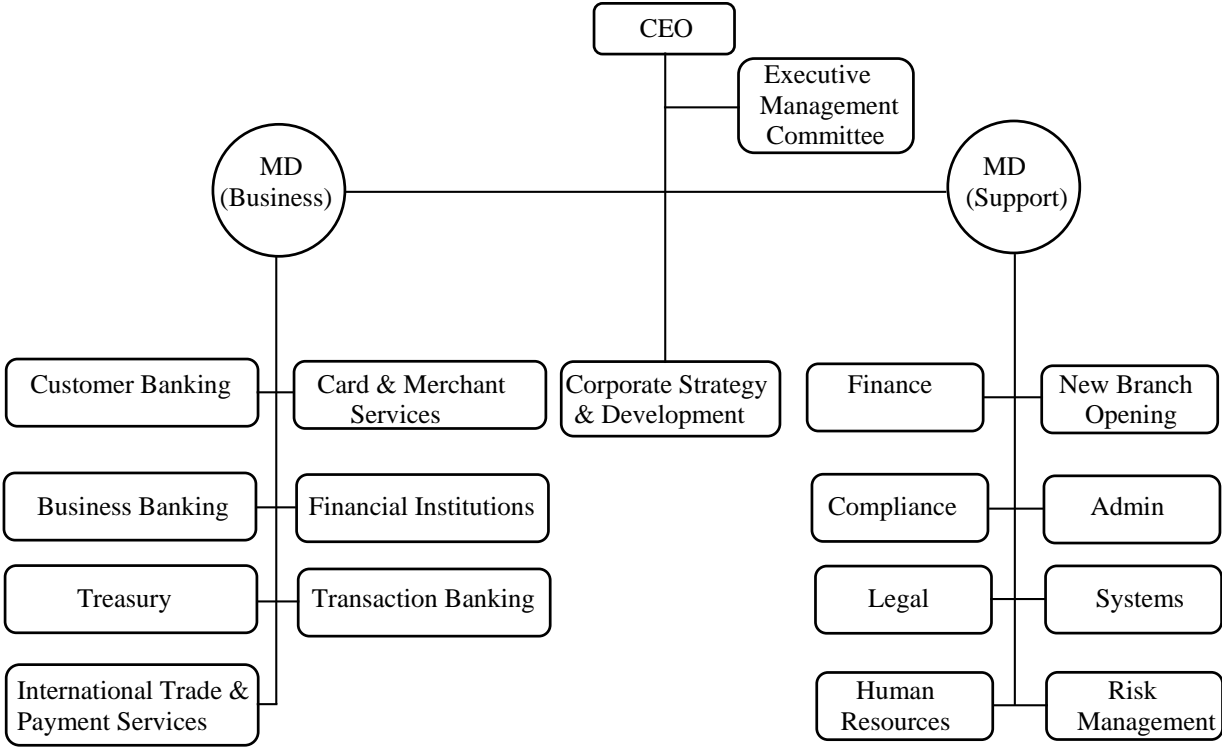
Central Bank of Myanmar granted Myanmar Tourism Bank for domestic banking license Ma Ba Ba / P-15 (2) 96, dated 15th March 2018. Money Changer License was granted to Myanmar Tourism Bank on 24th October 2018 and Authorized Dealer License no. CBM-FEMD-94/ 2018, on 24th August 2018 to operate foreign banking services. Under section 176 of 2016 Financial Institution Law, CBM granted to Myanmar Tourism Bank for commercial banking business license No. Ma Ba Ba/ Pa Ba (R)-22/08/2018 on 18th August 2018.

Myanma Tourism Bank has a certified capital of 35 billion Kyats divided into 70,000 shares per 500,000 Kyats, and all stocks had been already issued to the general public in July 2019. In 2020, legal capital turned into elevated to 70 billion Kyats granted by means of relevant financial institution of Myanmar, of which 52.17 billion Kyats were fully issued to the public throughout 2019-2021.

The authorized proportion Capital of the bank is 70 Billion kyats, divided into a hundred and forty thousand stocks of 500,000 kyats each. Someone or an institution should buy 5 % of the legal capital and a shareholder conserving minimal 600 stocks on the price of kyats three hundred million and above is entitled for nomination as a member of BODS of the bank. Overall variety of 104,354 stocks valued kyats 52.177 billion have been fully issued to the general public and fully paid up on thirty first March 2017.

Number of Bank staff was over 100 on 31st December 2018 and, has now increased to more than 500 numbers in the head office and 23 branches. Domestic banking network of MTB was started with 2 branches in 2018-2019 and, now increased to 23 branches along with 20 complete branches and 3 mini-branches across the whole country.

Figure (3.1) Organization Structure of Myanmar Tourism Bank



Source: MTB Bank (2023)

The organization structure of Myanmar Tourism Bank is shown in Figure (3.1). MTB is currently operate with 16 departments, these are finance and account department, audit department, human resources department, banking operations department, business unit department, information technology department, card operations department, loan department, administration department, corporate affairs department, branding & marketing department, enterprise risk management department, legal department, treasury department, international banking department and e-channel department.

Myanmar Tourism Bank operates 14 Money Changer Counters in strategic areas such as Yangon head office, Mandalay - Yadanabon Diamond Plaza, Mandalay 26" h Street, Mandalay SaiTan bank, Naypyitaw, Mawlamyaing - 1, Mawlamyaing - ZayKyo, Kawthaung, Dawei, Monywa, Sawbwargyigone, Pyay, Shwe Bon Tha, Myawaddy Township.

The bank provides various kinds of services such as foreign exchange, foreign currency accounts, money transfer, SWIFT and trade finance, letters of credit, bills for collection, trust

receipts and trade financing in major foreign currencies such as USD, Euro, Singapore Dollars, Malaysian Ringgits and Thai Baht.

An inward money transfer service has been operating from 200 nations over Western Union Company of United States. In 2019-2020 financial 12 months, clients from Africa, the United States, Asia & Middle East, Europe and Oceania international locations performed 4,206 transactions amounting to USD 1.68 million to numerous part of Myanmar via worldwide Tourism financial institution branches. Money transfers may be made in coins or through the usage of charge instruments such as cheques and licensed bills.

In June 2020, outward remittances through Western Union cash transfer offerings can be provided at MTB branches. No longer best that but MTB branches had a hit association for those who've no bank bills that allow sending money to specific parts of the world.

