

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF BANKING AND FINANCE PROGRAMME

**HRM PRACTICES, ORGANIZATION COMMITMENT AND
JOB PERFORMANCE IN MYANMA TOURISM BANK**

EI EI PHYO

MBF - 13

MBF (4th BATCH)

JUNE, 2024

HRM PRACTICES, ORGANIZATION COMMITMENT AND JOB PERFORMANCE IN MYANMA TOURISM BANK

A thesis submitted as a partial fulfillment towards the requirements for the degree of Master of
Banking and Finance (MBF)

Supervised by:

Dr. Tin Tin Htwe
Professor and Head
Department of Commerce
Yangon University of Economics

Submitted by:

Ei Ei Phyo
Roll No.13
MBF (4th Batch)
Yangon University of Economics

JUNE, 2024

ACCEPTANCE

Accepted by the Board of Examiners of the Department of Commerce,
Yangon University of Economics, in partial fulfillment for the requirements of the
Master Degree, Master of Banking and Finance.

BOARD OF EXAMINERS

.....

Prof. Dr. Tin Tin Htwe
(Chairperson)

Rector

Yangon University of Economics

.....

(Supervisor)

Prof. Dr. Tin Tin Htwe
Professor and Head

Department of Commerce
Yangon University of Economics

.....

(Examiner)

Prof. Dr. Thynn Thynn Myint
Professor and Head

Department of Commerce
Yangon University of Economics

.....

(Examiner)

Prof. Dr. Aye Thu Htun
Professor

Department of Commerce
Yangon University of Economics

.....

(Examiner)

Dr. Phu Pwint Nyo Win Aung
Associate Professor

Department of Commerce
Yangon University of Economics

JUNE, 2024

ABSTRACT

The purpose of this research is to investigate how HRM practices affect organizational commitment and to evaluate how organizational commitment affects MTB Bank employees' job performance. Descriptive and quantitative research methods are applied. There are 247 total employees at MTB head office. A simple random sampling approach is used to choose 152 people (or around 62% of all employees at all levels) at the MTB main office as the sample size according to the Yamane sample formula (1973). To analyze data, multiple linear regression is used. HRM strategies included in this study include hiring and selection, training and development, incentives, performance reviews, and employee involvement. The research discovered that awards, performance reviews, training and development, and recruiting and selection are the five HRM activities that have the most impacts on organizational commitment. The research shows that workers' job performance at MTB Bank is significantly impacted by organizational commitment. Among important aspects, performance assessment is proven to have the greatest impact on customer satisfaction. Therefore, MTB should provide performance review trainings to managers and supervisors on how to conduct appraisals effectively and establish performance standards by discussing potential. As employees have moderate perception of rewards and recognition, the bank should focus on more attractive rewards and recognitions for accomplishments of employees. Moreover, MTB bank should have strict policy which provides equal opportunity to all applicants. Lastly, MTB Bank need to motivate staff members to actively engage in the bank's planning and decision-making processes.

ACKNOWLEDGEMENTS

Foremost, I would like to express my sincere gratitude to Prof. Dr. Tin Tin Htwe, Rector, Yangon University of Economics, for her concern, motivation, enthusiasm and encouragement to the participants of the Master of Banking and Finance (MBF).

My deepest thanks go to Pro. Dr. Thynn Thynn Myint, Professor & Head of Department of Commerce and Programme Director of MBF Programme for her extensive and constructive suggestions, her supporting excellence guidance, kind supports and comments to complete the thesis.

A debt of gratitude is owed to my supervisor Prof. Dr. Tin Tin Htwe, former Department Head of Commerce, Yangon University of Economics, for her insightful comments, guidance and constant supervision throughout the thesis period.

I wish to thank my respected professors and lecturers of MBF program who provide valuable knowledge during the course of MBF student tenure at the Yangon University of Economics.

I would like to thank my MBF colleagues, friends, and classmates for their encouragement, support and knowledge sharing during my studies. I would like to thank the officials of MTB bank and respondents who are actively supported my study by filling questionnaire. Last but not least, I would like to give heartfelt thanks to my family for giving the time, chance and support.

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	4
1.3 Scope and Method of the Study	5
1.4 Organization of the Study	5
CHAPTER 2 THEORETICAL BACKGROUND	6
2.1 Concept of Human Resource Management	6
2.2 HRM Practices	7
2.3 Related Theories	14
2.4 Concept of Organizational Commitment	17
2.5 Concept of Job Performance	19
2.6 Previous Studies	20
2.7 Conceptual Framework of the Study	23
CHAPTER 3 BACKGROUND STUDY OF MYANMA TOURISM BANK (MTB)	26
3.1 Profile of Myanmar Tourism Bank (MTB)	26
3.2 Organizational Structure of Myanmar Tourism Bank (MTB)	27
3.3 HRM Practices of MTB Bank	28

**CHAPTER 4 ANALYSIS ON EFFECT OF HRM PRACTICES AND EMPLOYEE
COMMITMENT AND JOB PERFORMANCE AT**

MYANMA TOURISM BANK 33

4.1 Research Design 33

4.2 Profile of the Respondents 34

4.3 Reliability Test 35

4.4 Descriptive Statistics of HRM Practices, Organizational
Commitment and Job Performance 36

4.5 Relationship of HRM Practices and Organizational
Commitment 44

4.6 Analysis of Effect of HRM Practices on Organizational
Commitment 45

4.7 Analysis of Effect of Organizational Commitment on Job
Performance 48

CHAPTER 5 CONCLUSION 48

5.1 Findings and Discussions 48

5.2 Suggestions and Recommendations 50

5.3 Need for Further Research 51

REFERENCES

APPENDIX A

APPENDIX B

LIST OF TABLES

Table No.	Description	Page No.
3.1	Types of Trainings at MTB Bank	31
4.1	Demographic Data of the Respondents	34
4.2	Reliability Test	35
4.3	Mean Rating Scale	36
4.4	Recruitment & Selection	37
4.5	Training and Development	38
4.6	Performance Appraisal	39
4.7	Rewards and Recognitions	40
4.8	Employee Participation	41
4.9	Organizational Commitment	42
4.10	Job Performance	43
4.11	Overall Mean Score	44
4.12	Correlation Analysis between HRM Practices, and Organizational Commitment	45
4.13	Effect of HRM Practices on Organizational Commitment	46
4.14	Effect of Organizational Commitment on Job Performance	48

LIST OF FIGURES

Figure No.	Description	Page No.
2.1	Harvard HRM Framework	15
2.2	Three Component Model of Commitment	16
2.3	Relationship between Strategic HRM and Organizational Commitment at Banking Sector in China	21
2.4	Relationship between HRM and Employee Commitment at Banking Industry in Nepal	22
2.5	Organizational Commitment and Job Performance at PT. Bank International Indonesia Manado	23
2.6	Conceptual Framework of the Study	24
3.1	Organizational Structure of MTB Bank	27

CHAPTER 1

INTRODUCTION

Any organization's most precious resource is its human capital. Workers are an organization's most valuable resource and its heart and soul since they positively impact the achievement of its goals and purpose (Armstrong, 1995). Competitiveness has an impact on problems related to human resource scarcity as well as product competitiveness. Due to the intense rivalry, it is now necessary for all firms or organizations to keep improving the performance of their management organizations, especially with regard to their human resource capabilities (Qudah et al., 2016). It was centered on the strategic approach, which included the structure, culture, and evolution of the relationship between the business and its HRM. People need to be very dedicated to their job if a company is to succeed. An person with a high level of organizational commitment will be motivated to achieve the goals of the organization (Azzukhruf et al., 2019). Employee performance, which affects the performance of the whole company, continues to be one of the top issues for businesses in the quickly evolving business environment and in the rivalry between them.

Effective HR practice implementation is necessary for organizations to match employee goals with corporate goals (Mahmood, 2016). Employee organizational commitment increased as a result of HRM techniques (Ogilvie 1986). The policies and procedures necessary to carry out an organization's human resources tasks, such as hiring, paying employees, providing training, evaluating their work, awarding and promoting them appropriately, and promoting employee participation in decision-making, are collectively referred to as human resource management (HRM) (Armstrong, 2014).

Selecting employees is the process of placing the appropriate individuals in the proper jobs. It entails matching the appropriate qualifications and talents to an organization's needs (Reh, 2019). According to Jiang et al. (2009), compensation refers to the total amount of money that employers give their staff members in exchange for their services. This includes base pay, variable pay, employee benefits, and non-cash incentives like recognition, chances for professional development, and increased job responsibilities. To put it simply, training and development involves giving employees the information, skills, and abilities they need to carry out their given jobs successfully (Aswathappa, 2013).

An employee's work performance is measured against the job criteria on a regular basis via a systematic procedure called a performance evaluation, which also provides comments on how the person might improve going forward. In the words of Budhwar and Prowse (2007), a reward is a financial and psychological benefit that an employee receives in exchange for their hard work and good performance, whereas a promotion is a move up the corporate ladder that comes with more responsibility and higher pay. When workers actively participate in decision-making processes as opposed to just following instructions, this is known as employee involvement (Parasuraman, 2017).

Organizational commitment can be enhanced by businesses through a range of HRM practices. Employee commitment has been demonstrated to be a strong predictor of a number of work outcomes, including intended and actual turnover as well as extraordinary performance. Employees who feel valued and recognized by the company will be able to perform better and be more motivated, which will reduce labor turnover. An employee's work performance is evaluated to see whether they have performed their duties effectively. Employee work performance and organizational dedication are becoming more and more important for gaining a competitive edge in the market.

