

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF CAREER COMMITMENT AND CAREER
SATISFACTION ON SUBJECTIVE CAREER SUCCESS IN
UAB BANK**

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EMBA II - 43

EMBA 19TH BATCH (ONLINE)

MAY, 2024

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ACADEMIC YEAR (2022-2024)

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"This thesis **is** 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 this thesis entitled “**The Effect of Career Commitment and Career Satisfaction on Subjective Career Success in UAB Bank**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The objectives of the study are to analyze the effect of career commitment on subjective career success and to analyze the indirect effect of career commitment on subjective career success through career satisfaction as a mediator in UAB bank. In order to perform comprehensive research, a sample size of 250 out of 700 employees is calculated using the Raosoft sample size calculator. The simple random sampling method is used to choose 250 employees from a total of 700. Structured questionnaires are used to collect primary data through online survey method. Descriptive statistics and regression analysis are used for data analysis. Secondary data is collected from many sources such as textbooks, publications, internet pages, international research papers, and other local MBA research papers available in the library. The survey results indicate that career commitment has a positive and significant effect on subjective career success. The study found career satisfaction as a mediator between career commitment and subjective career success. UAB bank should develop a strategy plan for the purpose of enhancing the career development and career advancement of employees, which will eventually contribute to increased satisfaction in their jobs.

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CHAPTER 1

INTRODUCTION

The banking industry is product-market rivalry and customer needs are driving changes in the globalization of the economy. One essential resource for gaining a competitive edge is human resource assets. The banking industry demands professionals who have specific career paths. A career, according to Arthur (1989), is the evolving sequence of a person's work experiences over time. A person's career is defined as their personally seen order of attitudes and behaviors connected to work-related events and activities throughout their lifetime (Arthur, 1989). This definition makes it possible to take into account experiences associated to employment in modern society, when people are less obligated to work for a single company.

A lifetime of reoccurring work-related experiences leads to a career. Careers refer to a class of individuals' experiences, job positions, decisions made at work, activities or duties related to the job, and subjective interpretations of the job and related events such as aspirations, values, expectations, needs, wants, and feelings about any particular work (Greenhaus et al., 2018). Apparently, a job is not a career in and of itself; rather, it is the collective term for a set of circumstances, attitudes, and behaviors that go into a person's work life with the intention of achieving specific goals.

In spite of the fact that a person's career is their attribute, Baruch (2004) contended that organizations have a shared duty for planning and managing their employees' careers in order to maximize benefits for all parties. When people invest appropriately in their career planning and management, they can reap the benefits of that investment in the form of professional advancement. According to Greenhaus et al. (2009), career development is a continuous process that people go through in a series of steps, each of which is distinguished by a relatively distinct collection of duties, issues, and themes.

Career management is a significant component of modern human resource management. It consists of two main bodies: employees and organizations. Career management is a dynamic process that meets the needs of enterprises and individuals as much as possible, and is a people-oriented management method that achieves the objectives of both the employees and organization, and also promotes mutual growth and development. Career management generally includes two dimensions: individual career

management and organizational career management (Guo et al., 2021). Not only can successful career management fulfill the organization's needs for talents, but it can also meet the employees' requirements for self-realization, therefore make better use of the employees' knowledge and skills, keep the ones who are valuable to the company, and accomplish a win-win condition for the both the employees and the organization (Greenhaus et al., 2018).

Career commitment is defined as the power level of one's motivation to keep working on the career role that has been chosen and is being undertaken at the moment (Kong et al., 2016). A person's affective response to their employment is the psychological basis of their career commitment (Lee et al., 2000). Career commitment is defined as identification with and involvement in one's occupation (Mueller et al., 1992). Individuals who are more dedicated to their employment ought to feel more good emotions about their work and achieve more subjective career success. Furthermore, those who are dedicated to their work are likely to establish high standards for themselves, put in the necessary effort, and keep going after these objectives in the face of challenges and disappointments (Colarelli & Bishop, 1990).

Career satisfaction is defined by Greenhaus (1990) as personal fulfillment resulting from both internal and external factors related to a career, such as attaining all desired career outcomes, earning a living, progressing in one's career, and growing professionally. High career satisfaction employees are content with their accomplishments, goals met, salary, career growth, and skill development over their career (Greenhaus et al., 1990). As a gauge of their professional growth and advancement, career satisfaction is essential for employees (De Hauw & De Vos, 2010). Because of their high maintenance nature, employees also desire a quick path to authority and responsibility; they are constantly seeking out new challenges and chances at work, and they want the organization to support them in realizing their full potential (Martin, 2005).

Career satisfaction is very important to employees as they participate in their daily life and an important part of their basic need, involving the things they do at work and their personal growth (De Hauw & De Vos, 2010). According to Armstrong and Ursel (2009), firms that offer support and chances for skill development and acquisition have the ability to foster employee career satisfaction. Karatepe (2012) also pointed out that other elements of organizational support, like salary, skill development, career advancement, and goal attainment, might boost employees' career satisfaction.

Career success is the reflection of distinction between the intrinsic and extrinsic experiences at work, actual or perceived (Judge, 1999). Career success is an evaluative concept that is dependent on personal views of the term. Career success, according to London (1982), is the accumulation of favorable psychological or professional outcomes or accomplishments as a result of one's work experiences. A career's success has been determined by objective variables like pay and promotions.

Today's emerging careers are known for their dynamic nature and uncertain paths, making subjective careers a significant area of study (Park, 2010). Gattiker and Larwood (1986) noted that subjective measures can uncover significant career outcomes that may not be easily captured by personnel records or expert evaluations. They also mentioned that Subjective Career Success is viewed as more of an internal perspective, focusing on an individual's personal growth and development in their chosen occupation or profession. Subjective career success is defined as the degree to which employees are able to realize personal goals and values in their working career; the quality of education received; the role performed in the organization; career reflection; and the alignment of one's values with one's career (Srikanth & Israel, 2012). Compared to employees who are less devoted and less fulfilled, individuals who demonstrate a high level of career commitment will also be more satisfied when they achieve career success.

Private banks in Myanmar are likewise up against fierce competition. As a result, private banks in Myanmar have a big requirement to advance in both HR management and technology advancement. The competition of private banks is fierce and a firm can gain a competitive edge by employing effective HR management strategies to effectively manage its workforce. The success of every business depends on the people who make things happen for long term success.

UAB Bank is one of the well-known banks in Myanmar. UAB Bank is recognized as ability to successfully adapt and lead the banking industry in Myanmar while adhering to new regulations and governance standards. UAB Bank was founded in 2010 and expanded to serve their clientele via a network of over 84 branches located in 55 townships around Myanmar. UAB head office is located at UAB Tower, Times City, Kyun Taw Road, Kamayut Township, Yangon. From 2019 to 2022, UAB bank was voted "Myanmar's Best Bank" by Euromoney for three years running. Moreover, it was named "Best Bank 2021" by Global Finance and "Best Retail Bank Myanmar 2022" by Retail Banker International. Currently, UAB offers consumer banking, premier banking, SME banking, corporate

banking, trade financing, and treasury services. UAB also offers capital market operations, corporate and financial advising, investment banking, brokerage services, and securities through its subsidiary UAB. UAB is committed to setting the example for a better Myanmar by humanizing banking, fostering relationships, generating opportunities, and transforming lives. UAB launched the "Be the Change Myanmar" campaign in December 2017 as a way to demonstrate its commitment to bringing about change for a better Myanmar specifically focus on empowering women and children.

This study examines how career commitment effect on subjective career success through career satisfaction as a mediation in UAB bank.

1.1 Rationale of the Study

In Myanmar, the banking sector is experiencing significant growth, with the establishment of multiple banks, including United Amara Bank. In these days, banks are vital to the nation's social-economic development since they raise capital, control risk and the financial budget, and run the internet banking system. Consequently, there is intense competition between banks. The bank's ability to compete with other banks in the fiercely competitive banking sector depends on its employees. The strategic function of human resource management was crucial. Since the banking sector is one of the most important sectors in services industry, human resources are vital and crucial for sustainable success. The two main issues for banks facing everyday are managing their workforces and managing risks. In order to face such challenges, it is essential to improve employees' experiences and ultimately provide them the ability to take proactive responsibility for own career advancement and promotion, organizations implement career planning and development initiatives (Ababneh, 2013). It is a well-known fact that companies may better retain their precious employees by providing them with advanced skills, knowledge, and expanded competences through a well-designed career development program.

Prioritizing employee well-being and career development is not only simply a feel-good strategy for banks but also it is a strategic investment with a demonstrably positive impact on the bottom line. The banking industry thrives on the loyalty and dedication of its employees. Committed bankers build strong client relationships, fostering trust and confidence in financial decisions. Their deep industry knowledge minimizes errors and ensures sound financial practices. Committed employees are also instrumental in driving

innovation and long-term strategic thinking, propelling the bank's success in a competitive market.

Career commitment is critical for organizational success. Career commitment also translates to a more engaged workforce, a positive work environment, and a bank's overall financial health and reputation. Committed employees in banking find greater career satisfaction due to a confluence of factors. Firstly, their dedication fuels a sense of purpose, as they help clients navigate financial decisions and achieve goals. This purpose translates to motivation and a sense of accomplishment as they develop their expertise through continuous learning. Secondly, mastery of complex financial products and regulations fosters confidence in their abilities, allowing them to tackle challenges and contribute effectively.

Furthermore, the banking industry aligns with personal values of financial responsibility and helping others achieve financial security. This congruence between personal values and professional goals leads to a deeper sense of fulfillment. Career commitment encourages a long-term perspective, offering stability and a clear path for advancement within the organization. Recognition for their dedication, through promotions or simply public praise, validates their efforts and reinforces their value, further bolstering career satisfaction. Committed employees in banking translate career dedication and satisfaction into a strong sense of subjective career success. Their commitment fuels a sense of internal validation and thus they meet the high standards they set for themselves and achieve a level of expertise that fosters confidence in their abilities. Furthermore, career commitment aligns with personal aspirations, and the progress they make towards their goals reinforces their perception of success.

Career satisfaction is essential for career success. Beyond internal validation, committed and satisfied employees feel valued by the organization and believe their work makes a positive impact. This recognition contributes to a positive self-perception and a stronger sense of subjective career success. Moreover, the intrinsic motivation and enjoyment they derive from their work further fuels their perception of having a successful career. The reduced stress and improved work-life balance that come with commitment and satisfaction contribute to overall well-being, another key factor in subjective career success. Career commitment and satisfaction in banking create a foundation for employees to perceive their careers as successful, even beyond traditional measures of achievement.