3.2 Performance Management Practices of Myanma Tourism Bank

Performance management practices in MTB, as in many other organizations, involve a systematic process of managing employees' performance in alignment with the organization's goals and objectives. Performance management practices of MTB ensures that employees are working efficiently and effectively, contributing to the overall success of the bank together with employee satisfaction. Performance management practices of MTB mainly includes the factors such as performance standard, encouraging productive behavior, objective and goal setting and feedback on performance of employee in MTB.

3.2.1 Performance Standard of MTB

Performance Standard is crucial for the powerful management of personnel and for professional development. They help employees develop as they assist them improve their organization practices and, redirect their dreams and targets. They also permit control of higher monitoring the overall performance of employees against the requirements in their operations, better recruitment, delegation, as well as determining their people training needs and improvement. Performance standard of MTB includes providing exceptional customer service, key performance indicators (KPIs), behavioral competencies and performance review process. Performance standard KPIs of MTB includes customer satisfaction, response time, accuracy in transactions, product knowledge, problem resolution, cross-selling and upselling and compliance. The

behavioral competencies of employees includes communication, problem solving, teamwork and adaptability. Performance review process of MTB is carried out on a quarterly basis and feedback is provided regarding the KPIs, adherence to behavioral competencies and overall contribution to bank's objectives. An annual performance appraisal is conducted to assess the employee's growth, skill development and alignment with the bank's values and mission.

3.2.2 Encouraging Productive Behavior in MTB

In MTB, the bank makes clearly outline job duties and required professional skills in the interviewing process. MTB regularly checks in with employees and ask for feedback to understand their perceptions. MTB provides outlets for the employees to put their strengths to use. Then, MTB leverages transparent communication about available growth opportunities. Moreover, MTB invests in employees' skills, development, and career growth. MTB stays updated on employee initiatives to provide proper recognition. MTB leverages public and private recognition. MTB outlines exactly what the bank appreciated in their employees' efforts and highlights employees' value to the bank. MTB recognizes both teams and individuals, and shows appreciation to employees with praise and promotions.

3.2.3 Objective and Goal Setting of MTB

MTB, with a core objective of fostering the country's tourism sector and ensuring stability and growth through strict adherence to banking regulatory guidelines, also focuses on creating a positive impact on shareholders and the broader Myanmar society. Additionally, the bank is dedicated to provide rewarding professional career opportunities for its employees. MTB aimed to demonstrate its commitment to social responsibility. MTB allocates five percent of its profits to charitable initiatives aimed at the development of the tourism sector. Moreover, the bank aligns itself with the standards upheld by international financial institutions, thereby reinforcing its commitment to global banking norms.

3.2.4 Feedback on Performance of Employee in MTB

The bank has been using in performance evaluation statistics acquired from managers, friends, direct reports or clients. Employees of MTB overall performance opinions open up optimistic communication among managers and personnel. MTB listen to continuous feedback

from employees and request feedback regarding the employee experience and business initiatives. MTV also avoids taking feedback personally and create a plan and act on received feedback. Then, MTB Follow-ups and communicates supervisor and manager's plan of action to employees.

3.2.5 Supervisor Support in MTB

Managers and supervisor from MTB care about employees' well-being, respect the work, and are generally helpful by support. The organization believe work, life, and family support from supervisors take many forms, including consideration of employees' families and other personal commitments, demonstration of respect, understanding, sympathy, and sensitivity regarding family responsibilities, and the facilitation of employees' feelings of ease when discussing challenges pertaining to their families. Supervisors from the bank have the ability to function as a link between a business and its staff members, and the acts they do can dramatically affect how workers perceive the work-family balance policy of their employer.

3.3 Reliability Test

The reliability of a measuring instrument is considered as its ability to incessantly measure the phenomenon it is assumed to measure. Measurements of reliability provide consistency in the measurement of variables. Internal consistency reliability is most commonly used psychometric measure assessing survey instrument and skills. Cronbach alpha is the basis formula for determining reliability based on internal consistency. In this study, constructs were tested for internal consistency reliability using Cronbach alpha test as depicted in Table (3.1) shows in all of dimension for reliability.

Table (3.1) Reliability Test Results of Question Items

| Sr No. | Tests | No. of Items | Cronbach's Alpha |
|---------------|---------------------------------|---------------------|-------------------------|
| 1. | Performance Standard | 5 | 0.679 |
| 2. | Encouraging Productive Behavior | 5 | 0.786 |
| 3. | Objective and Goal Setting | 5 | 0.788 |
| 4. | Feedback on Performance | 5 | 0.694 |
| 5. | Supervisor Support | 5 | 0.767 |
| 6. | Job Satisfaction | 7 | 0.749 |

Source: Survey Data, (2023)

As shown in Table (3.1), Cronbach's alpha values are about or above 0.6. This indicates that the five items related to variables have strong internal consistency and effectively measure the respective concepts. Thus, the question items used to measure variables and the respondents' responses are reliable for further analyses.

3.4 Profile of the Respondents

The personal information collected included age, gender, job title, marital status, highest level of academic qualification, years worked in the MTB. For each question, students are given multiple choices, and the students have to choose the relevant one. The following Table (3.2) shows the numbers and percentages of employees with different demographic factors.

Table (3.2) Demographic Data of Employees

| Demographic factors | | No. of Respondents | Percentage |
|----------------------|-------------------|--------------------|------------|
| | Total Respondents | 184 | 100.00 |
| Gender | Male | 50 | 27.17 |
| | Female | 134 | 72.83 |
| Age | 25 and Less | 128 | 69.57 |
| | Between 26-35 | 30 | 16.30 |
| | Between 36-45 | 14 | 7.61 |
| | Between 46-55 | 8 | 4.35 |
| | Over 55yrs | 4 | 2.17 |
| Marital Status | Single | 150 | 81.52 |
| | Married | 34 | 18.48 |
| Education Background | Under Graduate | 60 | 32.61 |
| | Graduate | 100 | 54.35 |
| | Master Degree | 1 | 0.54 |
| | Others | 23 | 12.50 |
| Job Title | Supervisor | 40 | 21.74 |
| | Staff | 130 | 70.65 |
| | Executive | 14 | 7.61 |
| Salary (Kyats) | ≤ 200,000 | 58 | 31.52 |
| | 200,001 – 400,000 | 72 | 39.13 |
| | 400,001 - 600,000 | 48 | 26.09 |
| | 600,001 - 800,000 | 6 | 3.26 |
| Service Year | Under 1 year | 64 | 34.78 |
| | 1-3 years | 98 | 53.27 |
| | 4-6 years | 18 | 9.78 |
| | 7-9 years | 4 | 2.17 |