MTB Bank was founded in 2018 and now has a network of over 85 branches spread over 55 townships in Myanmar to serve its clientele. By concentrating on HRM practices, MTB Bank seeks to enhance employee job performance and organizational commitment in order to provide high-quality services. Thus, the emphasis of this research is on MTB Bank employees' work performance, organizational commitment, and HRM procedures.

1.1 Rationale of the Study

In Myanmar, the banking and financial industries are becoming more important as the country's economy develops. Given that the banking industry is one of Myanmar's fastest-growing economic sectors, each bank has to have knowledgeable staff in order to carry out and accomplish its objectives. The banking sector is now much more competitive than it was a few years ago, and this trend is expected to continue. In the banking sector, employee engagement is critical since it directly affects organizational commitment and ultimate company performance. Any bank's ability to run profitably is based on the caliber and effectiveness of the people who labor to meet the aims and objectives of the organization. Because they deal directly with consumers, staff are thus one of the most

important assets of banks. Some banks even use increased compensation and perks to entice employees.

Success of the bank is dependent on staff performance. One may utilize an individual's performance all the way up to the corporate level. The success of a business is significantly influenced by its dedication, which also has the potential to improve employee performance. When workers are dedicated, they actively support the company and are prepared to put in their all for the success of the company. As a result, a key component of Myanmar's banks' performance is staff loyalty. Nowadays, it's thought that employee commitment is a necessary activity for both people and businesses to operate well. One of the top concerns for managers has also been identified as developing employee commitment. It will be difficult for a business to accomplish its strategic objectives without the dedication of its workforce. The lack of trained workers is now the main issue confronting Myanmar's banking sector. Leaders in the banking sector have enormous difficulties in managing their talent. As a result, banks are placing more emphasis on HRM procedures to increase staff members' organizational commitment.

Private and international banks are permitted to provide financial services in Myanmar by the Central Bank of Myanmar. The banking industry in Myanmar now consists of four state-owned banks, twenty international bank branches, and twenty local private banks. As a result, Myanmar's banking sector is more competitive (CBM, 2024). Customers may choose their preferred banker from a variety of banks that provide high-quality service and a broad range of services. Myanmar's commercial banks are currently evolving to become more client- and market-focused. They are making an attempt to become more competitive by providing higher-quality service, which is essential to maintaining happy and delighted clients. As a result, banks are carefully hiring and choosing qualified workers in order to provide excellent customer service.

In 2018, Myanma Tourism Bank, or MTB bank, was founded. Its headquarters are in Yangon, and it has branches around the country. There are approximately 1,000 total employees at MTB Bank. HR department of MTB bank carefully select the appropriate candidates by thoroughly evaluating skills and experience of employees and appoints the candidates at the right position. Moreover, the bank offers attractive salary and benefits and provides trainings such as orientation, customer service, personal grooming, credit risk management etc. The bank used to do performance appraisal every 6 months and gives transparent feedback to employees so that employees can improve its capacity. Based on

the performance of the employees, HR department submits performance appraisal report to management and management gives appropriate rewards and recognitions to employees. In addition to salary, the bank provides additional allowances such as phone bill, transportation charges, wedding allowance etc. Moreover, permanent staff are eligible for staff loans with low interest rate. Management also allows to share ideas and suggestions of employees in the job related issues and decision making. HR department at head office set HR policies and procedures for all branches to maintain the same practice. Every department within the bank has to follow those practices.

However, MTB often links promotions and performance incentives to individual achievement of performance goals. Additionally, depending on work experience, the bank offers perks and allowances to its workers. Currently, MTB employees are struggling for high targets or goals in the workplace. MTB bank gives bonus, appreciation, and promotions for high performers in order to motivate employees and improve their commitments. However, some employees may feel that they cannot achieve the outstanding appraisal since top management gives high targets that are difficult to achieve for some employees. Therefore, MTB Bank sometimes faces low commitment from some employees that seriously decrease the performance of employees despite offering benefits, rewards and supports for employees.

Gaining a competitive edge requires personnel to be highly committed and perform well. As a result, MTB Bank must examine the HRM methods provided in order to get a deeper understanding of employee attitudes and enhance work performance and organizational commitments. The impact of MTB's HRM practices on work performance and organizational commitments is investigated in this research. The results of this research will help Myanmar banks improve their inadequate HRM practices and increase employee loyalty and job performance.

1.2 Objectives of the Study

The main objectives of this study are as follows:

- 1) To examine the effect of HRM practices on organization commitment of employees towards MTB Bank
- 2) To analyze the effect of organization commitment on job performance of employees in MTB Bank

1.3 Scope and Method of the Study

This research solely looks at how MTB Bank's HRM procedures affect job performance and organizational commitments. Only five HRM practices—recruitment and selection, pay, performance reviews, incentives and promotions, and employee involvement—are included in this research. Both quantitative and descriptive research methodologies are used.

In terms of data, primary and secondary data are used. There are 247 total employees at all level at MTB head office. By Yamane (1974) formula for sample population, 152 employees (approximately 62% of total employees at all levels) at MTB head office identified as sample respondents and selected by simple random sampling method. To collect primary data, structured questionnaires with a 5-point Likert scale are used. A personal interview is used to get information. Reports from MTB Bank, pertinent textbooks, earlier research studies, and internet sources are examples of secondary data. The data is analyzed using regression analysis.

1.4 Organization of the Study

This research consists of five distinct chapters. The study's motivation, goals, scope, methodology, and organizational structure are all included in the introduction, which is Chapter 1. The theoretical backdrop, earlier research, and the study's conceptual framework are covered in Chapter 2. The MTB Bank's profile and HRM practices are presented in Chapter 3. The analysis of HRM practices on job performance and employee commitment at MTB Bank is covered in Chapter 4. Chapter five concludes with a presentation of the results and comments, along with recommendations and proposals for further research.

CHAPTER 2

THEORETICAL BACKGROUND

The ideas and concepts pertaining to job performance, organizational commitment, and HRM methods were presented in this chapter. There are seven parts in this chapter. First section presents concepts of HRM. Then, HRM practices, theoretical background, concept of organizational commitment, concept of job performance are presented. Lastly, it provides the conceptual foundation for the study as well as past research.

2.1 Concept of Human Resource Management

Recruiting employees, monitoring their performance, growth and learning, compensation and benefits, HR information systems, and HR data analytics are all included in the idea of HR management. The term Human Resource Management (HRM) pertains to the strategic planning and efficient administration of an organization's personnel. The goal of human resource management (HRM) is to improve outcomes via employee cooperation. It is a crucial but unique component of any management as it addresses employees and their interaction with the company. The goals of human resource management (HRM) include maximizing individual growth, fostering positive working relationships between employers and workers, and effectively modeling human resources relative to physical resources. It is the organization's process for hiring, choosing, developing, using, compensating, and inspiring its people resources (Ankur, 2009).

Maximizing employee performance and productivity while maintaining their dedication and well-being is the main objective of human resource management. HR specialists are in charge of putting several plans and programs into action to make sure that employees are in line with company goals and that the workplace is a happy place to work. Organizations differ greatly in their human resource management (HRM) systems according to the nature, scale, and governing principles of the organizations they support. However, the majority of businesses arrange their HRM operations around employee groups; hiring, administrative, and other tasks are carried out at specific locations. Certain human resource management divisions, on the other hand, are structured exclusively around a function and are totally autonomous (Michael, 1999).

Human resource management, according to Noe et al. (2006), is the umbrella term encompassing the procedures, practices, and systems that affect how workers behave, think, and work. According to Field (2006), human resource management (HRM) is the organizational function that handles matters pertaining to people, including hiring, remuneration, performance management, organization growth, safety, wellness, employee motivation, communication administration, and training. Human resource management methods include a philosophy, policy, system, and practices that have the potential to impact workers' performance, behavior, and attitudes. HR planning, staffing, training and development, performance management, pay management, safety and health, and employee relations are among the activities that make up HRM practices.

2.2 HRM Practices

The success of every firm is largely dependent on its Human Resource Management (HRM) practices. The goal of these techniques is to manage an organization's most important resource—its people—through a broad variety of tactics and activities. Organizations may improve employee engagement, foster a healthy work environment, and accomplish their strategic goals by using best HRM practices. HR duties might change according on the sector, size, and kind of employees in a company. Most of the time, the main goals are to find and develop talent as well as enhance teamwork and communication among employees. HRM responsibilities are critical to the expansion and general development of companies. After all, the company will inevitably grow and expand as long as its personnel continue to learn and enhance their talents. HRM practices in this study are described in details as follow:

2.2.1 Recruitment and Selection

According to Ivancevich and Gluck (1998), recruiting is the collection of strategies a company use to draw applicants with the skills and dispositions necessary to support the company in achieving its goals. Similarly, according to Gaines et al. (1991), recruiting is the process of creating a pool of candidates who have the necessary qualifications from which to choose officers. Consequently, recruiting is a means of bringing together individuals who are seeking employment and those who already have a job. Personnel

managers should therefore make an attempt to draw in candidates who possess the qualifications required to meet the goals of the company.

The second role of management is hiring and selecting staff members. An analysis of the work to be done, or a study of the tasks to be performed to determine their essential factors, should take place before hiring new employees. This analysis should be written into a job description so that selectors are aware of the skills and traits that employers are looking for, as well as the physical and mental attributes that candidates must possess."The process by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job(s), given management goals and legal requirements" is how Bratton and Gold (2003) describe recruitment and selection. All organizational procedures and choices that have an impact on the quantity or variety of candidates willing to apply for or accept a certain position are collectively referred to as recruitment. The factors that attract applicants may primarily be job and organizational attributes.