Employees who perceive themselves as subjectively successful are not just happier and also, they become powerful drivers of organizational performance. This sense of accomplishment translates into a multitude of benefits for the bank. Firstly, engaged and productive employees become invested in the bank's success, taking ownership of tasks and actively contributing to achieving organizational goals. Secondly, a culture of success fosters innovation. Employees who feel confident in their abilities are more likely to tackle challenges and propose creative solutions, leading to a more competitive and adaptable bank. This positive attitude translates to exceptional customer service as well. Employees go the extra mile to build strong client relationships, resulting in higher customer satisfaction and loyalty. Furthermore, subjective career success reduces employee turnover. When employees feel fulfilled in their roles, they're less likely to seek opportunities elsewhere, allowing the bank to retain valuable knowledge and experience for a more stable and efficient workforce. Subjective career success is not a luxury and it is a strategic investment in the bank's overall performance. By nurturing a work environment that fosters career commitment, career satisfaction, and subjective career success, banks can unlock a pipeline of high-performing and loyal employees, ultimately propelling them towards long-term success in the ever-evolving financial landscape.

As the number of private banks are increased in Myanmar transactional economy, competition in the banking sector is increasing day by day. Employees of private banks have more chance for employment opportunities than before. On the other hand, Private banks need to review the satisfaction of bank employees. Nowadays, the most of the well-trained employees switched to another banks. It is not able to maintain experienced staff. This study aims to determine the significance of the relationship among career commitment, career satisfaction and subjective career success of the employees of UAB bank.

1.2 Objectives of the Study

There are two main objectives in the study. They are;

1. To analyze the effect of career commitment on subjective career success in UAB Bank.
2. To analyze the indirect effect of career commitment on subjective career success through career satisfaction as mediator in UAB Bank.

1.3 Scope and Method of the Study

This study focuses on career commitment, career satisfaction, and subjective career success at UAB Bank's head office in Yangon, Myanmar. The UAB head office employs seven hundred people. By using the Raosoft sample size calculator, the sample size for the study is 250 respondents. The simple random sampling method is applied to choose 250 employees out of 700. The study is used the online survey method to acquire primary data. Secondary data are collected from previous dissertations, journals, websites, and other local MBA research papers that are available at the library, along with relevant text books. Descriptive statistics and linear regression methods are used for data analysis.

1.4 Organization of the Study

There are five primary chapters in this study. The chapter one begins with an introduction that covers the rationale of the study, scope and method of the study, objective of the study and organization of the study. The chapter two explores into the theoretical background of the research and conceptual framework of the study. The chapter three provides a profile and overview of UAB Bank's career commitment and satisfaction policies as well as employee perceptions of these factors, organization structure of UAB bank, research design, reliability test and demographic profile of the respondents. The analysis on the effect of career satisfaction on career commitment and subjective career success at UAB Bank is described in chapter four. In conclusion, chapter five presents findings and discussions of the study, along with suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter describes theoretical background and literature review dealing with career commitment, career satisfaction and subjective career success. It consists a definitions of career commitment, career satisfaction, subjective career success and review of previous studies concerned with the effect of career commitment on subjective career success.

2.1 Career Commitment

Career commitment is an emotional connection within an organization. It is also a link between an employee and an organization that makes them desire to work for the company and support it in achieving its goals is known as employee commitment. Affection for work (affective commitment), fear of loss (continuance commitment), and a sense of duty to stay (normative commitment) are the three components of the commitment model that Meyer and Allen (1991) created. The first addresses an individual's affective commitment to their career, which is based on their strong desire to stick with it. These people may decide to attend conferences, read or subscribe to publications or periodicals related to their line of work. The second relates to normative commitment, which is the feeling that one must continue in one's chosen career, and the third relates to continuation commitment, which is the high expenses of quitting one's job.

Career commitment by Meyer and Allen (1991) refers to the loyalty as well as commitment that a person has towards their chosen career or profession. Career commitment depends on a number of variables, some of which are individual differences. Job satisfaction, opportunities for career development, organizational support, work-life balance, alignment with values and goals, rewards and recognition, job security, relationships at work, challenging and meaningful work, and personal investment are some important factors that frequently influence a person's commitment to their career.

A dedication to one's job is an attitude toward one's work or profession that encompasses setting and achieving personal career goals (Blau, 1985). Career commitment will make individuals willing to make an effort in supporting their careers and in

accordance with their values. Over the course of a person's career, commitment appears to gradually evolve and develop (Colarelli & Bishop, 1990).

2.2 Career Satisfaction

Career satisfaction is the fulfillment that people derive from the intrinsic and extrinsic perspectives of their careers, including salary, advancement, and developmental opportunities (Greenhaus et al., 1990). It is the collective sense of fulfillment that people derive from both intrinsic and extrinsic aspects of their jobs, as well as from prospects for advancement and compensation increases and personal growth (Greenhaus et al., 2009). Career satisfaction by Jen (2010) is the degree of general enjoyment brought about by one's choice of career.

Developing competencies related to one's work that could lead to opportunities for career progression is one way to measure career satisfaction. An employee's level of professional satisfaction is a reflection of their feelings regarding their roles, successes, and accomplishments in their career. Goal-specific environmental support and resources that offer an employee social and material support for their own goals are important indicators of career satisfaction (Barnett & Bradley, 2007).

According to Erdoğan et al. (2004), career satisfaction gauges how much people feel that their professional advancement aligns with their personal objectives, values, and inclinations. Career satisfaction is also crucial for an employee's physical, psychological, and social wellbeing. It significantly and favorably affects an employee's output (Afonso et al., 2014). This crucial organizational behavior variable summarizes a person's feelings about working all their lives in one comprehensive statement.

Career satisfaction is affected by various factors in the individual level and organizational level. Organizational learning culture also plays an important role in determining career satisfaction. It is crucial for organizations to foster an environment that supports employees' growth and development in terms of general learning and career advancement. When employees' goals and organizational needs are met together, they can experience greater satisfaction with their career development. When the goals of the organization align with those of the individual, it leads to a stronger commitment to the organization (Hall et al., 1970). According to Lee and Bruvold (2003), when employees perceive a positive organizational learning culture, they are more likely to experience

higher career satisfaction and demonstrate a strong commitment to their work. Since career development is one of the best strategies for employee retention and development, organizations take it seriously (Kong et al., 2012). The importance of career satisfaction is growing, and it is one of the key elements that greatly influences professional success.

2.3 Subjective Career Success

The positive psychological and work-related outcomes that one accumulates as a result of their work experiences can be characterized as career success (Seibert & Kraimer, 2001). The concept of career success emphasizes the existence of both objective and subjective elements (Gattiker & Larwood, 1988). The definition of objective career success takes into account societal and cultural elements, which can be either hierarchical (promotion, change in work title) or lateral (longer vacations, more job security) (Nabi, 1999). Subjective career success thrives on progress towards employees desired career goals, whether it is developing expertise, taking on challenging projects, or simply feeling valued by organization (Harrington & Hall, 2007). It is also intrinsically linked to employee's overall well-being. When employees enjoy the work itself, find challenges stimulating, and experience a healthy work-life balance, employees are more likely to perceive career as successful. In essence, subjective career success is a personal metric that measures employees own sense of fulfillment and accomplishment in chosen profession.

According to Judge et al. (1995), the conventional career model that defines success in terms of observable, socially recognized achievements, acceptable markers (such as money and progress) and holds that obtaining objective career success leads to subjective career success. Contrary to objective success criteria, subjective measurements, according to Gattiker and Larwood (1986), may identify significant career outcomes that are not easily evaluated through personnel records or by experts. They stated that one's own propensity for advancement in a selected field of work or profession is more accurately described as subjective career success, which is more of an internal viewpoint.

Subjective careers have become increasingly important in organizations as a result of the high degree of mobility and unpredictability that have recently been associated with emerging careers (Park, 2010). Achieving goals that are personally significant to an individual instead of ones that are set by parents, peers, an organization, or society is generally referred to as career success (Mirvis & Hall, 1994). Career success is the

culmination of various work experiences' accomplishments, whether they are objective or subjective (Judge et al., 1995).

Career commitment, career satisfaction, perceived career success, and, more recently, a multidimensional assessment of job aspects like growth and development, personal life, and authenticity are measures of subjective career success (Dubbelt et al., 2019). Subjective career success is a significant predictor of job success, both subjectively and objectively (Kong et al., 2012).

Subjective career success is the assessment of one's own aims and desires in relation to one's own career growth, successes, and expected outcomes. Hall and Chandler (2005) argued that people are no longer expected to depend on their organization's guidance for professional advancement due to the shift in the career environment. It is required of them to oversee their own professional lives. Subjective career success is the assessment of one's own aims and desires in relation to one's own career growth, successes, and expected outcomes (Seibert & Kraimer, 2001).

According to Tattiker and Larwood (1986), subjective career success is a reflection of an individual's view of their professional experiences. It is a person's sense of fulfillment in their work and sense of accomplishment (Judge et al., 1995). Accordingly, individuals' subjective assessments of their own career success tend to evaluate the subjective outcomes of career success, such as career successes or career mentorship, more internally (Poon et al., 2004).

2.4 Empirical Studies

Empirical studies of the relationship between career commitment, career satisfaction and career success are presented in this section. A couple of the factors that determine career success include organizational commitment and career commitment. The research of Ballout (2009), subjective career success was a good indicator of career commitment. Poon (2004) also presented evidence linking career success to a commitment to one's career.

When compared to those who are less devoted, persons who are committed to their careers should have stronger subjective career success (e.g., alignment of values with one's career, sense of identity with one's career, happy feelings). The research of Kidd and Green (2006), organizational commitment and career commitment are two factors that influence

career success. A dedication to one's career that has the potential to produce positive career outcomes is known as career commitment.

According to Carson et al. (1999), medical librarians who demonstrated a high level of job dedication also demonstrated a high degree of career satisfaction. Poon (2004) discovered that career commitment was a predictor of both subjective (career satisfaction) and objective (salary level) career success. According to Hall (1971), a person's level of self-confidence and success in their work has an impact on their level of dedication to their career.

Career satisfaction has a major impact on career commitment (Aryee & Tan, 1992). According to Aryee and Debrah (1993), there is a strong direct relationship between career commitment and career satisfaction. Ballout (2009) discovered that among people with intermediate levels of self-efficacy, career commitment predicted career success. Career commitment was a predictor of subjective career success. According to his research, among people with at least moderate levels of self-efficacy, career commitment was positively correlated with wage level and career satisfaction.

According to Aryee and Tan (1992) research, career satisfaction has a major impact on career commitment. Career satisfaction, career mentoring, career commitment, and perceptions of career success are factors that impact intrinsic employment outcomes, such as subjective career success (Poon, 2004). Since they are linked to favorable professional outcomes, career satisfaction that is connected to achieving one's goals for one's career enhances commitment to one's work. According to Ng et al. (2005), respondents used a variety of factors to assess their career success, such as how satisfied they were with their jobs and how far along they were in comparison to others.

Deborah et al. (2004) studies the different individual level results influenced career satisfaction and sources of career success. They discovered that career types with subjective definitions of career success might get just as much happiness from their career success as career types with objective definitions of career success might. The degree to which a person believes they are competent and successful in their work may have an impact on their level of career commitment. Myrtle and colleagues (2011) discovered a direct relationship between career satisfaction and career commitment in healthcare professionals. They discovered that shifts inside and across organizations gave employees the chance to

pursue careers that more challenged them, which in turn affected their commitment to their careers.