Source: Survey Data, (2023)

According to the survey data, gender group of respondents are described by male and female with frequency and percentage. According to the gender result, the respondents include 50 male employees and 134 female employees. Therefore, Myanmar Tourism Bank has more female employees than male because of the nature of the work. Simply, age is described by below 25 years, between 26-35 years, between 36-45 years, between 46-55 years and 55years above respectively. The maximum age group of respondents is 25 years and under. This group has 128 respondents with 69.57 percent. The second maximum age group is between 26-35 years, this

group has 30 respondents with 16.30 percent. The third maximum age group is between 36-45 years, this group has 14 respondents with 7.61 percent. The fourth maximum age group is between 46-55 years. This group has 8 respondents with 4.35 percent. The minority of the respondents' group is over 55 years, this group has 4 respondents with 2.17 percent.

The 150 respondents describing 81.52 percent are single and 34 respondents describing 18.48 percent are married. Furthermore, the education level is described into undergraduate, graduate, master degree and other. The 60 respondents describing 32.61 percent are undergraduate level, 100 respondents describing 54.35 percent are graduate level, 1 respondent describing 0.54 percent are master degree level and 23 respondents describing 12.50 percent are others (monastery education and illiterate). According to the education level result, most of the employees in Myanmar Tourism Bank are working at graduate level. The minority of the respondents belongs to Master Degree and 1 employee of total respondents.

The respondents of below 1 year experience are 64 respondents describing 34.78 percent, 1-3 years experienced respondents are 98 respondents describing 53.27 percent, 4-6 years experienced respondents are 18 respondents describing 9.78 percent and 7-9 years experienced respondents are 4 respondents describing 2.17 percent. Therefore, most of the employees are 1-3 years working experience.

The current position of the respondents is classified into staff, supervisor, executive. The respondents of staff position are 130 respondents describing 70.65 percent, supervisor position respondents are 40 respondents describing 21.74 percent, and executive position respondents are 14 respondents describing 7.61 percent. According to the results, most of the working position in Myanmar Tourism Bank is staff position.

It has also been found out that the respondents by salary in Myanmar Tourism Bank are grouped into four. Among the respondents, the group with 200,001 – 400,000 Kyats is the largest group. This group has 72 respondents with 39.13 percent. The second largest group get 200,000 Kyats and below with 31.52 percent. The third largest group get 400,001-600,000 Kyats with 26.09 percent. The final group gets 600,001-800,000 Kyats with 3.26 percent.

CHAPTER 4

ANALYSIS ON PERFORMANCE MANAGEMENT, SUPERVISOR SUPPORT AND EMPLOYEE SATISFACTION

The current chapter describes performance management, employee satisfaction and supervisor support. The collecting data are changed into code and then calculated by using SPSS software, based on calculated results interpretations and conclusions are drawn. The main goal of the study is to set up the effect of performance management and supervisor support on employee satisfaction in Myanmar Tourism Bank. Especially, the study sought to set up the effect of worker pleasure on employee satisfaction in Myanmar Tourism Bank, to set up the effect of performance management on employee satisfaction in Myanmar Tourism Bank. The analysis is conducted to decide the effect of performance management on worker satisfaction in, to establish the impact of worker career improvement on worker retention of Myanmar Tourism Bank.

4.1 Performance Management, Supervisor Support and Employee Satisfaction

In this study, the data collected through the survey questionnaires from employees from Myanmar Tourism Bank are worked out in this section. In addition, those data are analyzed. Performance appraising, encouraging productive behavior, objective and goal setting, feedback on performance, supervisor support and Employee Satisfaction are described in this study. In the study of Likert (1932), the interpretation of mean values for five-point Likert scale items is as follows: score value ranging from 0.1 to 1 strongly indicates disagreement, score values ranging from 1.1 to 2 signify disagreement, score values ranging from 2.1 to 3 represent a neutral stance, score values ranging from 3.1 to 4 indicate agreement, and score values ranging from 4.1 to 5 denote strongly agreement.

4.1.1 Performance Standard

The mean values in the following Table (4.1) give the information on employee perception from Myanmar Tourism Bank. There are five questions to examine clarity of performance appraisal influencing employee satisfaction towards employees from Myanmar Tourism Bank. The

respondents are asked whether they agree or not according to the scale of strongly disagree, disagree, neutral, agree or strongly agree. The results are shown in Table (4.1).

Table (4.1) Performance Standard

| Sr No. | Factors | Mean value |
|---------------|--|-------------------|
| 1. | Setting targets and due date for staff to have clear communication | 3.59 |
| 2. | Performance Standards being consistent across organization | 3.24 |
| 3. | Understanding the purpose of performance appraisal | 2.57 |
| 4. | Performance appraisal based on accurate information | 3.50 |
| 5. | Clearly explained work assignments | 2.24 |
| | Overall Mean | 3.03 |

Source: Survey Data, (2023)

According to the Table (4.1), the overall mean of performance standard is 3.03 which is greater than neutral score of 3. As per the survey result, the highest mean score of 3.59 indicates that respondents agree MTB bank in setting targets and due date for staff to have clear communication. The lowest mean score of 2.24 in the survey result implies that respondents disagree with clear performance standard concerned with work assignments. Respondents expressed disagreement in the clarity of explained work assignments which indicates a need for clearer communication and instructions regarding tasks and responsibilities. The bank is need to more explore performance standard on the employee satisfaction.

4.1.2 Encouraging Productive Behavior

The mean values in the following Table (4.2) give the information on employees perception of Myanmar Tourism Bank. There are five questions to examine encouraging productive behavior influencing employee satisfaction towards employees from Myanmar Tourism Bank. The respondents are asked whether they agree or not according to the scale of strongly disagree, disagree, neutral, agree or strongly agree. The results are shown in Table (4.2).