According to Turban et al. (1998), applicants are drawn to firms by their perceptions of these attributes, which include internal career paths, compensation, work environment, and type of work. Recruitment and selection definitions, the framework and procedure for recruitment and selection, the main sources of recruitment and selection, and the key variables that may affect the practices of recruitment and selection were all examined. According to Mondy (2010), selection is the process of picking the people from a pool of applicants who are most qualified for a specific job within an organization. In contrast to the recruitment process, which aims to entice people to apply for jobs within the company, selection selects and hires the most qualified candidates for particular roles.

2.2.2 Training and Development

Increasing employee performance via learning and development opportunities is referred to as training and development (Landy, 1985). All theories, simulations, case studies, and role playing will be covered in this very formal, lecture-style course. The main idea that all of the experts stressed in their research is the expansion of labor potential. Training is a planned intervention intended to improve the components of each worker's job performance. It was all about honing the abilities that were necessary to accomplish

organizational goals. Programs for workplace training may also help staff members lessen stress or discontent brought on by their employment (Chenet al., 2004).

The acquisition of information, abilities, methods, and processes is what training and development are all about! Given that it may improve performance on an individual, team, and organizational level, it is really one of the most significant facets of human resource management. A human resources management activity called training and development seeks to close the performance gap between current and desired results (Nassazi, 2013). A person's abilities, knowledge, and competence may be improved via a series of planned and methodical acts known as training. It is the act of imparting crucial knowledge and preprogrammed behavior so that people learn the standards and guidelines that will govern their own conduct and enable them to do tasks quickly and effectively. Since it increases the effectiveness of people, groups, and organizations, training is primarily concerned with enhancing the abilities required to achieve organizational objectives (Elnaga & Imran, 2013).

Although training and acquiring new skills are important components of human development, development may also be seen as a more general idea. It may be seen as a person's long-term, comprehensive development in preparation for their future tasks and responsibilities (Nassazi, 2013). On the other side, development aims to expand the knowledge and skills of organizational members to prepare them to take on challenges and new jobs. Usually, the goal is to broaden one's skill set in order to be ready for more responsibility (Snell & Bohlander, 2010). The most significant factor influencing value growth in every company is employee development, which encompasses the ongoing creation and sharing of knowledge and experience. The training, education, and growth of workers are all included in employee development. In addition, Harrison (1997) said that mastery—which is defined by attributes like competence, efficacy, and a high degree of personal responsibility—is the result of an organization's "intangible assets" and serves as a gauge of an individual's integrity and self-control.

Training and development are ongoing processes in every firm. Training is the formal, systematic modification of behavior by instruction; it is aided by development, education, and planned experience (Armstrong, 2001). Hawthorne experiments and several other studies on worker productivity have shown that pleased workers had greater job performance and, as a result, superior job retention compared to dissatisfied workers (Landy, 1985). It was also said that disgruntled employees are less likely to work effectively

and are more inclined to quit. When workers are content and satisfied, they perform better, and managers may more easily inspire high achievers to reach company objectives (Kinicki & Kreitner, 2007).

Only when workers feel they are competent to carry out their responsibilities will they be content, and this can only be accomplished with better training initiatives. The procedure used to decide whether or not training is required in an organization is known as Training and Development Needs Assessment (Noe, 2005). The main purpose of the training and development process is to determine the requirements for training and development. The whole training and development program will fail if the needs for training and development are not correctly recognized. The organization's strategic or longer-term training and development requirements, as well as its present training needs, should be covered by the evaluation of training and development needs.

Achieving strategic objectives often requires the business to hire more staff. Strategic training and development needs analysis, according to Dessler (2012), focuses on determining the training and development that organizations need to fill new roles in the future. An analysis of strategic training requirements is a component of succession planning for advancement. The process of identifying training to enhance present performance, particularly for new hires and those whose performance is lacking, is known as current training requirements analysis (Dessler, 2012).

2.2.3 Performance Appraisal

The term "performance appraisal" often refers to an employee's evaluation with respect to choices about their salary, transfers, layoffs, promotions, and other elements of their employment, and therefore, their capacity to compare themselves to other workers and departments (Dessler, 2012). The fulfillment of specified responsibilities by an employee is referred to as performance. According to Cascio (1992), performance evaluation refers to the methodical documentation of an individual's or group's job-related strengths and deficiencies. It also refers to the extent that the process is practically applicable to every situation in an organization (Tharenou et al., 2007). The employees can criticize about the performance appraisal in a written form or verbally. At extreme cases performance appraisal could stir up violent reaction among the employee.

Performance appraisal refers to the extent that the process is practically applicable to every situation in an organization. It refers to the consistency of what should be achieved from the appraisal process and what is being actually achieved. Gilley et al. (2009) define performance appraisal as the process of evaluating an individual's work performance in order to make objective personnel decisions. This involves the interaction between supervisors and employees to assess each other's performance and identify both strengths and weaknesses with the goal of enhancing future performance. Maximizing employee performance is the aim of performance appraisals, according to Gilley et al. (2009).

An business may set objectives to generate the most efficient, highly trained, productive, and pleased staff by evaluating the strengths and weaknesses of its personnel. According to Mathis and Jackson (1991), the objectives of a performance evaluation include determining the job expectations of the employee, enhancing employee growth, associating compensation with performance, and evaluating workforce development. Bolton (1987) defined performance appraisal as the term used to refer to processes that regularly evaluate an employee's performance.

Employee feedback on their performance, identification of their training requirements, and subsequent development plans are all facilitated by performance appraisals. It is a progress review. Performance appraisal, as used here, refers to the process of determining an employee's value to the company and working toward increasing it (Attwood & Dimock, 1996). The method used to evaluate a person's performance at work is called performance assessment. Performance appraisal is the process of determining, assessing, and improving an employee's work performance within an organization in order to better achieve its goals and objectives. It also helps employees by providing feedback, acknowledgment, support for their needs at work, and career guidance (Lansbury, 1988). The formal process of watching and assessing an employee's work is called performance evaluation (Erdogan, 2002). Clear performance dimensions and/or criteria are utilized in the assessment process of a performance appraisal, which is a distinct, official, organizationally sanctioned event that typically happens no more than once or twice a year.

Performance reviews are conducted yearly and are intended to evaluate an employee's work inside the company. They are used for promotions as well as to preserve and evaluate an individual's personal development. An organization obtains information about an employee's work performance via the performance evaluation process (Noe et al., 2006). The act of gathering, evaluating, and documenting data on an employee's relative

value is known as performance assessment. Employees' performances are rated by the HR department of a business during a performance evaluation in order to calculate their net value to the firm. The employee's direct supervisor gives feedback on how he performed over the previous year. In order to determine how and why an employee is performing on the job now, as well as how the employee can perform more effectively going forward, performance appraisals are formal structured systems that measure and evaluate job-related behaviors and outcomes for the benefit of the employee, the organization, and society at large.

2.2.4 Rewards and Recognition

According to Armstrong's (2006) definition, total reward encompasses both intrinsic and extrinsic benefits, as well as direct and indirect rewards. Base pay, contingent compensation, perks for employees, and non-financial incentives—such as intrinsic pleasures from the job itself—are all related to one another and handled as a cohesive unit. The combined effect of the two main reward categories—transactional and relational rewards—as described below is known as total reward. The two primary reward categories, known as transactional and relationship rewards, are combined to provide total reward. a) Transactional incentives are material advantages related to trades that companies and their employees make about wages (base pay, variable pay, cash bonuses) and perks (holidays, health insurance, and pension). b) Relational rewards: These intangible incentives are primarily focused on the internal components of work satisfaction and are acquired via experience, progress, and self-improvement activities like learning and development.

The job itself and/or the workplace culture, which includes leadership, employee voice, and autonomy, may also provide intangible benefits. However, according to Ndungu (2017), acknowledgment is the act of recognizing or paying particular attention to a high degree of performance or success, such as providing assistance to coworkers or customers, and it is independent of meeting a predetermined aim or objective. According to Bakar et al. (2015), acknowledgment is the act of expressing gratitude for a certain degree of performance, accomplishment, or contribution to a goal. According to Petrescu and Simon (2008), employee recognition is the broad acknowledgment or affirmation of a specific event or performance. Harrison (2005) defines employee recognition as a prompt, informal, and/or official acknowledgment of a person's actions, work, or business outcome that

advances the objectives and core values of the company and manifestly goes above and beyond what is often expected.

Employee recognition is, in fact, becoming more and more important on a worldwide scale, and every firm that wants to prosper in this age of intense economic competition should embrace it. Intangible or intrinsic benefits, such as job autonomy, recognition, difficult tasks, positive work settings, and so on, are referred to as rewards. Armstrong (2005) states that a reward system includes all of the components of reward, including structures, rules, practices, processes, and procedures. Rewards are defined as prizes given to staff members in exchange for their contributions to company objectives (Obicci, 2015). It is examined in terms that are both monetary and non-monetary. According to Rumpel and Medcof (2006), reward refers to procedures, guidelines, or tactics intended to guarantee that workers' contributions to the company are fairly acknowledged by them via the use of both monetary and non-monetary incentives. Different academics have defined reward in different ways.

Gold (2010) defined reward as any kind of monetary compensation as well as material services and perks that workers get as a condition of their job. Wilson (2010) further defined reward as an external agent with regulating and informative qualities that is applied when a desired act is carried out. He continued by explaining that, depending on the importance and orientation of the regulating and informational components of the reward, incentives are often given to improve the likelihood that an event will occur (Wilkinson, 1998).

2.2.5 Employee Participation

Employee Participation is defined differently in the research and academic terms, where participation refers to change or to get involved (Glasgow et al., 1993). Employee Participation is a feeling of value enough to accept or reject the possibility of 16 responsibility in the different level of human society and different job sectors (Rifons et al., 1992).

Employee Participation can be defined as the expected involvement and individual knowledge sharing and responding or community knowledge as a whole (Kimmerle et al., 2008). Many individuals take pleasure in organizing things, solving problems, and reaching shared objectives when working with others they respect or in a group they identify with.