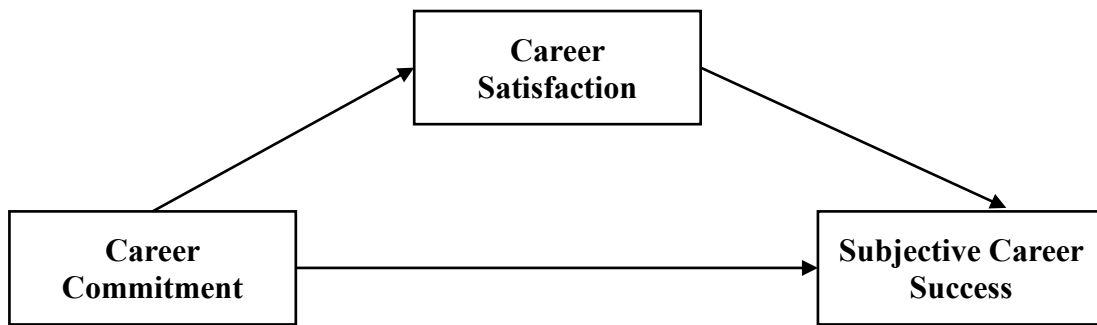
Aryee and Debrah (1993) found a strong relationship between self-esteem, which effected career commitment, and career satisfaction, which indicated a person's orientation toward fulfilling their job roles. The study indicated that there was a strong direct effect of career satisfaction on career commitment. According to Goulet and Singh (2001), employees that are happier are also more dedicated to their careers. Employees who were content with their level of job involvement also demonstrated higher levels of commitment to the company, to their employment, and ultimately to their careers. Jen-Ruei Fu (2010) discovered that the most significant factor influencing an IT professional's commitment to their work was their level of career satisfaction.

Furthermore, this section presents two previous study of career commitment on subjective career success. In these previous studies, effects of career commitment on subjective career success through career satisfaction as mediator are discussed.

2.4.1 Conceptual Framework of Karavardar

The first previous study is conducted by Karavardar (2014). This study examines to the effect of career commitment on subjective career success with the mediating role of career satisfaction. The research title is career commitment, subjective career success, and career satisfaction in the context of the Hazelnut processing industry in Giresun, Turkey. The research was carried out in the hazelnut processing sector in Giresun, Turkey. Giresun is home to more than 150 hazelnut processing enterprises, as reported by the chamber of commerce and industry of Giresun. The sample size for this research was 351 individuals employed in Giresun's hazelnut processing industry. Figure (2.1) was shown conceptual framework of (Karavardar, 2014).

Figure (2.1) Conceptual Framework of Karavardar



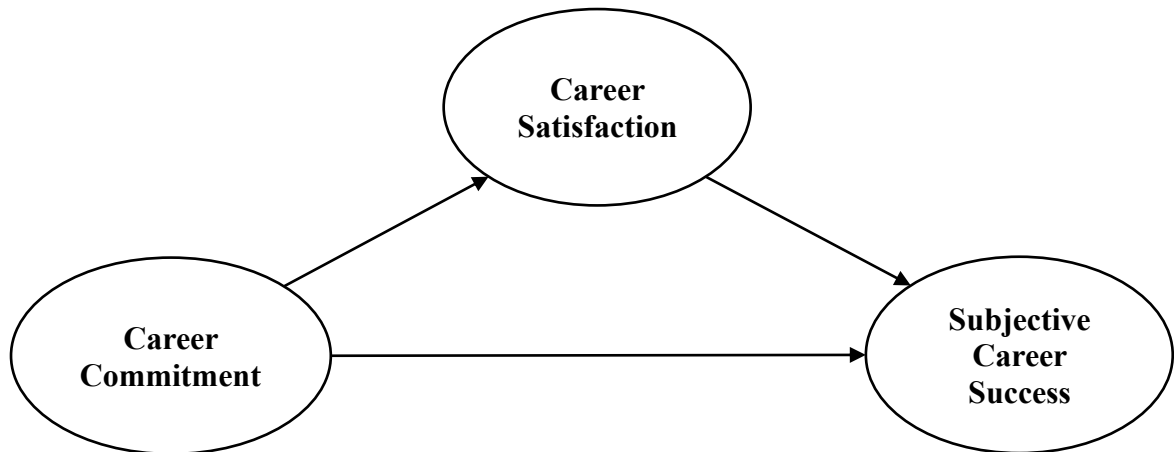
Source: Karavardar (2014)

In this study, the test results showed that career commitment was a strong predictor of subjective career success. Furthermore, the study also examined the effect of career satisfaction as a mediator. The test results showed that career satisfaction mediated the positive effects of career commitment on subjective career success. This study provides valuable insights for organizations' human resource management departments to better understand the subjective career success of today's workforce.

2.4.2 Conceptual Framework of Srikanth & Israel

The second previous study is done by Srikanth and Israel, (2012). This study examined the influence of career commitment on career success with the mediating role of career satisfaction. The examination of relationship is carried out between career success and career commitment, as well as the mediating function of career satisfaction in HR departments of manufacturing, information technology, and ITES firms. The research title is career commitment and career success as mediating role of career satisfaction. Out of 293 employees contacted, 113 respondents came from ITES, 96 from IT, and 84 from manufacturing. Figure (2.2) displays the conceptual framework of Srikanth and Israel, (2012).

Figure (2.2) Conceptual Framework of Srikanth & Israel



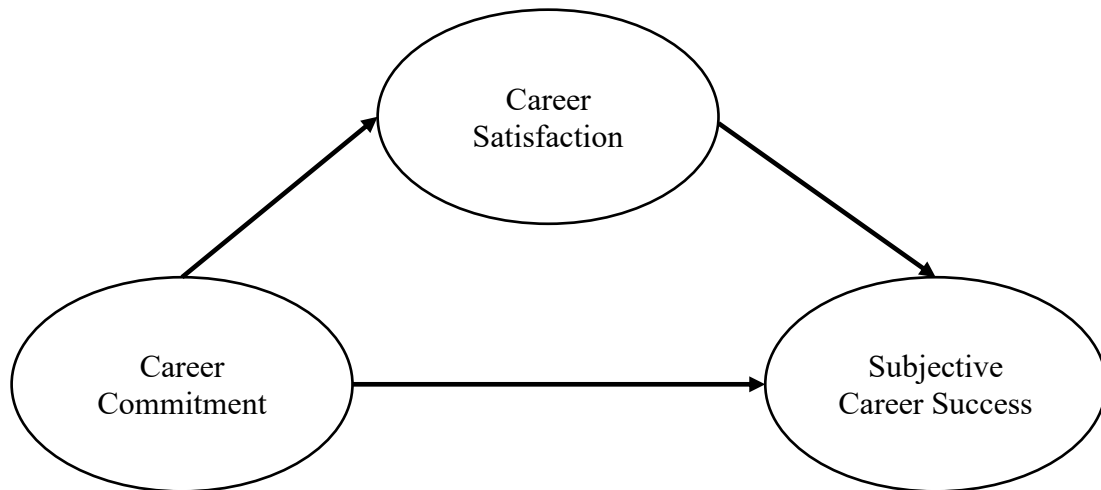
Source: Srikanth & Israel (2012)

The research found that career commitment was positively related to subjective career success. In addition, career commitment was also positively related to career satisfaction. Furthermore, career satisfaction was significantly mediate the relationship between career commitment and subjective career success.

2.5 Conceptual Framework of the Study

The conceptual model for this study is created using the literature review mentioned above as well as earlier research. This study analyzes the direct effect of career commitment on subjective career success and the indirect effect of career commitment on subjective career success through career satisfaction as a mediator at UAB Bank. Figure (2.3) displays the study's conceptual framework.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation adapted from previous studies (2024)

The conceptual framework was adapted from previous research papers of Karavardar (2014) and Srikanth and Isreal (2012). This framework shows how independent and dependent variables relate to one another. The independent variable is career commitment. Career satisfaction is mediation variable and subjective career success is the dependent variable. Career commitment, career satisfaction, and subjective career success are measured by using a five-point Likert scale are the following variables.

CHAPTER 3

PROFILE AND PRACTICES FOR CAREER COMMITMENT AND CAREER SATISFACTION IN UAB BANK

There are six sections in this chapter. The first section describes the profile of UAB Bank policies including the company's vision, mission and values. The second section shows the organization structure of UAB bank. The third section explains about the practices for career commitment and career satisfaction of UAB. The fourth section is about research design and the fifth section is about reliability test .The final section examines demographic profile of UAB bank.

3.1 Profile of United Amara Bank

UAB Bank was established in compliance with the Financial Institutions of Myanmar Law as a commercial bank. The government granted UAB Bank a banking license in May 2010 together with three other banks such as Ayawaddy Bank, Myanmar Apex Bank, and Asia Green Development Bank. 2010 saw the establishment of UAB Bank as a local private bank. Currently serving clients from a growing network of over 78 offices in 47 townships around Myanmar, the first branch opened in Nay Pyi Taw. In 2011, UAB obtained a regular dealer license, enabling it to conduct foreign exchange transactions via a currency exchange office. In 2012, the company obtained a foreign bank license, enabling it to conduct international bank transactions. Currently, banks are able to provide services for letters of credit and have complete licenses for international telegraphic transfers.

The "IGE Group of Companies," which owns and operates 100% of the UAB Bank, is involved in the following businesses: energy (oil and gas exploration, premium gasoline, and hydropower plan), hotels, telecommunications, managed services (property, forestry, and power generation plants), import/trading (exports timber and imports machinery & engineering equipment for the electricity, gas, and construction industries), and banking (retail & wholesale banking services). The founding goals of the UAB bank were to advance the banking sector in Myanmar and offer the locals first-rate banking services. The UAB bank's motto is "Safe, Sound, and Trust Worthy." One of the top providers of financial services in Myanmar is United Amara Bank.

One of the top banks in Myanmar is UAB Bank. UAB Bank was crowned 'Myanmar's Best Bank' by Euromoney for three years running from 2019 to 2022 as a result of its effective transformation and leadership in the banking industry of Myanmar amid regulatory changes and governance standards. Additionally, Retail Banker International awarded it the "Best Retail Bank Myanmar 2022," and Global Finance called it the "Best Bank 2023." In addition to the international accolades, UAB bank was ranked #1 in the 2020 Pwint Thit Sa Report, which was released by the Myanmar Center for Responsible Business and included the Job Net list of the "Best Companies to Work in Myanmar - Employees Choice".

Since its founding in 2010, UAB has expanded to serve clients from a network of more than 85 locations located in 55 townships around Myanmar. Consumer banking, premier banking, SME banking, corporate banking, trade financing, and treasury services are just a few of the many financial services offered by UAB. In addition, UAB offers brokerage services, corporate and financial advising, investment banking, and capital market activities through its subsidiary UAB Securities.