Table (4.2) Encouraging Productive Behavior

| Sr No. | Factors | Mean value |
|---------------|--|-------------------|
| 1. | The ease of organization rules in performing a good job | 3.64 |
| 2. | Weakness in appraisal leading to training and development of staff | 3.54 |
| 3. | Encouragement of supervisor on employee for giving suggestions and improvements | 2.53 |
| 4. | Providing opportunities for growth and development | 3.33 |
| 5. | Providing all the equipment, supplies, and resources necessary to perform duties | 2.40 |
| | Overall Mean | 3.09 |

Source : Survey Data, (2023)

According to the Table (4.2), the overall mean values of 3.09 is greater than neutral score of 3 which presents the agree level. The highest mean score of 3.64 in the survey result indicates that respondents agree with the organization rules conducive to performing a good job. As per the result, the lowest mean score of 2.40 implies that the respondents disagree with the provision of necessary equipment, supplies, and resources which shows that there is a need for improvement in this area to facilitate efficient job performance.

4.1.3 Objective and Goal Setting

The mean values in the following Table (4.3) give the information on employees perception of Myanmar Tourism Bank. There are five questions to examine objective and goal setting influencing employee satisfaction towards employees from Myanmar Tourism Bank. The respondents are asked whether they agree or not according to the scale of strongly disagree, disagree, neutral, agree or strongly agree. The results are shown in Table (4.3).

Table (4.3) Objective and Goal Setting

| Sr No. | Factors | Mean value |
|---------------|--|-------------------|
| 1. | Clearly defined goals and objectives for individual and group | 3.27 |
| 2. | Clearly stated goals | 3.05 |
| 3. | Setting goals to try harder | 2.46 |
| 4. | Evaluating works based on a fair system of performance standards | 3.46 |
| 5. | Achieving goals for promotion and success | 3.10 |
| | Overall Mean | 3.07 |

Source : Survey Data, (2023)

According to the Table (4.3), the overall mean values of the objective and goal setting for five questions is greater than neutral score of 3 which implies the agree level. As per the survey result, the highest mean score of 3.46 indicates that respondent agree with the fairness of the evaluation system based on performance standards. This result indicates that there is confidence in the fairness of the system used to assess individual and group achievements. As per the survey result, the lowest mean score of 2.46 implies that respondents disagree in setting goals which can force the employee to try harder. MTB improves the goal setting for the employees which can encourage and motivate to employees.

4.1.4 Feedback on Performance

The mean values in the following Table (4.4) give the information on employees perception of Myanma Tourism Bank concerning with feedback on performance. There are five questions to analyze feedback on performance factors influencing employee satisfaction. Survey data are shown in Table (4.4).

Table (4.4) Feedback on Performance

| Sr No. | Factors | Mean value |
|---------------|---|-------------------|
| 1. | The employees' belief in the fairness of the system | 3.18 |
| 2. | The system's support for developmental opportunities | 3.17 |
| 3. | The recognition and rewarding of high levels of performance | 3.27 |
| 4. | The basis of ratings on actual performance, not personal feelings | 3.42 |
| 5. | The measurement of both results and achievements by the system | 2.52 |
| | Overall Mean | 3.11 |

Source : Survey Data, (2023)

According to Table (4.4), the overall mean value for the feedback on performance is 3.11 which is greater than neutral score of 3. It indicates the respondents agree with feedback on performance of MTB. As per the result, the highest mean score of 3.42 indicates that the respondents agree with the performance which is evaluated primarily on work-related achievements rather than personal biases. This shows a high level of confidence in the fairness and objectivity of the evaluation process. The lowest mean score of 2.52 indicates a dissatisfaction of the respondents regarding how the employee accomplishments and outcomes are gauged. It

highlights an area that requires attention and improvement, as employees seem to feel undervalued or unacknowledged in terms of their tangible contributions to the organization.

4.1.5 Supervisor Support

The mean values in the following Table (4.5) give the information on employees perception of Myanmar Tourism Bank concerning with supervisor support. Supervisor Support is measured with five statements. The survey results are described in Table (4.5).

Table (4.5) Supervisor Support

| Sr No. | Factors | Mean value |
|---------------|---|-------------------|
| 1. | The strong consideration of goals and values by supervisors | 3.17 |
| 2. | The availability of help from the supervisor | 3.13 |
| 3. | The supervisor's care for employees' well-being | 3.18 |
| 4. | The supervisor's forgiveness of an honest mistake | 2.92 |
| 5. | The willingness to help an employee when needed a special favor | 3.65 |
| | Overall Mean | 3.21 |

Source : Survey Data, (2023)

According to Table (4.5), the overall mean score for supervisor support is 3.21 which is greater than neutral score of 3. This indicates that there is the support provided by supervisors but it is needed to improve in specific areas. As per the result, the highest mean score of 3.65 implies that the respondents agree with MTB in giving a high level of support from supervisors in exceptional or unique circumstances, highlighting a positive and supportive relationship between employees and their supervisors in times of need. The lowest mean score of 2.92 as per Table (4.5) indicates that the respondents disagree and feel less supported or understood when employees make genuine errors, indicating a potential area for improvement in how mistakes are handled.

4.1.6 Employee Satisfaction

The mean values in the following Table (4.6) give the information on employees perception of Myanmar Tourism Bank concerning with employee satisfaction. There are totally seven questions in the survey. In employee satisfactions' section, the respondents are asked

whether they agree or not according to the scale of strongly disagree, disagree, neutral, agree or strongly agree. The results are shown in the following Table (4.6).

Table (4.6) Employee Satisfaction

| Sr No. | Factors | Mean value |
|---------------|--|-------------------|
| 1. | Caring employees as a person | 3.71 |
| 2. | Positive work interactions | 3.45 |
| 3. | Committing to do quality work | 3.13 |
| 4. | Feeling valued and affirmed at work | 3.58 |
| 5. | Feeling recognized and appreciated at work | 2.66 |
| 6. | Fitting with the organizational values | 2.15 |
| 7. | Alignment with the organizational mission | 3.21 |
| | Overall Mean | 3.13 |

Source : Survey Data, (2023)

According to Table (4.6), the overall mean score for employee satisfaction is 3.13 which is greater than neutral score of 3. As per the result, the highest mean score of 3.71 indicates that the respondents agree with MTB in fostering a workplace where employees feel valued on a personal level, indicating a positive and empathetic work environment. The lowest mean score of 2.15 indicates that the respondents disagree on the alignment with the organizational mission between the organizational values and the employees. As per the result, employees might feel that the organizational values do not align with a genuine focus on customer satisfaction. This disagreement can lead to a disconnect between the organizational values and the employees, impacting their motivation, job satisfaction, and overall alignment with the bank's mission.