It relates to an initiative of employee engagement and involvement and describes the extent to which workers are urged to decide without first contacting their managers, so initiating organizational dynamics from the bottom up. Employee engagement was enhanced by job position, gender, intention to change, and the perception of supervisor support (Glasgow et al., 1993).

According to Fuchs (2003), the following are signs of employee participation: sharing of information, contributions, involvement in decision-making, and intrinsic work motivation. Workers worry about how best to use their influence over choices that might have an impact on them. Engaging in the decision-making process and exercising some degree of control was made possible by the capacity to offer decision makers' evidence prior to choices being made. The incorporation of autonomy as a component in the development of trust, skills, and knowledge sharing shown that the degree of self-determination in the workplace was strongly correlated with the degree of intrinsic motivation and trust (Fuchs, 2003).

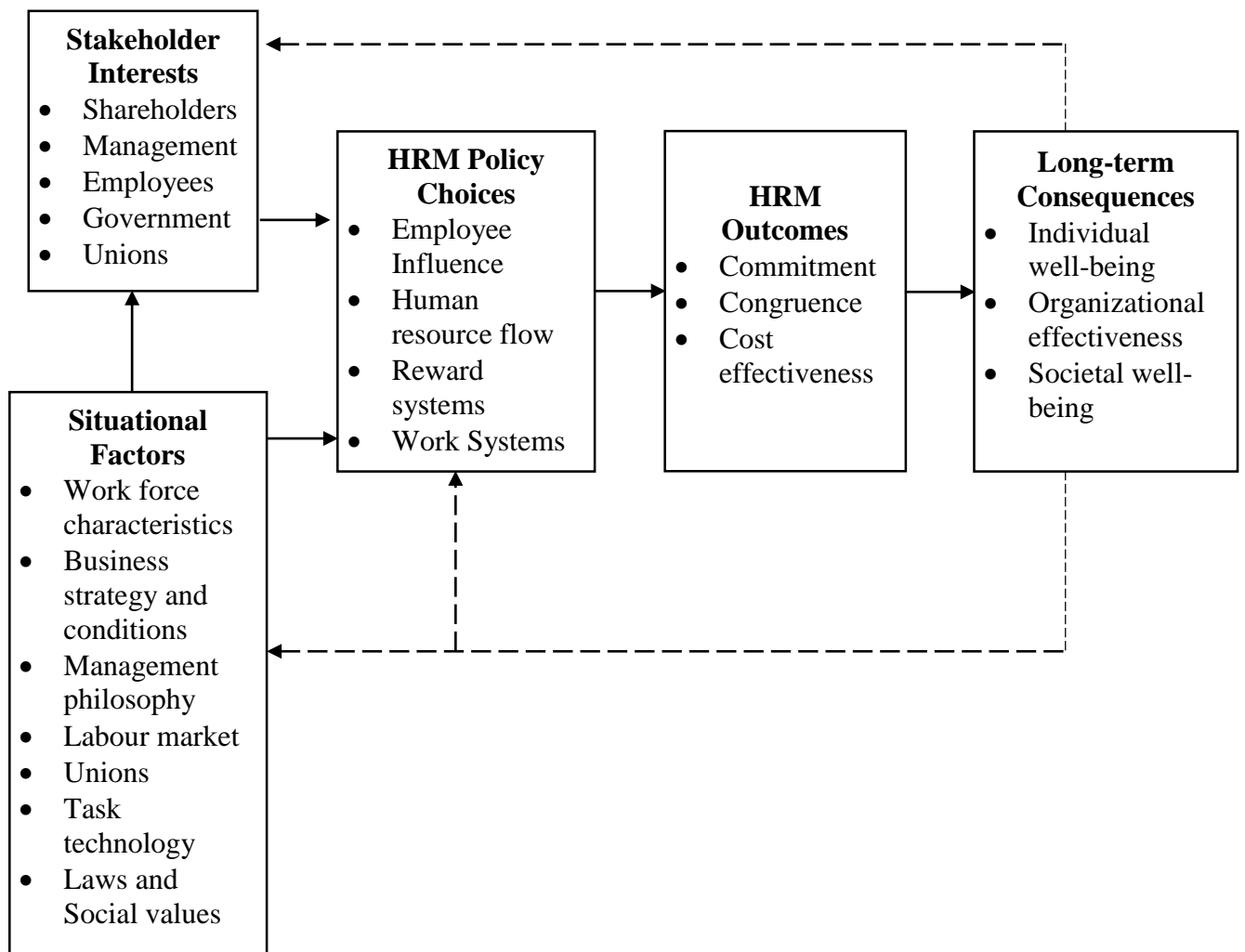
2.3 Related Theories

Understanding ideas and concepts related to the issue requires a theoretical foundation. The theoretical and conceptual framework provides a solid theoretical foundation for HRM study and explains the research's course.

(i) Harvard HRM Framework

Because it can be used to monitor how changes in HRM policy decisions affect public sector employees' workloads, relative pay, working conditions, inflexible scheduling, increased intensity of work, loss of work autonomy, and increased accountability and supervision—particularly with regard to increased record keeping and data collection—the Harvard model is a perfect fit for use in the public sector (Buchanan & Considine, 2002). Presented in Figure (2.1) is the Harvard model.

Figure (2.1) Harvard HRM Framework



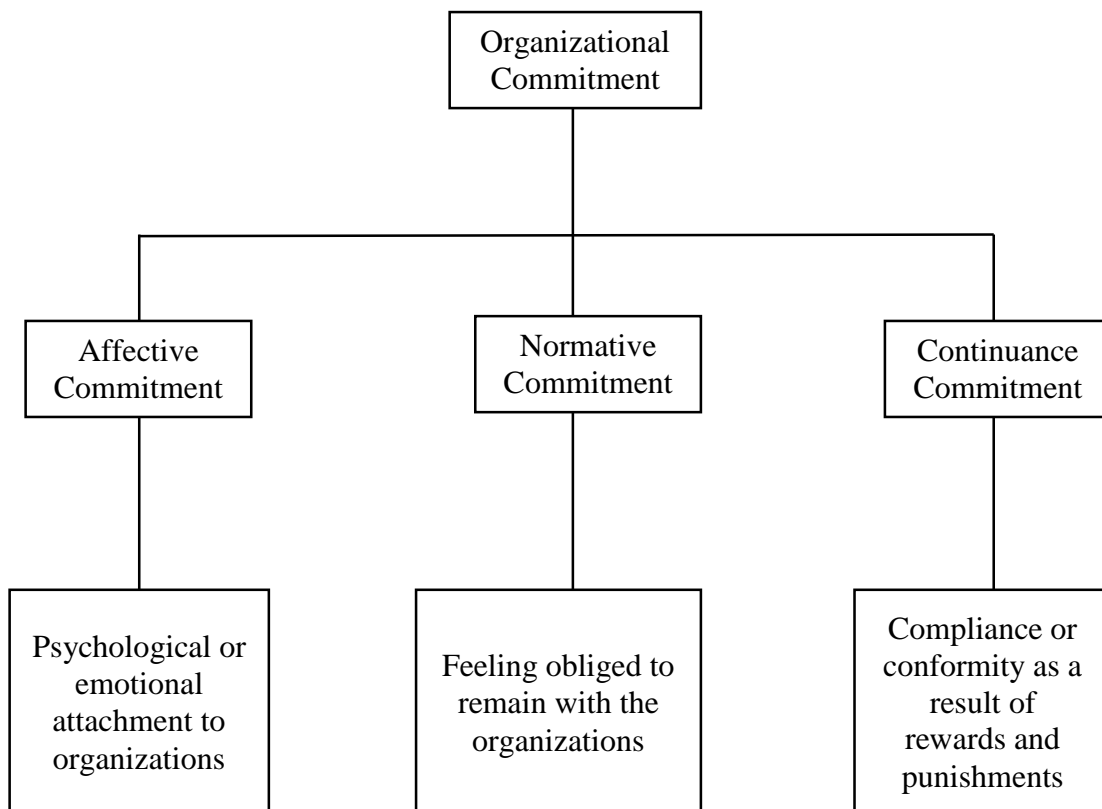
Source: Beer et al., 1984

The comprehensive approach of the Harvard Model of Human Resource Management sets it apart from other models by taking into account all the factors that go into good HRM. The concept is based on the integration of four main areas: HR Outcomes, Situational Factors, HRM Policies and Choices, and Stakeholder Interests. To ensure that an organization's HR procedures and strategy are in line with both employee demands and the broader company goals, each of these areas is essential. The Harvard Model offers an organized method for comprehending and putting into practice HR procedures that promote company objectives and employee well-being by looking at these elements. We present a thorough synopsis of these four categories in this section.

(ii) Three Component Model of Commitment

The "Human Resource Management Review" published the Three Component Model of Commitment, which was created by John Meyer and Natalie Allen, in 1991. According to Meyer and Allen's (1991) concept, commitment to an organization is a psychological state that is comprised of three unique components that impact workers' feelings about the company they work for. The three elements are: a sense of duty to remain ("Normative Commitment"), fear of losing one's employment ("Continuance Commitment"), and affection for one's work ("Affective Commitment"). The Three Component Model of Commitment is shown in Figure (2.2).

Figure (2.2) Three Component Model of Commitment



Source: Meyer and Allen (1991)

Affective, continuation, and normative commitments are psychological states that define workers' relationships with organizations and influence their choice to work there, according to Meyer and Allen (1991).