UAB is committed to setting the example for a better Myanmar by humanizing banking, fostering relationships, generating opportunities, and transforming lives. "Be the Change Myanmar" program, which UAB launched in December 2017, symbolizes our dedication to bringing about change for a better Myanmar with a particular focus on the empowerment of women and children. The 2020 establishment of the UAB Foundation and responsible operations by UAB Bank are both important to our community.

(i) Vision of UAB

UAB Bank's vision is to pave the path for a better Myanmar by humanizing banking, fostering relationships, generating opportunities, and improving lives.

(ii) Mission of UAB

UAB Bank's missions are to lead changes in the financial services industry; be a strong institution based on moral principles and good governance; deliver banking with a heart; care for our people and the communities we serve; connect people and forge relationships to strengthen a sense of community; create opportunities and a better future for our customers and employees; and be the change that will empower the communities and collectively enrich the lives of those they touch.

(iii) Values of UAB

"A desire to connect," "a passion to create," and "the courage to lead change" are UAB's core principles. UAB aspires to inclusive success by cooperation and collaboration, appreciating each other's contributions and viewpoints, and believes in the potential of forming deep and lasting relationships with fellow uabians, consumers, and the community. UAB encourages innovation that is always looking for workable solutions to make things better, clear up issues, and make banking easier.

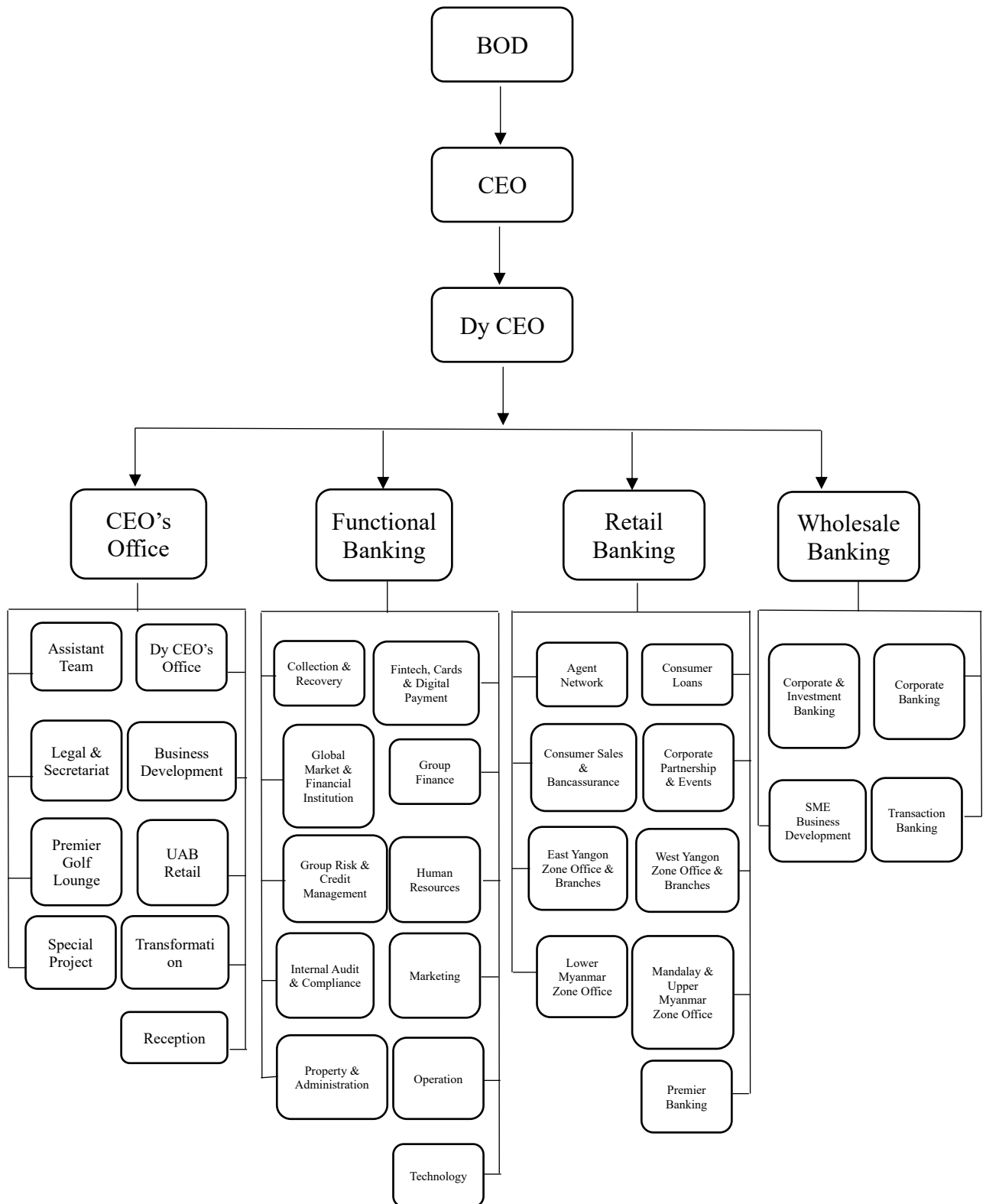
UAB has the guts to drive change because they understand that it will be disruptive but necessary and they want people who will challenge the status quo, look to the future, and stand up for what they believe in. UAB upholds a performance-driven culture while keeping honesty, stewardship, and creating a sustainable future for the people and the nation as a priority. Corporate value of UAB Bank is "To lead the way towards a better Myanmar, humanizing banking, connection people, creating opportunities and changing lives."

3.2 Organization Structure of UAB Bank

The Bank's 2022–2023 annual reports state that there were about 1800 employees overall. The emphasis on learning and development persisted despite the interruptions; in fiscal year 2021, there were 22,176 hours of training, up from 13,157 hours in the previous year. Much of the reason for this increase in fiscal year 2021 has been better expertise in handling and delivering on-line training; a process that we start in fiscal year 2020. With the stabilizing of the operating environment, UAB Bank are postured to accelerate the learning and development opportunities for employees in fiscal year 2022.

The development of local talent is essential to constructing the sustainability of the future focus plan. In fiscal year 2021, six new Area Managers were hired to serve the retail banking sector, while 220 bench strength and leadership succession personnel received promotions. Opportunities to develop people for the next level were created in addition to identifying personnel with leadership potential for training jobs. Moreover, these promotions are a few of the ways UAB considers talent from Bank as well as other sources for the developing successorship. The organizational chart of UAB bank is shown in Figure (3.1).

Figure (3.1) Organization Chart of UAB Bank



Source: UAB Bank (2024)

UAB Bank follows to corporate governance principles and has implemented a suitable organizational structure. The board of directors is acting as a non-executive body, the senior management group is growing in importance, and the board committees support the board of directors. Board committees have jurisdiction over four primary groups: functional banking, retail banking, wholesale banking, and the CEO's office. Department heads control their respective divisions and report to the CEO, who is in charge of senior management.

The organization of UAB is set up properly and adheres to corporate governance. The Board of Directors is directly appointed as advisors by the Chairman. The Chairman's advisor is assisted by a Chief Executive Officer, a Deputy Chief Executive Officer, and Directors at the second-tier level who supervise multiple business units. The Board Committee consists of four appointed board directors who are responsible for ensuring the bank's procedures and policies are standardized. The bank has designated an adviser and a deputy chief executive officer, with the CEO of UAB Bank as a foreigner. There are four main department in UAB.

3.2.1 Chief Executive Office of UAB

Assistant team, legal & secretariat, premier golf lounge, special project, Dy CEO's office, business development, UAB retail, transformation and reception departments are directly managed by CEO's office. Legal department safeguards the bank's legal interests and ensures compliance with financial regulations. Their responsibilities include reviewing and drafting contracts, loan agreements, and other legal documents, providing legal advice on banking products, services, and regulatory matters, managing lawsuits, claims, and other legal issues that may arise and ensuring the bank adheres to anti-money laundering (AML) and Know Your Customer (KYC) regulations. Secretaries provide direct administrative and logistical support to specific executives or departments. Their tasks may include managing the executive's calendar, scheduling appointments, and handling travel arrangements.

3.2.2 Functional Banking Department of UAB

Functional banking professionals juggle several key responsibilities, often focused on collection & recovery, fintech, cards and digital payment, global market and financial institution, group finance, group risk and credit management, human resources, marketing,

internal audit and compliance, property and administration, operation and technology. Financial institution services analyze a business's financial health and recommend suitable financial products and services like loans, accounts, or investment options. present customized solutions to help businesses manage cash flow, access capital for growth, or plan for the future. Financial advisory services are well-versed in the constantly evolving environment of financial trends and regulations, ensuring that they can provide clients with relevant and timely advice. The finance department is the financial brain of the bank. Financial planning and analysis forecasting future financial performance, budgeting, and managing risk. Financial reporting creates accurate financial statements that reflect the bank's health. Cost management identifying and implementing strategies to control expenses and optimize profitability. Regulatory compliance ensuring the bank adheres to financial regulations set by governing bodies.

Human resource department focuses on the bank's workforce: recruitment and onboarding of new employees across departments, training and development programs for employee skill enhancement, managing employee benefits, compensation, and payroll, handling employee relations, including performance reviews, disciplinary actions, and conflict resolution and ensuring compliance with labor laws and regulations. Human resource department focus remains unchanged- attracting and cultivating talent whose mission is to build a better Myanmar.

Given the Bank's expansion plans, UAB bringing in the right talent particularly local talent whilst building community and continued focus on environmental, social and governance commitments will be key to focus. The Bank's rewards and remuneration scheme has two main components: fixed pay and variable pay, and over this, UAB developed deeper sales-based incentives to incentivize employees with better rewards for sales performance. To enable a stronger incentive structure for high-performing sales professionals, a new sales model for sales staff is being implemented. UAB determines and guarantees that providing an employee's entire salary fairly with a comprehensive approach by using a number of factors. This is carried out with the intention of rewarding contributions, inspiring, and holding onto talent.

Banking operations act as the backbone of a bank, ensuring everything runs smoothly and accurately behind the scenes. Transaction processing ensuring accurate and timely processing of various transactions like deposits, withdrawals, wires, and checks. Transaction processing following strict protocols to minimize errors and prevent fraud.

Branch operation opening, closing, and maintaining customer accounts, ensuring adherence to KYC (Know Your Customer) regulations. Account management monitoring account activity and addressing any discrepancies. Credit administration reconciling accounts daily or periodically to ensure all debits and credits are balanced. Audit, risk and compliance implementing and enforcing bank policies and procedures to comply with all financial regulations. Compliance maintaining accurate and complete records of all transactions for audit purposes.

The administrative department manages the daily operations of the bank, ensuring a seamless workflow. The administrative department managing office supplies, equipment, and facilities. Admin department ordinating travel arrangements and logistics for meetings or conferences, scheduling appointments and maintaining calendars for senior management, and overseeing mail and document distribution.