4.2 Analysis on the Effect of Performance Management on Employee Satisfaction of Myanma Tourism Bank

The multiple linear regression analysis is conducted to analyze the effect of employee satisfaction from employees in Myanma Tourism Bank. It is also used to test the effect of performance management on independent variables (performance standard, encouraging productive behavior, objective and goal setting, feedback on performance) on dependent variable (employee satisfaction). The results of the effect of employee satisfaction from employees in Myanma Tourism Bank from generating linear regression model are shown in Table (4.7).

Table (4.7) Analysis on the Effect of Performance Management on Employee Satisfaction

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig | VIF |
|---------------------------------|-----------------------------|------------|---------------------------|-------|------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | .563 | .295 | | .683 | .373 | |
| Performance Standard | .196 | .042 | .111 | 1.947 | .120 | 1.212 |
| Encouraging Productive Behavior | .260** | .165 | .199 | 2.327 | .018 | 1.309 |
| Objective and Goal Setting | .639*** | .071 | .240 | 8.542 | .000 | 1.509 |
| Feedback on Performance | .205** | .068 | .150 | 2.163 | .051 | 1.213 |
| R | .757 | | | | | |
| R Square | .573 | | | | | |
| Adjusted R Square | .564 | | | | | |
| F Value | 33.611*** | | | | | |
| Durbin Watson Value | 2.262 | | | | | |

Dependent Variable: Employee Satisfaction

Source: Survey data, 2023

Note: *** Significant at 1% Level, ** Significant at 5% level, * Significant at 10% Level

As shown in Table (4.7), the power of the models to explain variables supposed to factors influencing on affective employee satisfaction is considered moderate as value of R Square is 0.573 and Adjusted R Square is 0.564. Thus, the linear regression model in this case can explain 56.4% about the relationship between independent variables (clarity of performance appraisal, encouraging productive behavior, objective and goal setting and feedback on performance) and dependent variable (employee satisfaction). The Durbin-Watson value is 2.262. Therefore, Durbin-Watson value is in the range of 1.5 and 2.5 in order to be enough the sample size of the survey.

According to regression analysis result, it is found that objective and goal setting, encouraging productive behavior and feedback on performance have significant effect on employee satisfaction. As per the result, the significant level of objective and goal setting is at 1% level. The significant level of encouraging productive behavior and feedback on performance are at 5% level. As per the result, it implies that when employees have clear objectives and goals set for them, their satisfaction levels can increase significantly. It is evident that setting clear objectives and goals for employees is crucial in enhancing their satisfaction levels at MTB Bank.

Employee satisfaction holds immense significance for the bank's management. A content and motivated workforce translates into increased morale among employees. This boost in morale, in turn, leads to heightened productivity levels, a crucial element for a bank's success. Moreover, satisfied employees are more likely to stay with the organization, reducing turnover rates and ensuring stability within the workforce. This stability creates a positive work environment where employees are not only content but also committed to their roles and responsibilities. Additionally, fostering a culture that encourages productive behavior and provides regular feedback can also contribute positively to employee satisfaction. When employees are encouraged to be productive and receive regular feedback, they feel valued and engaged in their work. This, in turn, leads to higher job satisfaction among employees. This culture of encouragement and continuous feedback is an investment in the bank's most valuable asset: its human capital.

4.3 Analysis on Moderating Effect of Supervisor Support on the Relationship between Performance Management and Employee Satisfaction

In the analysis on the moderating effect of supervisor support on the relationship between performance management and employee satisfaction, regression analysis method is used. The results of the analysis are shown in Table (4.8).

Table (4.8) Moderating Effect of Supervisor Support on the Relationship between Performance Management and Employee Satisfaction

| Variables | Model 1 | | | | Model 2 | | | |
|--|-----------|------|-------|------|-----------|------|-------|------|
| | B | SE | Beta | Sig. | B | SE | Beta | Sig. |
| (Constant) | 2.425 | .038 | | .000 | 2.466 | .131 | | .184 |
| Performance Standard | -.312 | .043 | -.016 | .827 | -.099 | .222 | -.175 | .655 |
| Encouraging Productive Behavior | .420*** | .066 | .108 | .001 | -.276 | .348 | -.318 | .428 |
| Objective and Goal Setting | .036** | .072 | -.038 | .005 | .328** | .350 | .342 | .031 |
| Feedback on Performance | -.443 | .068 | -.049 | .516 | .212** | .337 | .234 | .043 |
| Supervisor Support | .450** | .053 | .064 | .032 | .221*** | .571 | .314 | .010 |
| Performance Standard x Supervisor Support | | | | | -.136 | .155 | -.815 | .930 |
| Encouraging Productive Behavior x Supervisor Support | | | | | .437** | .220 | .193 | .048 |
| Objective and Goal Setting x Supervisor Support | | | | | .125** | .214 | .581 | .028 |
| Feedback on Performance x Supervisor Support | | | | | -.263 | .236 | -.703 | .489 |
| R | .532 | | | | .488 | | | |
| R Square | .274 | | | | .221 | | | |
| Adjusted R Square | .202 | | | | .296 | | | |
| R Square Change | .174 | | | | .022 | | | |
| F Value | 29.631*** | | | | 13.014*** | | | |

Dependent Variable: Employee Satisfaction

Source: Survey data, 2023

Note: *** Significant at 1% Level, ** Significant at 5% level, * Significant at 10% Level

As per multiple linear regression analysis, supervisor support has complete moderating effect on the relationship between encouraging productive behavior and employee satisfaction.

This moderating effect is positive effect. Thus, supervisor support will raise the degree of effect from encouraging productive behavior on employee satisfaction.

As per the result, it is also found that supervisor support has partial moderating effect on the relationship between objective and goal setting, and employee satisfaction. This moderating effect is positive effect. Thus, supervisor support will raise the degree of effect from objective and goal setting on employee satisfaction. It can be concluded that employee satisfaction raise by improving supervisor support in encouraging productive behavior, objective and goal setting of MTB as the analysis result indicates that supervisor support has complete moderating effect on the relationship between encouraging productive behavior and employee satisfaction, and partial moderating effect on the relationship between objective and goal setting, and employee satisfaction.

CHAPTER 5

CONCLUSION

This chapter is organized with findings and discussions, suggestions and recommendations from the study. This chapter also includes the suggestions for the further study needs for the research of effect of Performance Management in bank industry.