2.4 Concept of Organizational Commitment

One of the key concepts that affects job performance, turnover, and organizational performance is organizational commitment. In exceptional conditions and at a given moment, commitment is seen as future agreement for a particular duty. Organizational commitment is the belief and conduct of an employee toward the organization. When an employee is innovative in their approach to work, allotted responsibilities, and responsibility, they become devoted. An employee's dedication to a company is a powerful motivator as it means they will strive toward the company's objectives and meet its aims (Mowday et al., 1982). There exists a robust correlation between employee conduct and corporate commitment. Employee commitment reduces the likelihood of absence and turnover. An employee is considered to be committed if they are willing to work for a company and stay on board (Porter et al., 1979).

To determine an employee's desire to remain or go and their contribution to the firm, organizational commitment is a crucial characteristic. Performance is thus the outcome of the activities of individuals who, in a limited number of circumstances, used their talents. The perception, ability, and effort put forth by both the employer and the employee to do the duties assigned to them is known as employee performance. Achieving organizational goals is possible when there is strong performance. Organizational commitment boosts employee performance and organizational competitiveness, even while more work is needed to increase organizational performance (Negin et al., 2013). Organizational commitment was described as connection to the organization by Meyer and Allen (1991).

Three dimensions—*affective commitment*, *continuation commitment*, and *normative commitment*—can be used to characterize organizational commitment. Meyer and Allen (1991) classified organizational commitment into three dimensions: *emotional commitment*, *continuation commitment*, and *normative commitment*. They characterized organizational commitment as a connection to the organization. According to Porter et al. (1974), organizational commitment is a value that is based on the idea that people may develop a bond with the company they work for. The desire to stay with the organization and the readiness to go above and beyond for it are characteristics of this connection.

According to Mowday et al. (1974), organizational commitment necessitates an active interaction with the organization and goes beyond passive allegiance. Those who

have a strong sense of commitment to the organization are prepared to go above and beyond the call of duty in order to enhance the organization's success, independent of outside influences. A psychological condition that ties a person to an organization is known as organizational commitment (OC) (Meyer & Allen, 1991).

According to Buchanan (1974), if people believe that successful workers in their businesses are expected to be loyal, they will be encouraged to adopt the same mindset. This is known as the organizational commitment norm. Organizational commitment was described as “a result of individual-organizational transactions and alterations in side bets or investment over time” by Hrebiniak and Alutto (1972). "The totality of normative pressures to act in a way which meets organizational goals and interests" is how Wiener (1982) defined organizational commitment. Organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization" by Mowday, Porter, and Steers (1982). Organizational commitment was described by Meyer and Allen (1991) as a psychological condition that ties a person to the organization. Three distinct themes may be identified in the psychological state: normative commitment, emotional commitment, and continuation commitment.

An employee's emotional attachment to, identification with, and involvement in the organization and its goals is the definition of affective commitment. Awareness of the costs associated with leaving the organization is the definition of continuation commitment, and a feeling of obligation to continue employment is the definition of normative commitment. Moreover, commitment was described as “a sense of loyalty to and identification with the organization, the work, and the group to which one belongs by Nijhof et al. (1998).

This definition covers organizational commitment as well as individual commitment traits including sense of loyalty and level of effort put forth in job duties (Gallie & White, 1993). Organizational commitment is defined as accepting organizational ideals and being willing to stick around. "The psychological attachment felt by the person for the organization; it will reflect the degree to which an individual internalizes or adopts characteristics or perspectives of the organization" is how O'Reilly and Chatman (1986) defined organizational commitment. The main focus of all these definitions is the employee's experience and how it influences their willingness to remain with the company and work hard to improve their performance. In this regard, the comprehensive definition of organizational commitment developed by Meyer & Allen (1991) is still regarded as one of the most definitive definitions and seems to be the most often presented in the literature.

According to Scholl (1981), one's attitude to commitment determines how one defines organizational commitment. Accordingly, an employee's mindset or the force that ties them to the company are the two ways that organizational commitment is described. "The whole of internalized normative pressures to act in a way which meets organizational goals and interests" is how Wiener (1982) defined organizational commitment.

According to Wiener, commitment is the culmination of these internalized beliefs and is accountable for actions that: (a) show selflessness in the face of the organization; (b) do not rely primarily on rewards or penalties; and (c) reveal an obsession with the organization on a personal level. People only engage in these activities because "they believe it to be the morally and ethically correct thing to do." Therefore, dedicated workers act in this way because they think it is the "right" and "moral" thing to do, rather than for their own personal gain. This is a less popular but just as effective strategy that sees commitment as a duty to stay with the company.

2.5 Concept of Job Performance

In general, Jex (2002) defines job performance as every action a person does while on the job. It could also be used to describe a worker's job-related tasks and the quality of their execution (Kane & Lawler, 1976). As per Hoppock's (1957) assertion, work performance pertains to the documentation of outcomes obtained by doing a task for a certain duration. Schermerhorn (1989), on the other hand, claims that work performance is defined as the amount and quality that a group of employees or an individual employee achieves after finishing a task.

According to Motowildo and Borman (1993), job performance is the total added value—financial or non-financial—that workers provide to the achievement of the organization's objectives, both directly and indirectly. It is the work outcomes based on the quality and quantity that an employee achieves in doing his or her job, according to Mangkunegara (2009). According to Rivai and Jauvani (2009), work performance is the actual behavior that each individual expresses as an accomplishment of their job that is relevant to their position within the company. work performance was defined as "Performance readers to degree of accomplishment of the tasks that make up an individual's job" by Byars and Rue (1984).

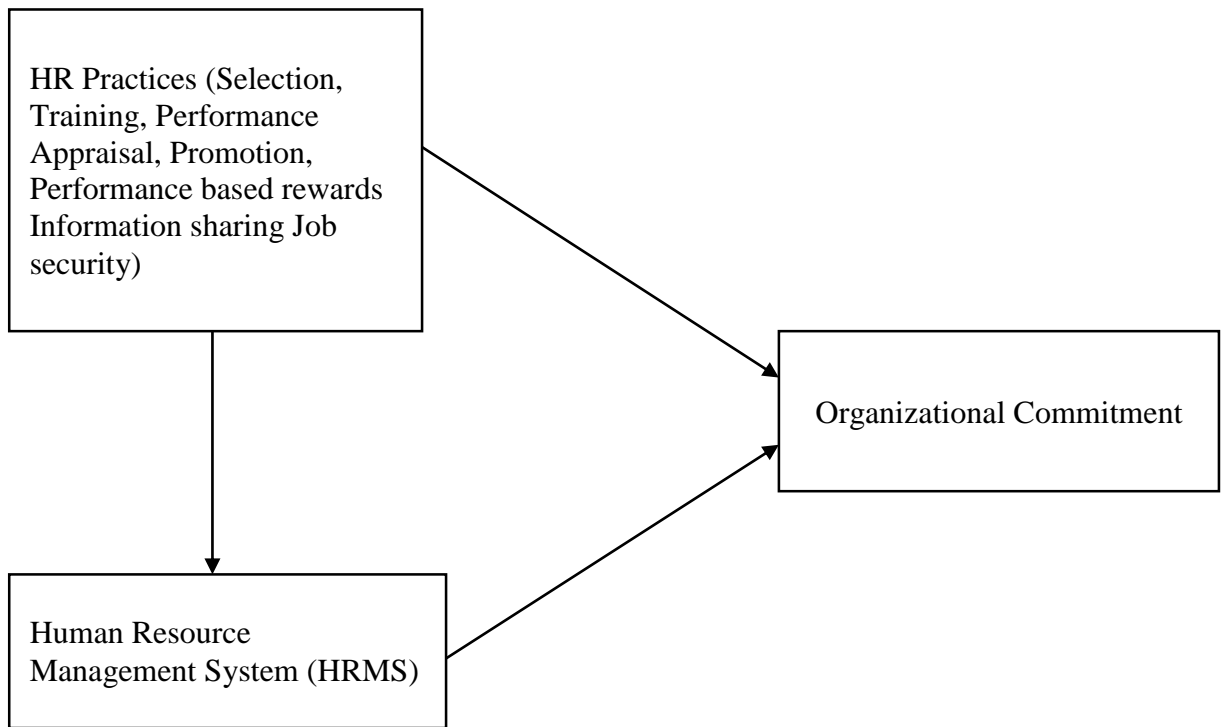
The amount and quality of tasks completed by a person or group at work is referred to as job performance. As is often noted, an employee's performance is their "bottom line" at work. It is the foundation of productivity and ought to help the business achieve its goals (Schermerhorn, 1993). Work performance is defined as actions that are pertinent to the objectives of the company and are quantifiable based on the skill level or contribution level of each worker. This definition of work performance states that it reflects people's behaviors rather than their outcomes (Wright & Noe, 1996).

According to Gibson (1997), work performance is the result of tasks that are related to the objectives of the company, such as efficiency and quality. It shows how well a person satisfies the demands of a work. This is often mistaken with effort, which is defined as the amount of energy utilized. Performance is evaluated in terms of outcomes. An organization's development and success may be determined by its job performance. Every employee's performance affected their own accomplishments, and every employee's performance increased the accomplishments of their colleagues. It's possible that increasing job devotion will result in higher work performance.

2.6 Previous Studies

Three earlier research are cited in this part to provide the study's theoretical foundation and conceptual framework. The goal of Ghazanfar et al. (2012) was to assess how organizational commitment was affected by individual and systemic HRM approaches. Data were gathered from 304 respondents in China's banking industry. For this reason, a survey using questionnaires was carried out in many Chinese cities. Multiple regression analysis and correlations were used to investigate the connection between the study's variables. The conceptual framework of Ghazanfar et al. (2012) is shown in Figure (2.3).