IT department keeps the bank's technological infrastructure running smoothly and securely. IT department developing and maintaining banking applications used for customer transactions, account management, and internal operations. Network and system administration ensuring the smooth running of the bank's computer networks and security systems. Data security implementing measures to protect sensitive customer information and prevent cyberattacks. User support providing technical assistance to bank employees for any IT-related issues. The data center acts as the physical and virtual home for the bank's critical data. This includes ensuring a stable power supply, proper cooling systems, and physical security for the data center facilities.

Data storage and management implementing efficient data storage solutions and ensuring data backups for disaster recovery. Data center operations monitoring and optimizing data center performance to ensure reliability and uptime. Compliance adhering to data privacy regulations and ensuring the secure handling of customer information. In essence, banking resource ensures the bank has the right people, finance keeps the financial house in order, IT manages the technological backbone, and the data center safeguards the bank's critical information. These departments work together seamlessly to ensure the smooth operation and financial health of the bank.

Banking support providing technical support to internal departments for banking-specific software and applications, assisting with customer service inquiries that don't require financial advice (referring complex issues to appropriate personnel), generating

reports and data analysis for various department and maintaining banking records and documentation.

3.2.3 Retail Banking Department of UAB

Retail banking head department manages agent network, consumer loans, consumer sales and bancassurance, corporate partnership and events, east Yangon zone offices and branches, west Yangon zone office and branches, lower Myanmar zone offices, Mandalay and Upper Myanmar Zone offices and premier banking. Retail banking assisting customers with inquiries related to their accounts and transactions, though typically not offering financial advice. Customer support department escalating complex issues to the appropriate personnel. Depending on the bank's size and structure, operations may also handle tasks like: processing loan applications and payments, issuing and managing debit and credit cards, safekeeping valuable items in deposit boxes. Overall, banking operations ensure the smooth functioning of the bank's core financial activities. They play a crucial role in maintaining data integrity, following regulations, and providing essential support for the bank's customer base.

Corporate partnership and event building strong client relationships and providing financial solutions to help businesses thrive. The typical duties of retail banking are client relationship management, financial advisory services, account management, sales and business development. Client Relationship Management act as the primary point of contact for business clients, understanding their financial needs and goals. UAB build strong, trust-based relationships with clients through regular communication and personalized service. Sales and Business Development identify and acquire new business clients, often by prospecting and networking within the community. Sales and Business Development present the bank's products and services effectively, highlighting how they can benefit potential clients.

Account Management oversee day-to-day account activities, ensuring smooth operation and adherence to regulations. Account Management address client questions and concerns promptly and efficiently. Retail banking department may collaborate with other departments within the bank, such as wealth management or loan specialists, to provide clients with a comprehensive suite of financial services and ensure compliance with all relevant banking laws and regulations. Retail banking is a multifaceted role that requires a

blend of financial expertise, relationship-building skills, and a drive to help businesses succeed.

3.2.4 Wholesale Banking Department of UAB

Corporate and investment banking, corporate banking, SME business development and transaction banking are placed under wholesale banking head department. Corporate Banking provides a wide range of financial services to businesses, including: cash management, lending (e.g., commercial loans, lines of credit), trade finance, mergers and acquisitions (M&A) advisory and treasury management. They provide the financial tools and resources a company needs to operate and grow on a day-to-day basis. Investment Banking focuses on raising capital for businesses and governments through various methods: initial public offerings (IPOs), secondary offerings, debt issuance, restructuring. Investment banking is more transactional. They help companies with specific events, such as going public or merging with another company.

The SME business development department focuses on growing a company's relationships with small and medium-sized enterprises (SMEs). This can apply to a bank, a software company, or any organization that wants to expand its reach into the SME market. SME business development identifying and targeting potential SME clients, understanding their specific needs and challenges, developing and delivering customized products and services to fit those needs, building strong relationships with SME clients to become a trusted advisor, contributing to the company's overall business growth by increasing SME sales and partnerships. In essence, the SME business development department acts as a bridge between the company and the SME market. They tailor the company's offerings to meet the specific needs of smaller businesses and forge strong connections to ensure long-term success.

Transaction banking provides a range of financial services to businesses for their daily operations. These services are essential for businesses to efficiently manage their cash flow, make and receive payments, and conduct international trade. The functions of transaction banking are account management, domestic and international payments, trade finance, collection services, disbursement services and electronic banking services. Account management includes services like cash management, check processing, and account reconciliation. Transaction banking helps businesses efficiently manage their

inflows and outflows of cash. Transaction banking plays a vital role in international trade by providing financing for import and export transactions. This can include letters of credit, documentary collections, and supply chain finance.

Banks can collect payments from a business's customers on their behalf. This helps businesses improve their cash flow and reduce the risk of bad debts. Similarly, banks can automate making payments to a business's suppliers. This streamlines the payment process and saves businesses time and money. Transaction banking provides online platforms for businesses to manage their finances remotely. This includes features like online bill payments, account statements, and real-time transaction tracking. By using transaction banking services, businesses can improve their operational efficiency, reduce costs, and gain better control over their finances.

UAB Bank always follows the compensation practices and programs that are compliant with legal requirements and responsive to market trends. The Board of Directors and Senior Management also regularly examine the remuneration policy as Salary, benefits, and compensation are tools of evaluation in relation with sustainability goals that extend beyond immediate financial advantages.

3.3 Practices for Career Commitment and Career Satisfaction

The UAB Bank human resources department develops career commitment and career satisfaction programs for its staff members. UAB Bank thinks that its employees' ongoing education and development leads to consistently better goods and services for its clients. As a result, the company provides official training and development programs to staff members ranging from non-executive to senior management. Additionally, the company uses a blended learning strategy that combines executive knowledge sharing sessions with self-study to help staff members advance their career development. By providing training programs, mentorship opportunities, and clearly defined career roadmaps, UAB bank prioritizes the advancement of its employees and helps them develop a sense of direction and purpose.

Additionally, UAB Bank offers workshops, formal training programs, and learning classes to give its staff members the knowledge and abilities they need for career success. Employees at UAB Bank can remain upgrade in the constantly changing financial world by taking advantage of the bank's continual skill development opportunities. This can

include conferences, internal training courses, or certifications pertinent to their line of work. By offering flexible work schedules, remote work opportunities, or paid time off, UAB Bank demonstrates their commitment to employee well-being and raises employee satisfaction. A collaborative and encouraging work atmosphere cultivate a feeling of unity and acceptance.

UAB Bank's focuses on a supportive and upbeat workplace culture including fun at work recognizing work done by given targets. In addition, UAB appreciate the specialization area of employees who invest in their professional success and places them according to their specialization. In the banking industry, expertise and knowledge are crucial for ensuring efficiency, professionalism, and the updating of necessary skills all of which contribute to the organization's progress. As one of the most important economic sectors in the nation and a necessary service for modern business, banking requires highly skilled individual's employees have received extensive training. Consequently, ongoing education is crucial for enhancing employees' skill sets in response to novel advancements and a changing work environment. Training and development tailored to each employee's career commitment is part of UAB Bank's commitment to helping them grow and thrive. UAB bank provides numerous internal trainings including financial management, risk management, management reporting, operational efficiency, and human capital management. The company invests in human capital.

UAB bank offers general banking training, HR orientation training, software training, customer service training, product training, treasure, bonds, and money market training, trade finance training, loan product procedure training, financial analysis training, risk and compliance training, and other courses to help employees advance their careers in response to new developments and a changing environment. All newcomers must take general banking training, which covers the fundamentals of accounting, banking software, and general products.

HR orientation training covers employee benefits and compensation in addition to organizational rules and laws. Attendance at the banking software training is required of all branches and head office staff. Training in customer service shows how to give each and every customer outstanding service. The product training explains every type of deposit product, as well as data entries and accounting entries for every product. Training in treasure, bonds, and money markets imparts knowledge of stocks, bonds, and FX trading. Training in trade finance explains how international banking operates and how banks assist

the export and import industries. The bank offers every type of loan product and service, together with training that explains how to apply for a loan and the relevant business laws.

Employees who attend financial analysis training as the next stage after completing loan product and procedure training. Training shows the financial statement's position as well as the balance sheet's analysis and profit and loss. Explaining the working capital gap and requirements in each business area. All employees must attend training course on risk and compliance by the guidelines and regulations of the Central Bank of Myanmar. Along with providing understanding of global procedures, this course also covers operational, market, and credit risk. In addition to internal training, the Bank offers its staff members the chance to broaden their horizons and experiences by sending them to seminars and training sessions held outside the organization, occasionally even abroad.

The organization recognizes that raising performance and productivity requires a culture of constant learning and creating learning opportunity for employees. Additionally, UAB Bank designs events that foster strong bonds between coworkers, including team-building exercises, luncheon activities, fun days, company outings, staff parties, and gatherings. Since the UAB Bank's success depends on having a strong leadership team and talents, developing local talents and the organization's talent pool, UAB bank sets these practices as top priority. A skilled local person was promoted to deputy chief executive officer position at UAB bank in 2018.

3.4 Research Design

This study is to examine the relationship between career commitment and subjective career success directly in UAB Bank and indirectly through career satisfaction acting as a mediator in UAB Bank. In order to accomplish its goal, this study employs the analytical research approach. In this study, primary and secondary data are also utilized. The sample size is determined for the primary data gathering process by taking into account the entire workforce of UAB Bank's branches in Yangon. There are 250 employees as the sample in this study. With using simple random sampling method, structured questionnaires are distributed to the respondents through online survey method. Secondary data are collected from published journals, previous research papers, reference books and relevant websites.

The Statistical Package for the Social Scientists, or SPSS, is a data management and statistical analysis tool for researchers. To analyze the results, survey data are entered into

SPSS and then assess the reliability analysis. To create variables in SPSS and enter data values into them, one must first create the necessary data for analysis. This study applies both analytical and descriptive research methodologies for data analysis.

The purpose of descriptive research is to characterize UAB Bank employees' attributes. There are four primary portions in the survey questions for this study: Sections (A) demographic characteristics and Section (B) discuss career commitment and Section (C) career satisfaction and (D) discusses subjective career success. There are multiple choice and closed-ended questions. The other questions are structured with a five-point Likert scale ranging from “Strongly disagree to strongly agree”. The Likert scale data are put as ordinal and descriptive data as nominal type in SPSS.

3.5 Reliability Test

According to Cronbach (1951), the consistency and accuracy of the measurement scales of the variables are determined by using a reliability test. Cronbach's alpha reliability test is utilized to ensure reliability of the variables. Cronbach alpha values between 0.60 and 0.80 are generally recognized as acceptable and good, whereas values close to 1.0 show great internal consistency reliability. Cronbach alpha values below 0.60 are assumed to be poor. Table (3.1) describes the reliabilities (alpha values) of the variables.

Table (3.1) Reliability Test of the Variables

Sr. No.	Particulars	No. of Items	Cronbach's Alpha
1.	Career Commitment	13	0.937
2.	Career Satisfaction	10	0.951
3.	Subjective Career Success	12	0.960

Source: Survey data (2024)

According to the Table (3.1), all the Cronbach's alpha values of variables are above 0.9 which describes that there is great internal consistency of the questionnaires for the study. It is satisfactory for each variable and the scale items on the questionnaires are considered to be reliable for the study. It is able to consider that the internal consistency of the measure used in this study explains why it is able to expect that the results of the various

constructs is the same in different contexts and thus the data is considered to be valid and reliable.