5.1 Findings and Discussions

This study focuses on performance management that improves employees' satisfaction, promotes creativity, and enhances the employee performance of staffs at Myanma Tourism Bank. Likert-type scale was used which composed of five value levels with the semantic limits of complete disagreement and complete agreement. The sample was selected randomly from all departments of the bank including executives, permanent staffs, supervisors and support staffs to collect the primary data. The obtained data are analyzed by the Statistical Package for Social Science (SPSS) software.

The survey results show that employees agree with performance standards of MTB. This indicates a generally clear understanding of what is expected from them in terms of performance. Employees perceive the bank's efforts are encouraging productive behavior. This implies that there is a favorable environment promoting positive work habits and productivity within the organization. The survey indicates that employees agree with the objective and goal-setting process. Specifically, the respondents find the evaluation system based on performance standards to be fair. Feedback on performance indicates that employees, on average, are content with the feedback they receive regarding their performance. This implies an effective communication channel between supervisors and employees regarding their work performance. Supervisor support indicates the agree level among employees. However, there are specific areas identified in the survey where improvements are needed.

These findings indicate that MTB Bank generally maintains a positive work environment, with employees having clear performance standards and feeling encouraged to exhibit productive behavior. The positive perception of the fairness of the evaluation system highlights a strong aspect of the bank's performance management strategy. However, the need for improvement in specific

areas of supervisor support suggests that targeted interventions, such as training programs or mentorship initiatives, could be beneficial.

The multiple regression analysis reveals that objective and goal setting, encouraging productive behavior and feedback on performance have positive and significant effect on employee satisfaction. Moreover, as per the analysis on moderating effect, supervisor support has complete moderating effect on the relationship between encouraging productive behavior and employee satisfaction, and partial moderating effect on the relationship between objective and goal setting, and employee satisfaction. These findings can help to improve employee satisfaction within MTB Bank. The results emphasize the crucial role of supervisors in shaping the relationship between encouraging productive behavior and employee contentment. When supervisors actively encourage and support productive behavior, employees are more satisfied, indicating the importance of positive reinforcement and managerial support in fostering a content workforce. Additionally, the significance of objective and goal setting in conjunction with encouraging productive behavior highlights the importance of clear organizational objectives. When employees understand their roles in achieving these goals and are encouraged to exhibit productive behavior aligned with these objectives, it positively impacts their satisfaction levels.

5.2 Suggestions and Recommendations

Based on previous results and conclusions, the following recommendations can help to enhance Performance Management and Employee Satisfaction in MTB bank. The purpose of this study was to investigate whether supervisor support affected the linkages between employee satisfaction and its four predictors; performance standard, encouraging productive behavior, objective goal setting and feedback on performance. The findings of the study show that attitude towards encouraging productive behavior, objective and goal setting, feedback on performance and supervisor support positively effect on employee satisfaction.

Encouraging productive behavior is the significant factor that positively effect on employee satisfaction. Encouraging productive behavior plays a significant role in improving employee satisfaction. Therefore, company should maintain and create more its encouraging productive behavior factor for their employee to improve more employee satisfaction level by helping for problem, supporting and providing for training/ refresh training, supporting leave allowances and employee benefits, creating opportunities for promotion and salary depend on their job

performance, allowing decision making and conducting periodic reviews to assess health and safety standards in the workplace and following health and safety law and regulations for all employees.

In addition, objective and goal setting can contribute to the growth and development of a work environment, it is required to build success work environment that promote employee satisfaction and excellence in organization. The leaders should have balanced processing objective goal settings and must request from followers' adequate input and perspectives, both positive and negative prior to make decision. According to the studies, it is suggested that a level of targets and goal settings is required to be comfort and clear so that employees will be satisfy and try with the leader. The need for supervisor's to improve and satisfy of their employees by help them set realistic goals for performing their work as ability of them.

The bank should monitor employee satisfactions regularly by feedback on performance and provides compensation to the employees for satisfactory performance. Monitoring the feedback on performance of the employees and giving them recognition boosts employee morale as they feel more connected with the bank and try to contribute to its development. This is boosting the morale of the employees as employees who get recognition from MTB Bank feel an emotional attachment and they consider the bank's development as their primary responsibility. This can improve productivity. This is important factor identified by the current employees working for MTB Bank that is increasing their job satisfaction rate.

In addition, supervisor support is leading to employee satisfaction of employees at MTB Bank. Thus, this organization should maintain its supervisor support for their employees to increase more satisfaction level on job by allowing employees to participate in decisions making, using appropriate leadership skill on employee's condition, taking prompt and fair corrective action on problem by supervisor, the necessary support for work efficiency and effectively communicating the goals and strategies to improve employees' motivation and satisfaction level on their job. MTB should identify specific areas within supervisor support where improvement is needed based on the survey feedback. Moreover, MTB should develop targeted training programs or workshops to enhance supervisors' skills in providing support, constructive feedback, and mentorship to their teams. Regular feedback loops can help supervisors understand their strengths and areas needing improvement. Management should also provide timely updates on organizational changes and decisions, ensuring employees feel involved and valued.

From survey data, it is found that employees are highly satisfied with working environment with full of good communication and receiving the care on their benefits. Thus, MTB Bank needs to maintain these factors for high employee satisfaction. It is also found that they feel they cannot get best chance to show their skills and abilities as best as they can. Thus, MTB should provide more chance to utilize their talents. From analysis on satisfaction of employees, it is found that, although they perceive that they are receiving meaningfulness feeling, but employees are not well known about performance standard at MTB Bank. Thus, MTB Bank should emphasize focus to know clearly for performance standard, and also pay attention to organization's rules. Moreover, organization should evaluate to know about identification of performance appraisal. Employers need to have a significant role to play in generating job satisfaction among their employees. In such a survey data, banks need to ensure that their employees are satisfied with their jobs, providing them with a positive and productive work environment that allows them sufficient self-development opportunities and satisfaction from the workplace.

5.3 Needs for Further Research

Future research can focus on incorporating more factors, leading to better prediction of employee satisfaction. The researchers focused only on the direct relationships between identified factors and employee satisfaction. Nevertheless, there can be interceding and abating consequence on these associations.

Future research can emphasize on mediating effects. This study did not focus on a specific category of employee satisfaction. After all, the properties of analyzed factors can change on the effect of employee satisfaction, future studies can address this issue as well.