Figure (2.3) Relationship between Strategic HRM and Organizational Commitment at Banking Sector in China

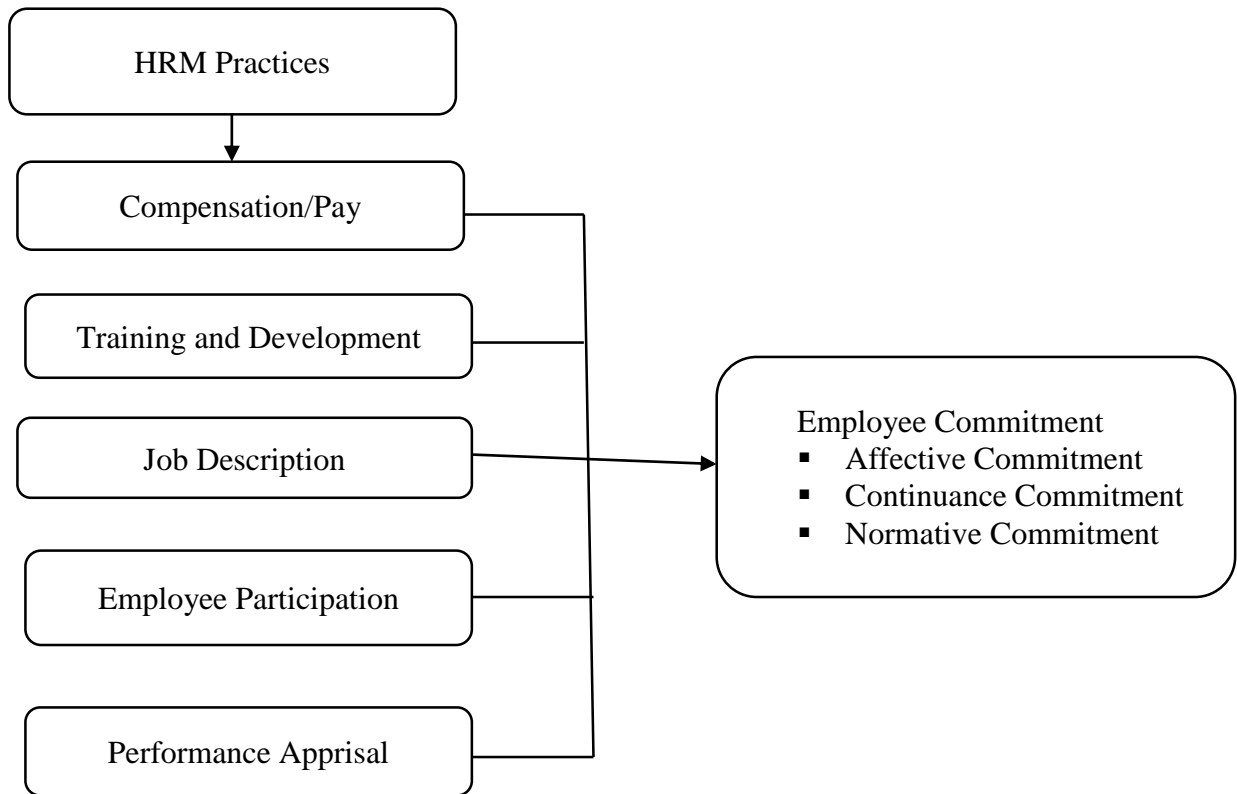


Source: Ghazanfar et al. (2012)

The factors (selection, training, performance assessment, promotion, performance-based incentives, information sharing, job security, and human resource management system) were supported by the results of Ghazanfar et al. (2012). The results of this research provide credence to the idea that corporate commitment is influenced by HR policies, both on an individual and systemic level.

Parajuli and Shrestha (2021) assessed how employee commitment and human resource management (HRM) practices relate to one another. The research design used was descriptive. A study using questionnaires was carried out in Nepal's banking sector. They mostly utilized primary data for their analysis. A questionnaire that was created properly was utilized to gather the main data. 15 Nepalese commercial banks received 525 questionnaires in total (35 in each bank). Only 375 of them (or 71.40 percent) had questionnaires returned and filled out. The replies were scored on a five-point Likert scale. Parajuli and Shrestha (2021) used the multiple regression approach to evaluate the data. The conceptual framework of Parajuli and Shrestha (2021) is shown in Figure (2.4).

Figure (2.4) Relationship between HRM and Employee Commitment at Banking Industry in Nepal

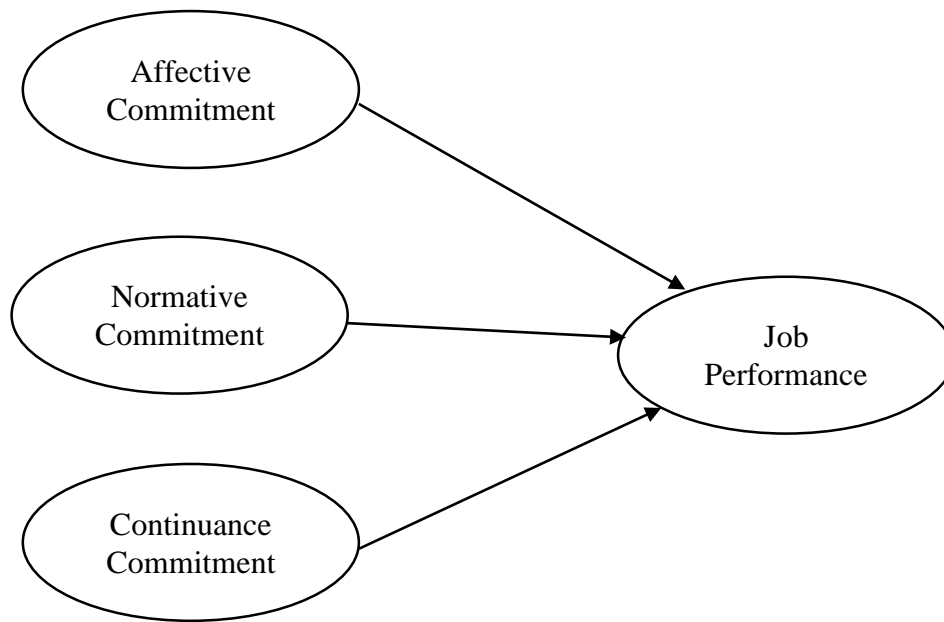


Source: Parajuli and Shrestha (2021)

The findings showed that although each HRM domain's overall status is above average, it is not exceptionally high. The study also discovered a strong positive correlation between all facets of employee commitment, including affective commitment, continuance commitment, and normative commitment, and all facets of HRM practices, including compensation/pay, training and development, job descriptions, employee participation, and performance appraisals.

At PT. Bank International Indonesia, Manado, Joseph (2013) examined the effects of emotional, continuous, and normative commitments on employee performance. Multiple regression analysis was employed in this study, and the data came from PT. BII, Manado workers. The 373 workers of PT. BII, Manado comprise the population under study in this study. To gather primary data, 372 workers in the middle, top, and bottom tiers were questioned. Joseph's (2013) conceptual framework is shown in Figure (2.5).

Figure (2.5) Organizational Commitment and Job Performance at PT. Bank International Indonesia Manado



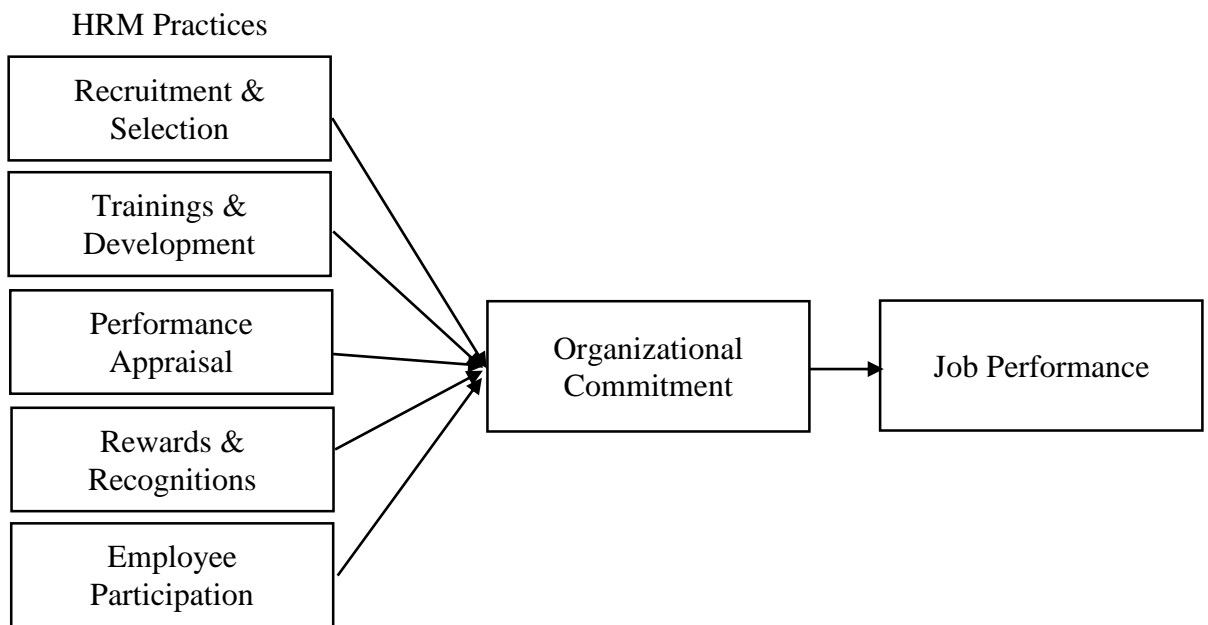
Source: Joseph (2013)

Affective, continuity, and normative commitments all have a partial and simultaneous impact on job performance at PT. BII, Manado, as shown by the SPSS's interpretive data analysis. The interpretation demonstrates that every variable has a strong correlation and is supported by a high degree of significance. According to the research, there is a favorable, substantial association between all forms of commitments— affective, normative, and continuance—and work performance at PT. BII, Manado, partly and concurrently.