3.6 Profile of Respondents

Analysis of the respondent profiles centers on questions on gender, age, education level, tenure, level of position and monthly salary at UAB Bank. Table (3.2) displays the respondents' demographic information.

Table (3.2) Demographic Profile of the Respondents

Particular		Number of Respondents	Percentage
Total		250	100
Gender	Male	84	34
	Female	166	66
Age of Group (Years)	21-30	107	43
	31-40	94	38
	41-50	39	16
	Above 50 years	10	4
Education Level	High School	14	6
	Undergraduate	57	23
	Bachelor Degree	159	64
	Master Degree	20	8
Tenure (Year) in UAB Bank	< 1 year	67	27
	1-3 year	48	19
	3-6 year	18	7
	6-9 year	41	16
	More than 9 years	76	30
Level of Position	Junior Assistant	44	18
	Senior Assistant	19	8
	Assistant Supervisor	18	7
	Supervisor	28	11
	Assistant Manager	44	18
	Manager	43	17
	Other, Please Specify	54	22
Monthly Salary (Kyats)	Less than 2 Lakhs	33	13
	2 Lakhs to 3 Lakhs	60	24
	3 Lakhs to 4 Lakhs	33	13
	4 Lakhs to 5 Lakhs	28	11
	5 Lakhs above	96	38

Source: Survey Data (2024)

According to Table (3.2), women make up the majority of responders. There are somewhat more female employees than male employees. The majority of employees 43% of the total are between the ages of 21 and 30. At 38% of the workforce, the second-largest age group is the ages between 31 and 40. This is a result of the majority of employees being managers, assistant managers, and junior assistants. The data from the respondents show that the employees in the 41–50 age range make up 16% of the total, while those over 50 make up barely 4%. As a result, young people make up the bulk of UAB Bank's workforce. With regard to education, the majority of the workforce 64% of the employees have a degree. Eight percent of all employees hold a master's degree, twenty-two percent having an undergraduate degree, with the remaining 6% of the employees only have high school education level.

Table (3.2) indicates that thirty-four percent of UAB Bank's workforce has worked there for more than nine years. 19% of employees have worked for one to three years, while 27% of employees have worked for less than a year. Merely 7% of them have worked at this company for three to six years. Because of competitive salary and benefits, a supportive and understanding management team, a positive work culture, strong relationships with coworkers, opportunities for growth and development, a sense of purpose and fulfillment in the work, and a positive work environment, the majority of UAB Bank employees have worked there for more than nine years' service.

Others (vice president, assistant vice president, relationship banker, relationship manager and basic administrative employees) make up a sizable group of employees (22%) based on position level. Out of all the employees, 11% are supervisors, 8% are senior assistants, 18% are junior assistants, 18% are assistant managers, and 7% are assistant supervisors. Most employees receive monthly wages exceeding 500,000 kyats. Employees in middle and upper management receive higher salaries based on their performance and work status.

In conclusion, most of the respondents are female between 21-30 years old. Moreover, most of respondents have bachelor degree and most are more than nine years services UAB Bank. Furthermore, most are others including vice president, assistant vice president, relationship banker, relationship manager and basic administrative employees. Finally, most respondents earn 5 lakhs above per month of salary.

CHAPTER 4

ANALYSIS ON THE EFFECT OF CAREER COMMITMENT AND CAREER SATISFACTION ON SUBJECTIVE CAREER SUCCESS

The two parts are composed in this chapter. The first part focuses on employee perception on career commitment, career satisfaction and subjective career success of UAB Bank. The second part focuses on analyzing the mediating effect of career satisfaction between career commitment and subjective career success. According to Best (1977), the mean values of five-point Likert scale items are interpreted as strongly disagree level (the score among 1.00 – 1.80), disagree level (the score among 1.81 – 2.60), neutral level (the score among 2.61 – 3.40), agree level (the score among 3.41 – 4.20) and strongly agree level (the score among 4.21 – 5.00).

Each statement was measured by five-point Likert scale ranging from 1 to 5 (strongly disagree, disagree, neutral, agree strongly agree). For data analysis, descriptive and regression analysis are used. For regression analysis, data reliability is tested in advance.

4.1 Employee Perception on Career Commitment, Career Satisfaction and Subjective Career Success of UAB Bank

This chapter concludes by examining the relationship between career commitment, career satisfaction and subjective career success at UAB Bank. The questionnaire comprises two parts designed to gather quantitative data. The first part employs close-ended structured questions to obtain quantitative data, particularly focusing on investigating the demographic profiles of the respondents. Each factor included respective statement.

4.1.1 Employee Perception on Career Commitment of UAB Bank

Structured questionnaires are used to examine the aspect of employee perception on career commitment at UAB Bank. The mean, overall mean and standard deviation for employee perception on career commitment is described in Table (4.1) based on the findings.

Table (4.1) Career Commitment

Sr.No.	Description	Mean	Std. Dev
1.	A career is a central interest in life.	3.75	1.00
2.	Working in current profession is important.	3.80	1.00
3.	Changing careers would be difficult to do now.	3.37	0.90
4.	Pursuing a career is important to one's self-image.	3.77	0.97
5.	Recommend a profession as a career.	3.62	1.00
6.	feel “emotionally attached” to this career.	3.42	0.89
7.	Committed to pursuing long-term career goals within this organization.	3.65	0.89
8.	The organization’s commitment to career development influences the commitment to the organization.	3.63	0.84
9.	Willing to invest time and effort to enhance the skills for the benefit of a career within the organization.	3.67	0.98
10.	Actively seek opportunities for career growth within the organization.	3.74	0.98
11.	Willing to invest extra effort to contribute for the success of the organization.	3.69	0.89
12.	The organization’s values align with personal and professional values.	3.66	0.86
13.	The organization cares about career development.	3.67	0.95
Overall Mean		3.65	

Source: Survey Data (2024)

Table (4.1) presents the overall mean score of career commitment is 3.65, indicating agree level. This explain that employee agree they commit in their career. The average scores of all career committed except difficulty in changing career to do now fall in between 3.41 and 4.20 , indicating agree level. UAB practices a wide range of career development training. Since, employees achieving expertly this opportunity for their career progression within the organization and found their current career to be interesting areas in their lives. Moreover, UAB allows employees to change the area that they dedicate to their career paths. Furthermore, built up positive relationship culture among employees so must of

employees committed to pursue long term career goals within this organization and committed to their career.

On the other hand, employees neither agree nor disagree difficulty in changing career to do now. The employees in banking industry used to transfer one private bank to another private banks. It is not difficult for them.

4.1.2 Employee Perception on Career Satisfaction of UAB Bank

Structured questionnaires are used to examine the aspect of employee perception on career satisfaction at UAB Bank. The mean, overall mean and standard deviation for employee perception on satisfaction is described in Table (4.2) based on the findings.

Table (4.2) Career Satisfaction

Sr.No.	Description	Mean	Std. Dev.
1.	Major satisfaction in life comes from the job.	3.53	0.95
2.	Enjoy the work most days.	3.57	0.98
3.	Work provides a sense of accomplishment and satisfaction.	3.58	0.86
4.	The most important things that involve the job.	3.66	0.84
5.	Full using skills and a feeling of accomplishment from the job.	3.69	0.90
6.	Satisfied with the progress which have made toward meeting the overall goal.	3.64	0.84
7.	Satisfied with the progress which have made toward meeting the goals for income.	3.48	0.86
8.	Satisfied with the progress which have made toward meeting the goals for the development of new skills.	3.67	0.86
9.	Content with the opportunities for professional growth in the current position.	3.62	0.88
10.	Overall, satisfied with the current job.	3.62	0.90
Overall Mean		3.62	

Source: Survey Data (2024)

According to Table (4.2) , according to mean value(including overall mean) between 3.41 and 4.20 for career satisfaction is at agree level. Employees generally agree that they are satisfied with their current job. Additionally, they agree they use their skills and feeling of accomplishment from their jobs. Moreover, they are satisfied with the progress towards meeting goals for the development of new skills. UAB provides various training course to meet targeted goals for employees. Furthermore, employees are satisfied with involving in their respective job as UAB is creating positive relationship among employees.

4.1.3 Employee Perception on Subjective Career Success of UAB Bank

Structured questionnaires are used to find out the aspect of employee perception on subjective career success at UAB Bank. The mean, overall mean and standard deviation for employee perception on subjective career success is described in Table (4.3) based on the findings.

Table (4.3) Subjective Career Success

Sr.No.	Description	Mean	Std. Dev.
1.	Believing the current position aligns well with aspirations.	3.50	0.87
2.	Possessing profound knowledge in occupation.	3.66	0.90
3.	Having a very high level of expertise and skill in the occupation.	3.59	0.88
4.	Job accomplishments align with the personal definition of success.	3.56	0.80
5.	Believing on track to achieve goals.	3.63	0.90
6.	Feel successful in comparison to aspirations.	3.59	0.82
7.	Feel satisfied with the progress made in occupation.	3.58	0.82
8.	Feel a sense of accomplishment in current role.	3.58	0.84
9.	Reaching occupation within the time frame.	3.48	0.83
10.	Be optimistic about future occupation prospects within the organization.	3.60	0.82
11.	Perceive as successful in chosen occupation.	3.57	0.80
12.	Overall, consider to be successful in chosen field.	3.68	0.83
Overall Mean		3.59	

Source: Survey Data (2024)

Based on the findings in Table (4.3), according to the mean value (including overall mean) between 3.41 and 4.20, subjective career success is at agree level. Employees agree that they possess' profound knowledge in their occupations. Employees also agree that they believe they are on track to achieve occupational goals. Moreover, they are optimistic about their future jobs prospect within UAB. Employee also agree that they have very high level of expertise and skill in their occupations. Furthermore, they agree with successful in comparison to occupational aspirations. UAB allows employees to change the area they are interesting and have already committed their careers.

4.2 Analysis on Mediating Effect of Career Satisfaction between Career Commitment and Subjective Career Success

In order to test the mediating effect of career satisfaction between commitment and subjective career success at UAB bank, the following steps are followed.

1. Total effect through regression analysis on effect of independent variable, career commitment on dependent variable subjective career success.
2. Regression analysis of effect of independent variable on mediating variable.
3. Regression analysis of effect of independent variable on mediating variable on dependent variable.
4. Sobel test for significance of mediating variable.
5. Finding indirect effect , direct effect and total effect.

In analyzing the mediating effect of career satisfaction between career commitment and subjective career success, linear regression model is used and analyzed the data gathered from 250 employees of UAB in this study.

4.2.1 Effect of Career Commitment on Subjective Career Success

This study is to examine the total effect of career commitment (independent variable) on subjective career success (dependent variable) at United Amara Bank is analyzed. Career Commitment is assumed as the independent variables and subjective career success is considered as the dependent variable.