While the findings of this study are critical to understanding employee satisfaction, the research has the statistical representativeness of the results that could have been undermined. Furthermore, the study relied on the perspectives of respondents drawn from employees from only MTB Bank. As a result, the insights gathered are bound to narrow contexts and should be used with caution. In future investigations, it may be beneficial to undertake a similar study, but which targets employees from all the banks of Myanmar so that more representative inferences can be drawn. Another detailed study on the effects of a more comprehensive range of other level support (not supervisor only) on employee satisfaction is also proposed for future investigation. The survey was cross-sectional in design, gathering opinions from employees only who are non-managerial

level. On the other hand, future research should consider the view point of a top management of MTB Bank. This would definitely enrich the literature and knowledge. Future research need to do advance comparative and innovative researches based on the idea of this research topic.

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APPENDIX I

Questionnaires Survey

Dear Participants, I am inviting you to participate in this research by completing the following survey. This research investigates “The Effect of Performance Management and Supervisor Support on Employee Satisfaction in Myanmar Tourism Bank” The following questionnaire will require approximately 5-10 minutes to complete. Thank you for taking the time to assist me with this research. Under no circumstances are you obliged to answer any of the questions; however, doing so will greatly assist me in completing my research and enhancing the understanding of this research focus. The data collected will remain confidential and used solely for academic purposes.

Section A: Demographic Information

Please tick the box that is correspondent to your answers.

1. Gender

Male

Female

2. Marital Status

Single

Married

3. Age

25 and Less

Between 26-35

Between 36-45

Between 46-55

Over 55yrs.

4. Educational Background

High School

- Undergraduate
- Graduate
- Post Graduate
- Bachelor Degree
- Others

5. Job Title

- Supervisor
- Staff
- Executive

6. Monthly Income Level

- Under 200,000 kyats
- 200,001-400,000 kyats
- 400,001-600,000 kyats
- 600,001-800,000 kyats
- Above 800,000 kyats

7. Years of experience

- Under 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- Above 9 years

Section B: Employee's Survey Question

Please indicate the extent to which each of the statements in the matrix represented below influences Employee Satisfaction in your organization. Please record your answer by ticking at the space provided by the scale indicator.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

Performance Management

| No. | Clarity of Performance Appraisal | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Targets and their due date are clearly communicated to staff in my department | | | | | |
| 2. | Performance Standards are consistent across the organization | | | | | |
| 3. | Employee can understand the purpose of performance appraisal | | | | | |
| 4. | Performance appraisal is based on accurate information | | | | | |
| 5. | My work assignments are always clearly explained to me | | | | | |

| No. | Encouraging productive behavior | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | The organization rules make it easy for me to do a good job | | | | | |
| 2. | The weaknesses detected in the appraisal always lead to training and development of staff | | | | | |
| 3. | I feel encouraged by my supervisor to offer suggestions and improvements | | | | | |
| 4. | Staff in my department are provided with opportunities for growth and development | | | | | |
| 5. | My department provides all the equipment, supplies, and resources necessary for me to perform my duties | | | | | |

| No. | Objective and goal setting | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | In our organization, goals and objectives are clearly defined for individual and group | | | | | |
| 2. | My goals are always clearly stated | | | | | |
| 3. | I tend to set goals that I can't quite achieve to force me to try harder | | | | | |
| 4. | My work is evaluated based on a fair system of performance standards | | | | | |
| 5. | Achieving goals is the way to promotion and success | | | | | |

| No. | Feedback on Performance | 1 | 2 | 3 | 4 | 5 |
|------------|---|----------|----------|----------|----------|----------|
| 1. | The employees believe the system is fair | | | | | |
| 2. | The system supports developmental opportunities | | | | | |
| 3. | High levels of performance are recognized and rewarded | | | | | |
| 4. | Ratings are based on actual performance and not personal feelings | | | | | |
| 5. | The system measures both the results and how they are achieved | | | | | |

Supervisor Support

| No. | Supervisor Support | 1 | 2 | 3 | 4 | 5 |
|------------|--|----------|----------|----------|----------|----------|
| 1. | My supervisor strongly consider my goals and values. | | | | | |
| 2. | Help is available from supervisor when I have a problem. | | | | | |
| 3. | My supervisor really care about my well being. | | | | | |
| 4. | My supervisor would forgive an honest mistake on my part. | | | | | |
| 5. | My supervisor is willing to help me when I need a special favor. | | | | | |

Job Satisfaction

| No. | Job Satisfaction | 1 | 2 | 3 | 4 | 5 |
|------------|--|----------|----------|----------|----------|----------|
| 1. | My manager cares about me as a person | | | | | |
| 2. | Most interactions at work are positive | | | | | |
| 3. | My coworkers are committed to doing quality work | | | | | |
| 4. | I feel valued and affirmed at work | | | | | |
| 5. | I feel recognized and appreciated at work | | | | | |
| 6. | My values fit with the organizational values | | | | | |
| 7. | I am aligned with the organizational mission | | | | | |

Appendix B

Regression Analysis Results on Factors Influencing Employee Satisfaction

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|---------------|
| | | | | | | F Change | df1 | df2 | | |
| 1 | .757 ^a | .573 | .564 | .37329 | .346 | 23.611 | 4 | 179 | .000 | 2.262 |

a. Predictors: (Constant), Feedback on Performance Mean, Objective and goal setting Mean, Encouraging productive behavior Mean, Clarity of Performance Appraisal Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 34.341 | 4 | 7.085 | 33.611 | .000 ^b |
| | Residual | 24.943 | 179 | .139 | | |
| | Total | 59.284 | 183 | | | |

a. Dependent Variable: Employee Satisfaction Mean

b. Predictors: (Constant), Feedback on Performance Mean, Objective and goal setting Mean, Encouraging productive behavior Mean, Clarity of Performance Appraisal Mean