2.7 Conceptual Framework of the Study

The conceptual foundation for the investigation is built by carefully referencing the three earlier investigations. Parajuli and Shrestha (2021) and Ghazanfar et al. (2012) examined the effects of HRM techniques on organizational commitment. The impact of emotional, continuance, and normative commitments on work performance was examined by Joseph (2013). The study's conceptual framework is shown in Figure (2.6).

Figure (2.6) Conceptual Framework of the Study



Source: Own Compilation, 2024

Figure (2.6) depicts the conceptual framework of this research, which aims to determine the impact of HRM practices on job performance and organizational commitment. It is based on the previously mentioned HRM practices. At the moment, MTB Bank is concentrating on hiring practices, pay, performance reviews, awards and promotions, and employee involvement. Thus, the purpose of this research is to investigate the connection between employee commitment and HRM methods. Additionally, it examines the connection between MTB Bank employees' work performance and dedication.

Working Definitions of the Study

The followings are working definitions of the variables used for preparing the question statement of the study.

Recruitment and Selection: Recruitment and selection in this study means choosing most qualified individual, no personal bias, selection based on procedures, clear and transparent procedures thorough selection process of MTB bank for each position.

Training and Development: Training and development in this study means providing employee orientation, relevant banking trainings, ongoing trainings, and enough trainings.

Performance Appraisal: Performance appraisal in this study means doing a systematic fair, and transparent 360 degree evaluation without personal bias at MTB bank.

Rewards and Recognitions: Rewards and recognitions in this study refers recognition, delegations, annual bonus, and employee of the year awards provided by MTB bank.

Employee Participation: Employee participation in this study means whether employees are allowed to involve in the decision-making processes, provide suggestions and ideas freely rather than simply acting on orders.

Affective commitment: Affective commitment in this study means emotional attachment to the company, considering company problems as their own, and intention to spend rest of the career at MTB bank.

Normative commitment: Normative commitment in this study means feeling obligation and ethical consideration of employees to work for MTB bank.

Continuance commitment: Continuance commitment in this study means personal sacrifice, difficulty and loss of benefits if employees move to a new job.

Job Performance: Job performance in this study means finishing job on time quickly, and efficiently, getting appreciation, looking for challenging assignments, supporting colleagues, and considering creative solutions.

CHAPTER 3

BACKGROUND STUDY OF MYANMA TOURISM BANK (MTB)

Three parts make up the background explanation of Myanmar Tourism Bank (MTB) that is established in this chapter. This chapter's first part provides an overview of Myanmar Tourism Bank (MTB), including its organizational structure, HRM policies, and profile.

3.1 Profile of Myanmar Tourism Bank (MTB)

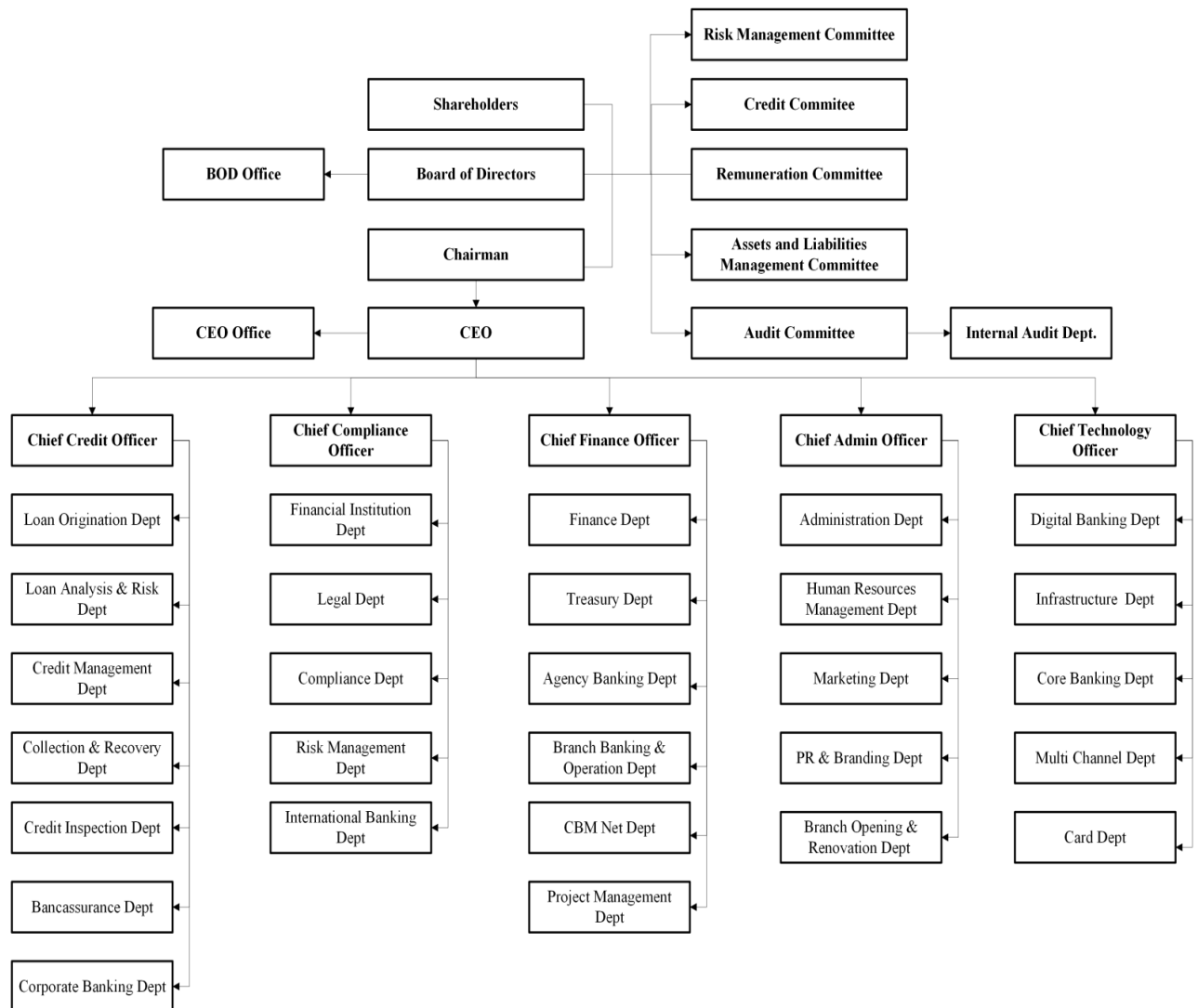
The Central Bank of Myanmar awarded Myanmar Tourism Bank, commonly known as Myanmar Tourism Bank (MTB) bank, a commercial banking license in 2018 under the Financial Institution Law (FI Law). Sule Pagoda Road, Yangon is home to the main office, and there are branches around the country. There are 17 branches of Myanmar tourist Bank (MTB) that cater to and assist the travel and tourist sector. It employs 500 people countrywide and provides financial services to a broad range of industries and companies. Myanmar Tourism Bank (MTB) uses Oracle FLEXCUBE Core Banking Software for banking applications and Oracle digital banking platform as an online channel to enable mobile and internet banking in order to provide improved processes and dependable services. Additionally, it maintains alignment with digital payments, financial technology (Fintech), and other technological domains where bank services might be used. The Myanmar Tourism Bank's (MTB) CSR initiatives focus on social welfare, events, and tourism-related development.

Myanmar Tourism Bank's (MTB) goal is to rank among the top financial institutions in the nation by providing outstanding financial solutions that satisfy the demands of its customers. The goals are to: create profitable professional career opportunities for employees; ensure stability and growth by adhering to rules and regulations set forth by banking regulatory bodies; positively impact shareholders and society; and provide convenient and effective banking through innovative banking solutions and investments in new banking technology.

3.2 Organizational Structure of Myanmar Tourism Bank (MTB)

The Myanmar Tourism Bank (MTB) bank has its own structure and makes a lot of decisions. To fulfill the vision and purpose of Myanmar Tourism Bank (MTB) bank, each division has distinct duties and objectives. The organizational structure of Myanmar Tourism Bank (MTB) is shown in Figure (3.1).

Figure (3.1) Organizational Structure of MTB Bank



Source: MTB, 2024

Five top executives are listed under CEO and are allocated to various departments, as Figure (3.1) illustrates. Chief credit officer, chief compliance officer, chief financial officer, chief administrative officer, and chief technology officer are those top officers. Every department has its own objectives and roles within the department.

3.3 HRM Practices of MTB Bank

This section outlines MTB Bank's HRM procedures. Recruitment and selection, training and development, performance evaluation, incentives, and employee involvement are all priorities for MTB Bank.

3.3.1 Recruitment and Selection

The human resource manager must create a recruiting and manpower strategy and present it to the board of directors (BOD) prior to hiring and keeping personnel. It must be seen as a corporate expansion and a rise in the sort of services offered or a company with another firm. Hiring departments' efforts to locate and choose a highly qualified, talented, and diverse faculty might be aided by a thorough recruiting strategy. Every recruiting tool that the hiring department plans to employ, such as publications, websites, personal connections, etc., should be included in the recruitment strategy. The department head must submit a staff requisition form to the human resource management together with the job description, job specifications, and the deadline for hiring in the event of a vacancy caused by a resignation or other circumstance. The human resource manager will act appropriately if the position really needs to be filled.

Under the direction and control of the CEO (Chief Executive Officer), the human resources department must collaborate with the head of the relevant department to execute the recruiting strategy. The preparation will take around four months to present to the Board of Directors (BOD) at the annual meeting.