Table (4.4) Effect of Career Commitment on Subjective Career Success

No.	Model	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig. (P value)
		B	Std. Error	Beta		
	(Constant)	.679	.132		5.151	.001
1	Career Commitment	.796***	.035	.818	22.463	.001
R						.818
R Square						.670
Adjusted R Square						.668
Durbin-Watson						1.654
F Value						504.606***

Source: Survey Data (2024)

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

Table (4.4) demonstrates that there is a 0.796 overall effect of career commitment on subjective career success. The data shown in Table (4.4) indicate that the R square is 0.670 and the adjusted R square is 0.668. Of the variation of the independent and dependent variables, the model can account for 67%. At the 1 percent level, the F-test value which represents the models' overall significance translated to be quite significant.

This particular model is valid for presenting the relationship between career commitment and subjective career success. At the one percent level, career commitment has extremely large coefficient values. Subjective career success is significantly and favorably impacted by career commitment. The positive connection value indicates that employees' subjective career success increases as the level of career commitment at UAB Bank.

4.2.2 Analysis on the Effect of Career Commitment on Career Satisfaction

The linear regression test is used to examine Career Commitment as independent variables and Career Satisfaction as dependent variables.

Table (4.5) Effect of Career Commitment on Career Satisfaction

No.	Model	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig. (Pvalue)
		B	Std. Error	Beta		
	(Constant)	.506	.133		3.790	.001
1	Career Commitment	.852***	.036	.833	23.782	.001
R		.833				
R Square		.694				
Adjusted R ²		.693				
Durbin-Watson		1.872				
F Value		565.596***				

Source: Survey Data (2024)

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

According to the analysis in Table (4.5), career commitment has a positive effect on career satisfaction because their occupations allow them to completely utilize their skills and provide them a sense of accomplishment. UAB Bank projects that its employees will be satisfied with their progress toward achieving their overall career goals, as well as with their salary and ability to pick up new skills. UAB produces content that is satisfied with the chances for professional development in their existing roles. The data shown in Table (4.5) indicate that the R square is 0.694 and the adjusted R square is 0.693. For both the independent and dependent variables, the model provides 69% of the variance explanation. At the 1 percent level, the F-test value which represents the models' overall significance translated to be quite significant.

The model in question is valid and that it illustrates the connection between career satisfaction and commitment. At the one percent level, career commitment has extremely

large coefficient values. The positive connection value indicates that employees at UAB Bank who are more committed to their careers will have higher levels of career satisfaction.

4.2.3 Analysis on the Effect of Career Commitment and Career Satisfaction on Subjective Career Success

The linear regression test is analyzed to examine Career commitment and career satisfaction as independent variables and subjective career success as dependent variables.

Table (4.6) Effect of Career Commitment and Career Satisfaction on Subjective Career Success

No.	Model	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig. (P value)
		B	Std. Error	Beta		
	(Constant)	.344	.101		3.412	.001
1.	Career Commitment	.230***	.048	.236	4.834	.001
2.	Career Satisfaction	.664***	.047	.698	14.277	.001
R		.905				
R Square		.819				
Adjusted R Square		.817				
Durbin-Watson		1.866				
F Value		559.731***				

Source: Survey Data (2024)

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

The R-square value of 0.819 in Table (4.6) suggests a strong positive significant relationship between the independent variables (career satisfaction and commitment) and the dependent variable (subjective career success). The table showed that several

independent variables had a statistically significant linear association with the career success score.

Career satisfaction has positively significant effect on subjective career success at the one percent level . In practical terms, employees believed that working in the banking sector is more fulfilling than in other sectors because they perceived a logical and orderly workplace. Career satisfaction among employees is trending positively. Given the strong relation, higher levels of subjective career success may result from increased career satisfaction.

It seems that every independent variable has a considerably favorable relationship with one's subjective perception of career success. Employee career satisfaction has a standard coefficient (Beta) value of 0.698. Career satisfaction has significant and positive effect on subjective career success. Therefore, the biggest factor increasing employees' subjective career success at UAB Bank is their level of career satisfaction. This particular model is valid for presenting the relationship between career commitment and subjective career success. At the one percent level, career commitment has extremely large coefficient values. The positive connection value indicates that employees' subjective career success at UAB Bank grows with their level of career commitment.

Subjective career success is affected by career commitment and career satisfaction. The findings demonstrate the importance of career commitment and career satisfaction, and they also identify the primary factor impacting an employee's perception of their subjective career success at UAB Bank, which is their career contentment. The results of the survey indicate that for meeting organizational objectives with the best organizational performance, UAB bank provides employees with attractive career advancement packages and training opportunities. These actions have the potential to increase employees' job satisfaction at UAB Bank.

The purpose of the Sobel test is to evaluate the mediating role that career satisfaction plays between subjective career success and career commitment. Table (4.7) displays the outcome.

Table (4.7) Sobel Test for Career Satisfaction between Career Commitment and Subjective Career Success

Input			Test	Std. Error	P-Value
a	0.852	Sobel test:	12.13069591	0.04663607	0.00000000
b	0.664	Aroian test:	12.12271993	0.04666675	0.00000000
S _a	.036	Goodman test:	12.13868765	0.04660537	0.00000000
S _b	.047	Reset all	Calculate		

Source: Survey Data (2024)

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

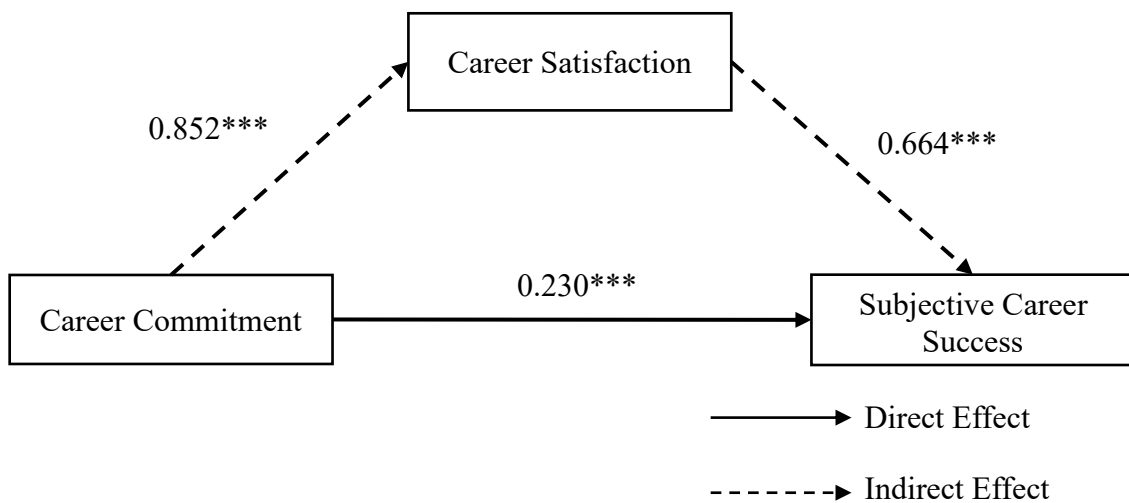
P Value 0 is less than 0.01. Thus, there is mediating effect of career satisfaction between career commitment and subjective career success at the 1% significant level.

The total effect, direct effect and indirect effect are as follows:

$$\begin{aligned}
 \text{Total effect} &= 0.796 \\
 \text{Direct effect} &= 0.230 \\
 \text{Indirect effect} &= 0.852 * 0.664 = 0.566 \\
 \text{Direct effect} + \text{Indirect effect} &= \text{Total effect} \\
 0.230 + 0.566 &= 0.796
 \end{aligned}$$

The direct effect and indirect effect can be seen in Figure (4.1)

Figure (4.1) Mediating Effect of Career Satisfaction between Career Commitment and Subjective Career Success



Source: Survey Data (2024)

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

As seen in Figure (4.1), the outcome demonstrates that career commitment has a favorable and significant effect on subjective career success. With regard to the indirect effect, it is discovered that career satisfaction has a positive significant effect on subjective career success and that career commitment has a positive significant effect on career satisfaction. As a result, there is a mediation effect of career satisfaction on the relationship between career commitment and subjective career success. The findings of a study indicate that career commitment has a direct effect on subjective career success. It also has an indirect effect through career satisfaction, which serves as a mediator.

Career commitment leads to subjective career success because achieving their goals can reinforce the sense of purpose and motivation. Career commitment leads to career satisfaction because they are invested in their career and they are more likely to find it fulfilling. When employees are highly committed to their career path, they are more likely to find their career satisfying that means putting an extra effort to learn and grow in their field, taking initiative and ownership of the projects and preserving through challenges and setbacks. When employees engage with their career, they naturally experience a sense of accomplishment and fulfillment, leading to greater career satisfaction. A high level of career satisfaction fuels motivation and performance of employees. When employees enjoy what they do, they are more likely to be enthusiastic and engaged in their career that can deliver better quality, high performance and propelling towards career success.

It shows that UAB Bank prioritizes employee benefits and development with offering career development opportunities, promoting work-life balance, ensuring health and safety, and providing recognition and awards. The bank always engages with employees through regular communication and satisfaction to address their concerns for fostering a supportive workplace culture. These efforts enhance employee satisfaction and commitment and also create an environment where employees is able to thrive both professionally and personally.

CHAPTER 5

CONCLUSION

The discussion and conclusion of the surveyed and observed data from United Amara Bank are included in this chapter. On the basis of the findings and discussions, following suggestions and recommendation are offered for future success. Lastly, this chapter describes the limitations of this paper.

5.1 Findings and Discussions

In order to gather data for this study, 250 employees of UAB Bank Yangon head office are distributed structured questionnaires through an online method. The study employs regression analysis to examine the relationship between career commitment and subjective career success, the mediating effect of career satisfaction between the career commitment and subjective career success. According to demographic profiles of the respondents, the survey shows that UAB Bank has a young workforce. Most employees are women and have a bachelor's degree. A significant portion of the workforce has been with the bank for more than nine years of service, likely due to factors like competitive compensation and a positive work environment. The bank also employs a sizable number of people in unspecified positions. Managers and assistant managers make up a substantial part of the workforce, followed by junior assistants and supervisors. Most employees earn a reasonable monthly salary.

According to the finding of mean scores, employees agree they commit in their career. On the other hand, employees neither agree nor disagree difficulty in changing career to do now. The employees in banking industry used to transfer one private bank to other private banks. It is not difficult for them. Employees generally agree that they are satisfied with their current job. Additionally, they agree they use their skills and feeling of accomplishment from their jobs. Moreover, they are satisfied with the progress which have made towards meeting goals for the development of new skills. UAB provides various training course to meet targeted goals for employees. Furthermore, employees are satisfied with involving in their respective jobs because UAB creating positive relationship among employees. Employees agree that they possess' profound knowledge in their occupations.

Employees also agree that they believe they are on track to achieve occupational goals. Moreover, they are optimistic about their future jobs prospect within UAB. Employee also agree that they have very high level of expertise and skill in their occupations. Furthermore, they agree with successful in comparison to occupational aspirations. UAB allows employees to change the area they are interesting and have already committed their careers.