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
|---------------------------------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|--------------|---------|---------|-------------------------|-------|
| | B | Std. Error | | | | Lower Bound | Upper Bound | Zero order | Partial | Partial | Tolerance | VIF |
| 1 (Constant) | .563 | .295 | | .683 | .373 | 1.981 | 3.146 | | | | | |
| Clarity of Performance Appraisal Mean | .196 | .042 | .111 | 1.947 | .120 | -.090 | .077 | -.015 | -.011 | -.011 | .988 | 1.212 |
| Encouraging productive behavior Mean | .260 | .165 | .199 | 2.327 | .018 | -.042 | .214 | .095 | .099 | .099 | .991 | 1.309 |
| Objective and goal setting Mean | .639 | .071 | .240 | 8.542 | .000 | -.180 | .102 | -.045 | -.041 | -.040 | .991 | 1.509 |
| Feedback on Performance Mean | .205 | .068 | .150 | 2.163 | .051 | -.179 | .089 | -.043 | -.049 | -.049 | .988 | 1.213 |

a. Dependent Variable: Employee Satisfaction Mean

Regression Analysis Results on Moderating Effect of Supervisor Support on the Relationship between Performance Management and Employee Satisfaction

Model 1

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|---------------|
| | | | | | | F Change | df1 | df2 | | |
| 1 | .532 ^a | .274 | .202 | .37359 | .174 | 29.631 | 5 | 178 | .000 | 2.075 |

a. Predictors: (Constant), Supervisor Support Mean, Feedback on Performance Mean, Objective and goal setting Mean, Performance Standard Mean, Encouraging productive behavior Mean

b. Dependent Variable: Employee Satisfaction Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 10.441 | 5 | 10.088 | 29.631 | .000 ^b |
| | Residual | 24.843 | 178 | .140 | | |
| | Total | 35.284 | 183 | | | |

a. Dependent Variable: Employee Satisfaction Mean

b. Predictors: (Constant), Supervisor Support Mean, Feedback on Performance Mean, Objective and goal setting Mean, Performance Standard Mean, Encouraging productive behavior Mean

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
|--------------------------------------|-----------------------------|------------|-----------------------------------|-------|------|---------------------------------|-------------|--------------|---------|---------|-------------------------|-------|
| | B | Std. Error | | | | Lower Bound | Upper Bound | Zero-order | Partial | Partial | Tolerance | VIF |
| 1 (Constant) | 2.425 | .038 | | 7.178 | .000 | 1.758 | 3.091 | | | | | |
| Performance Standard Mean | -.312 | .043 | -.016 | -.219 | .827 | -.093 | .075 | -.015 | -.016 | -.016 | .981 | 1.019 |
| Encouraging productive behavior Mean | .420 | .066 | .108 | 1.437 | .001 | -.035 | .224 | .095 | .107 | .107 | .969 | 1.031 |
| Objective and goal setting Mean | .036 | .072 | -.038 | -.508 | .005 | .178 | .105 | -.045 | -.038 | -.038 | .990 | 1.011 |
| Feedback on Performance Mean | -.443 | .068 | -.049 | -.651 | .516 | -.178 | .090 | -.043 | -.049 | -.048 | .987 | 1.013 |
| Supervisor Support Mean | .450 | .053 | .064 | .846 | .032 | .060 | .150 | .049 | .063 | .063 | .970 | 1.031 |

a. Dependent Variable: Employee Satisfaction Mean

Model 2

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|---------------|
| | | | | | | F Change | df1 | df2 | | |
| 2 | .488 ^a | .221 | .296 | .37165 | .022 | 13.014 | 4 | 179 | .002 | 2.072 |

a. Predictors: (Constant), Feedback on Performance Mean x Supervisor support Mean, Objective and goal setting Mean, Encouraging productive behavior Mean, Performance Standard Mean, Feedback on Performance Mean, Encouraging Productive Behavior Mean x Supervisor support Mean, Performance Standard Mean x Supervisor support Mean, Objective and Goal Setting Mean x Supervisor support Mean, Supervisor Support Mean

b. Dependent Variable: Employee Satisfaction Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 2 | Regression | 10.560 | 4 | .140 | 13.014 | .002 ^b |
| | Residual | 24.724 | 179 | .138 | | |
| | Total | 25.284 | 183 | | | |

a. Dependent Variable: Employee Satisfaction Mean

b. Predictors: (Constant), Feedback on Performance Mean x Supervisor support Mean, Objective and goal setting Mean, Encouraging productive behavior Mean, Performance Standard Mean, Feedback on Performance Mean, Encouraging Productive Behavior Mean x Supervisor support Mean, Performance Standard Mean x Supervisor support Mean, Objective and Goal Setting Mean x Supervisor support Mean, Supervisor Support Mean

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
|--|-----------------------------|------------|-----------------------------------|-------|------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|
| | B | Std. Error | | | | Lower Bound | Upper Bound | Zero-order | Partial | Part | Tolerance | VIF |
| | | | | | | | | | | | | |
| 2 (Constant) | 2.466 | .131 | | 1.335 | .184 | -.969 | 5.021 | | | | | |
| Performance Standard Mean | -.099 | .222 | -.175 | -.448 | .655 | -.537 | .339 | -.015 | -.034 | -.033 | .036 | 7.647 |
| Encouraging productive behavior Mean | -.276 | .348 | -.318 | -.795 | .428 | -.963 | .410 | .095 | -.060 | -.059 | .035 | 2.922 |
| Objective and goal setting Mean | .328 | .350 | .342 | .937 | .031 | -.363 | 1.019 | -.045 | .071 | .070 | .042 | 2.075 |
| Feedback on Performance Mean | .212 | .337 | .234 | .631 | .043 | -.452 | .877 | -.043 | .048 | .047 | .040 | 2.749 |
| Supervisor Support Mean | .221 | .571 | .314 | .387 | .010 | -.905 | 1.347 | .049 | .029 | .029 | .008 | 1.244 |
| Performance Standard Mean x Supervisor support Mean | -.136 | .155 | -.815 | -.087 | .930 | -.320 | .029 | .020 | -.007 | -.006 | .628 | 1.592 |
| Encouraging Productive Behavior Mean x Supervisor support Mean | .437 | .220 | .193 | 1.988 | .048 | .000 | .087 | .117 | .147 | .147 | .581 | 1.720 |

| | | | | | | | | | | | | |
|---|-------|------|-------|-------|------|-------|------|------|-------|-------|------|-------|
| Objective and Goal Setting Mean x Supervisor support Mean | .125 | .214 | .581 | .585 | .028 | -.055 | .030 | .002 | -.044 | -.043 | .554 | 1.805 |
| Feedback on Performance Mean x Supervisor support Mean | -.263 | .236 | -.703 | -.694 | .489 | -.063 | .030 | .001 | -.052 | -.051 | .532 | 1.879 |

a. Dependent Variable: Employee Satisfaction Mean