According to linear regression, the models used in the analysis are valid and provide significant results. Career commitment has a positive impact on career satisfaction. The employees satisfied with their progress in their overall career and also achieving their goals. Employees with higher level of career satisfaction will be more committed to their careers. Career commitment has a significant overall effect on subjective career success, indicating a degree of agreement. The model is valid for presenting the relationship between career commitment and subjective career success. Subjective career success is significantly and positively affected by career commitment. High career commitment drives towards high subjective career success. The analysis also reveals that career satisfaction plays a mediating role between career commitment and subjective career success.

The findings show that career commitment and career satisfaction are important factors in determining subjective career success at UAB Bank. Higher levels of career commitment and satisfaction lead to higher levels of subjective career success. The results highlight the need for organizations to provide attractive career advancement opportunities and training to increase employee satisfaction and ultimately improve subjective career success. The analysis represents the direct and indirect effects of career commitment and career satisfaction on subjective career success.

The UAB Bank employee survey reveals valuable insights into employee career development and satisfaction. Based on the findings, UAB Bank appears to be fostering a work environment that promotes employee career commitment. UAB Bank also aspires to cultivate a thriving workforce that is not only committed and satisfied but also experiences a strong sense of subjective career success.

5.2 Suggestions and Recommendations

Employee survey of UAB bank reveal valuable insights into employee career commitment, career satisfaction and subjective career success. UAB should forester positive work environment that promote employee commitment by giving relevant training

courses and nurturing leaning culture. Moreover, UAB should provide attractive career advancement packages and learning opportunities.

UAB bank should also enhance training programs for skill development. Employees highly value training programs to acquire necessary skills and knowledge. To maintain this positive perception and cater to evolving industry needs, UAB Bank should implement conducting regular needs assessments to identify skill gaps and emerging industry trends and to tailor training content to address these gaps and equip employees with the skills required for future success in the digital age and to embrace a diversified learning approach to complement traditional classroom training methods with online modules, micro-learning opportunities, and on-the-job mentoring. This caters to various learning styles and preferences, maximizing knowledge retention and skill application. It should be also offered skill certification programs by partnering with recognized institutions to offer industry-standard skill certifications. These certifications validate employee skills, enhance their resumes, and demonstrate UAB Bank's commitment to fostering a highly skilled workforce.

UAB banks should set a well-developed talent practice by creating career development framework including development of clear career paths, articulation career progression options within different departments or roles, establishing a mentorship program, conducting regular performance reviews with a career development focus.

UAB should recognize employee achievement and celebrating success is a powerful as motivator that reinforces positive behaviors and commitment. UAB Bank should build up a culture of continuous improvement by implementing a recognition program such as acknowledge and reward employees for achieving career milestones, completing skill development programs, and demonstrating exceptional performance. If so, UAB should give financial rewards, public recognition, or career advancement opportunities.

UAB bank should be also upgrade employee's morale by creating a work environment that values continuous learning and skill development and by encouraging employees to take risks, learn from failures, and celebrate their progress along the career path. UAB should encourage knowledge sharing culture. It can be organized knowledge-sharing sessions or internal conferences where employees can explore their expertise and learn from each other. This fosters a collaborative environment and empowers employees to contribute to UAB bank.

UAB bank should gather in-depth feedback by conducting regular focus groups or one-on-one meetings to gather specific feedback regarding training programs, career development opportunities, and the overall work environment. This allows UAB Bank to tailor its initiatives to address specific employee needs. UAB bank should be also monitored the track progress and adapt by regularly employee altitude survey and measure the effectiveness of implementation. This ongoing feedback loop ensures UAB Bank's career development programs remain relevant and continue to meet evolving employee aspirations. UAB Bank should also promote work-life balance of employee well-being by offering flexible work arrangements, encouraging regular breaks, and fostering a healthy work-life balance. This reduces stress, prevents burnout, and helps employees maintain a strong commitment to their careers.

By implementing these recommendations and suggestions, UAB Bank can solidify its position as an employer of choice. Investing in employee development fosters a more engaged and skilled workforce, leading to increased innovation, better customer service, and ultimately, sustained organizational success. UAB bank should be also noted that employee development is an ongoing process. Continuous monitoring, adaptation, and a commitment to providing employees with the resources and opportunities they need to thrive will ensure UAB Bank remains at the forefront of attracting and retaining top talent.

5.3 Needs for Further Research

This study focuses on to examine the career commitment, career satisfaction and subjective career success of the employees from UAB Bank. It could not make up for the other factors which would also contribute on subjective career success It should be recommended to analyze the UAB's branches instead of focus in Head office only although it can be costly and time consuming.

Additional research such as investigation the impact of career commitment on career satisfaction and the influence of career satisfaction on career success through different sectors and larger sample sizes because it would be more effective for financial institution. It is also recommended that future research incorporate open-ended questions for exploring employee's perceptions.

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APPENDIX A

SURVEY QUESTIONNAIRE

Survey Questionnaires for the Effect of Career Commitment and Career Satisfaction on Subjective Career Success

Dear Participant,

I'm a student of Yangon University of Economic, Department of Management Studies and conducting this survey as one of the fulfillments for completing my study of Master of Business Administration (EMBA). I would like to get your effective response for the following questions. **Your responses would be used only in my research purpose and would be kept in a strict confidential.** It will be useful and get effectiveness for my thesis.

Section-A Demographic

1. Gender

- Male Female

2. Age Group (years)

- 21-30 31-40 41-50 above 50 years

3. Education level

- Undergraduate Bachelor Degree
 Master Degree others, please specify...

4. How long have you been working in this UAB Bank?

- 1-3 years 3-6 years
 6-9 years more than 9 years

5. Level of position.

- Junior Assistant Senior Assistant Assistant Supervisor
 Supervisor Assistant Manager Manager

6. Monthly Salary (MMK)

- less than 2lakhs 2lakhs to 3lakhs 3lakhs to 4lakhs
 4lakhs to 5lakhs 5lakhs & above

Section-B Career Commitment

Please judge how far you agree with the following statements and tick to appropriate rating scale for all questions in the section. Use the following scale to select the number.

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

No.	Statement	Scale				
		1	2	3	4	5
1.	My career is a central interest in my life.					
2.	Working in my current profession is important to me.					
3.	Changing my career would be difficult for me to do now.					
4.	Pursuing my career is important to my self-image.					
5.	I would recommend my profession as a career.					
6.	I feel “emotionally attached” to this career.					
7.	I am committed to pursuing long-term career goals within this organization.					
8.	The organization’s commitment to my career development influences my commitment to the organization.					
9.	I am willing to invest time and effort to enhance my skills for the benefit of my career within the organization.					
10.	I actively seek opportunities for career growth within the organization.					
11.	I am willing to invest extra effort to contribute to the success of the organization.					
12.	The organization’s values align with my personal and professional values.					
13.	I believe that the organization cares about my career development.					

Section-C Career Satisfaction

Please judge how far you agree with the following statements and tick to appropriate rating scale for all questions in the section. Use the following scale to select the number.

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

No.	Statement	Scale				
		1	2	3	4	5
1.	The major satisfaction in my life comes from my job.					
2.	I enjoy my work most days.					
3.	My work provides me with a sense of accomplishment and satisfaction.					
4.	The most important things that happen to me involve my job.					
5.	My job fully uses my skills and a feeling of accomplishment from my job.					
6.	I am satisfied with the progress I have made toward meeting my overall occupational goal.					
7.	I am satisfied with the progress I have made toward meeting my goals for income.					
8.	I am satisfied with the progress I have made toward meeting my goals for the development of new skills.					
9.	I am content with the opportunities for professional growth in my current position.					
10.	Overall, I am satisfied with my current job.					

Section-D Subjective Career Success

Please judge how far you agree with the following statements and tick to appropriate rating scale for all questions in the section. Use the following scale to select the number.

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

No.	Statement	Scale				
		1	2	3	4	5
1.	I believe my current position aligns well with my occupational aspirations.					
2.	I possess profound knowledge in my occupation.					
3.	I have a very high level of expertise and skill in my occupation.					
4.	My job accomplishments align with my personal definition of success.					
5.	I believe I am on track to achieve my occupational goals.					
6.	I feel successful in comparison to my occupational aspirations.					
7.	I feel satisfied with the progress I have made in my job.					
8.	I feel a sense of accomplishment in my current role.					
9.	I am reaching my occupational goals within the time frame I set for myself.					
10.	I am optimistic about my future job prospects within the organization.					
11.	I perceive myself as successful in my chosen job.					
12.	Overall, I consider myself to be successful in my chosen field.					

“I do appreciate your kind support and times!”

APPENDIX B
STATISTICAL OUTPUTS

(1) Effect of Career Commitment on Subjective Career Success

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.818 ^a	.670	.668	.40460	1.654

a. Predictors: (Constant), CAREERCOMMITMENT MEAN

b. Dependent Variable: SUBJECTIVECAREERSUCCESS MEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.605	1	82.605	504.606	.000 ^b
	Residual	40.762	249	.164		
	Total	123.366	250			

a. Dependent Variable: SUBJECTIVECAREERSUCCESS MEAN

b. Predictors: (Constant), CAREERCOMMITMENT MEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
		1	(Constant)	.679				
	CAREER COMMITMENT MEAN	.796	.035	.818	22.463	.002	1.000	1.000

a. Dependent Variable: SUBJECTIVECAREERSUCCESS MEAN

(2) Effect on Career Commitment on Career Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.833 ^a	.694	.693	.40919	1.872

a. Predictors: (Constant), CAREERCOMMITMENT MEAN

b. Dependent Variable: CAREERSATISFACTION MEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.703	1	94.703	565.596	.000 ^b
	Residual	41.693	249	.167		
	Total	136.396	250			

a. Dependent Variable: CAREERSATISFACTION MEAN

b. Predictors: (Constant), CAREERCOMMITMENT MEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.506	.133		3.790	.000		
	CAREERCOMMITMENT MEAN	.852	.036	.833	23.782	.000	1.000	1.000

a. Dependent Variable: CAREERSATISFACTIONMEAN

(3) Effect on Career Satisfaction on Subjective Career Success

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.905 ^a	.819	.817	.30036	1.866

a. Predictors: (Constant), CAREERSATISFACTION MEAN, CAREERCOMMITMENT MEAN

b. Dependent Variable: SUBJECTIVECAREERSUCCESS MEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.993	2	50.496	559.731	.000 ^b
	Residual	22.373	248	.090		
	Total	123.366	250			

a. Dependent Variable: SUBJECTIVECAREERSUCCESSMEAN

b. Predictors: (Constant), CAREERSATISFACTION MEAN, CAREERCOMMITMENT MEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.344	.101		3.412	.001		
	CAREERCOMMITMENT MEAN	.230	.048	.236	4.834	.000	.306	3.271
	CAREERSATISFACTION MEAN	.664	.047	.698	14.277	.000	.306	3.271

a. Dependent Variable: SUBJECTIVECAREERSUCCESS MEAN