Various types of positions need various approaches to recruitment. MTB Bank has both internal and external hiring practices. Upper level positions are scarce, and MTB Bank must get sources from hiring agencies. Human resources posts a job posting on a notice board with an announcement of vacancy for internal recruiting, giving interested candidates an opportunity to apply. Employee references are sometimes used by MTB Bank to verify that a staff member is qualified for a position that is open. The hiring procedure will proceed with the verbal or written offer to the staff if the open department also agrees to take that person.

For external recruitment, MTB Bank advertises at MTB Career Facebook page for the vacant staff, calls for job calls, and takes staff for banks. Initial Computer Test checks, interviews, junior and senior assistants, assistant supervisors, supervisors), and pay are at bank rates. Assistant managers, deputy managers, managers, senior managers, and assistant general managers are first hired and paid. Normally, recruitment and selection process takes

1 month. For the urgent case, MTB bank recruits and selects the employees within one week. After the selecting the application forms, MTB bank informs the applicants for first interview within one week. Then, it informs the selected candidates for second interview within two weeks. If employees have not resigned from other banks, MTB bank waits them for one month. Employee bonds are contracted at the start of the work by sending offensive letter mail to staff who have succeeded Interview. The bank has clear procedures for recruitment and selections. The bank also makes transparent internal recruitment so that all employees have a clear idea of recruitment process in the company.

3.3.2 Trainings and Development

At MTB Bank, there are three main training programs. These consist of development, job teaching, and induction training. Three forms of training are available: job instruction and induction training, which are required for all workers, and career development training, which is designed for particular needs like employee promotions and the introduction of new products and services.

Basic induction training is provided to all new hires, regardless of status, including assistant supervisors, senior assistants (SE), junior assistants (JA), and assistant supervisors. This course lasts for three months and covers a wide range of subjects. This training's primary topics include cash recording, computerized banking procedures, employee ethics, branch guidelines, and bank and staff policies.

All of these personnel receive instruction training at appropriate periods after completing the induction course. In the event that an employee has never attended a program in that function before, the second category of these courses was scheduled on a regular basis for them when they begin that role at the branch or other division of office level. Unless they have completed a program in that function, private bank management level employees shouldn't maintain a position in a functional area for more than three years.

The chief of the training department at banks teaches development training courses. This course makes use of lectures, games, role plays, and instructional techniques. This course serves as specific training for workers who are being promoted. Additionally, the third category of courses consists of unique programs tailored to the needs of the group or the specific level. Upgrading competences and abilities is the foundation of private banks' Training and Development Program. It is a crucial component of their business plan. One of the topics in the development course is English training. This is done in order to increase

the workers' English competence. Every private bank pays for outside training by enrolling in the Myanmar Banking Association's diploma or master's banking program.

Internal Training is provided by the relevant department for staff at banks, Customer Service courses, department-related courses, instructions to study the instructions released, and provide Internal Training for newly released products. External Training provides courses related to banking, Credit Risk & Analysis, and exams.

MTB bank offer compliance and onboarding training programs for new hires. Those trainings are provided only one time internally. In addition, ongoing product knowledge and customer service trainings are provided for all employee. These trainings are given every three months. For product trainings, senior employees train all employees and customer service trainings are provided by both external and internal trainers. These courses address a variety of subjects, including as customer service, compliance, product expertise, sales strategies, and industry laws, to guarantee that employees are properly prepared to carry out their jobs.

Additionally, MTB Bank offers continuing education on subjects including risk management, cyber security, financial products, and customer service via workshops, seminars, and online courses. Through mentorship programs, new hires are paired with more seasoned staff members to provide support and assistance. Managers may identify areas that may need more training or skill development by assessing employee performance. The kinds of trainings offered by MTB Bank are shown in Table (3.1).

Table (3.1) Types of Trainings at MTB Bank

Sr. No.	Course	Duration	Time
1.	Credit Risk and Management	3 months	Sat (9 am to 5 am)
2.	General / Life Insurance	1 month	Sat (9 am to 5 am)
3.	Personal Grooming	1 month	Sat (9 am to 12 pm)
4.	Trade Finance	1 month	Sat (9 am to 12 pm)
5.	MTB Wallet	1 day	Sat (9 am to 12 pm)
6.	New Product Trainings	1 day	Sat (9 am to 12 pm)

Source: MTB Bank, 2024

As shown in Table (3.1), MTB bank provides relevant trainings to employees based on job specifications and responsibilities. The bank gives trainings on Saturdays so that employees can focus trainings.

3.3.3 Performance Appraisal

The purpose of a performance assessment is to officially evaluate an individual's job achievements and provide constructive criticism. Performance reviews are conducted by MTB Bank every six months. It also counts Leave, Team Work, Customer Service, Time, Communication, Responsibility, Respect & Social Skill for performance appraisal. In MTB bank, performance is based on 360° Review scores to an employee in addition to the scoring rules of Department Heads according to a department. The next stage is the self-review made by the job-holder.

The HR department is in charge of completing the necessary paperwork and carrying out the assessment procedure. Typically, such assessments need to be carried out by line managers in appropriate and sanctioned ways. Saying that HR is in charge of the pre- and post-appraisal procedures is also accurate. The HR department will compile the overall evaluation findings, take accurate notes, and recommend further analysis to upper management.

3.3.4 Rewards and Promotions

MTB bank offers their employees different employee rewards both financially and none financially. MTB bank recognize high-performing employees. These evaluations provide an opportunity for managers to acknowledge exceptional work and reward those who consistently exceed expectations. Awards are held at annual meeting and staff dinner to annual excellent staff.

Financial rewards include salary and bonus. MTB bank provides three month salary bonus for employees who do not take leave within a year or employees who have been worked at MTB bank for 5 years. The bank also provides 1 month bonus to employees after closing annual budget. Moreover, it provides phone bill, travelling cost, and staff loans.

Non-monetary incentives consist of job promotion, gift cards, and travel passes. MTB bank also celebrates events and parties at spectacular Thingyan Festival and Thadingyut festival. The bank offers a *one-time 100,000 bonus* for junior employees at those special occasions. Additionally, the CEO and management acknowledge others in a meeting space or during informal conversation. Based on the performance appraisal, jump promotion or promotions are provided to the Target full-time employee.

3.3.5 Employee Participation

MTB bank fosters and welcomes participation of employees either within the department or in conjunction with various departments. Management let employees discuss in major decisions to get better decision. They used to ask for and listen to continuous feedback from employees.

MTB Bank gives staff members the chance to participate in and have an impact on organizational decision-making, particularly when it comes to their own workgroup or assignment. Direct contact with the person may take many different forms and include a range of electronic and print media, including notice boards, email, intranets, business newsletters, and newsletters. Suggestion programs are an additional means of employee engagement that provide staff members the chance to harness the creativity of their colleagues to significantly enhance almost every facet of the bank's operations. The management permits staff members to take part in team building exercises.

By allowing employee participation, MTB bank ensures its employees feel valued and connected to the institution goals. In addition, department meetings are held every week and employees are allowed to express their idea and suggestions at meetings. Department head encourages the employees to participate in meetings. Then, department heads submit the important issues and ideas of employees to management.

CHAPTER 4

ANALYSIS ON EFFECT OF HRM PRACTICES AND EMPLOYEE COMMITMENT AND JOB PERFORMANCE AT MYANMA TOURISM BANK

This chapter examines Myanmar Tourism Bank (MTB) employees' work performance, organizational commitment, and HRM methods. There are six parts in this chapter. First, a reliability test and research design are conducted. It also displays the responders' profiles. It displays the reliability test result in the third place. Following that, a presentation of job performance, organizational commitment, and HRM practices' descriptive data is made. Additionally, it examines how HRM procedures affect workers' commitment. Lastly, it examines how commitment among employees affects output.

4.1 Research Design

The sole subjects of this research are the work performance and dedication of the staff at Myanmar Tourism Bank (MTB). This study uses both quantitative and descriptive research methodologies. Referred to are main and secondary data. There are 247 total employees at all level at MTB head office. By Yamane (1973) formula for sample population, 152 employees (approximately 62% of total employees at all levels) at MTB head office identified as sample size and selected by simple random sampling method. A standardized questionnaire with a 5-point Likert scale was used to collect the main data. By using a basic random sampling technique, they are chosen as the sample size. This is how the Yamane sample size formula looks:

$$n = \frac{N}{1 + N * (e)^2} \quad , \text{ where } n = \text{the sample size}$$

N = the population of the study
e = the margin error in the calculation

$$n = \frac{247}{1 + 247 * (0.05)^2} = 152$$

A 5-point Likert scale is used in a structured questionnaire to obtain primary data. Data from 152 bank workers was gathered online using a Google form and a basic random sample technique. The survey was conducted between June 10 and June 20, 2024. MTB

Bank records, previously published articles, prior research papers, pertinent textbooks, and worldwide studies via websites are examples of secondary data. The survey data is analyzed using regression analysis to examine the connection between the independent and dependent variables.

4.2 Profile of the Respondents

Standardized questionnaires are given to 152 MTB bank employees in order to collect primary data. The demographic information of the respondents who completed the structured questionnaire is shown in Table (4.1).

Table (4.1) Demographic Data of the Respondents

Sr. No.	Item Category		No. of Respondents	Percent
	Total			
	Total		152	100
1	Gender	Male	86	56.6
		Female	66	43.4
2	Age (years)	Under 20	4	2.6
		20-25	11	7.2
		26-30	30	19.7
		31-35	36	23.7
		36-40	29	19.1
		41 to 50	30	19.7
		Above 50	12	7.9
3	Education Background	High School	2	1.3
		Undergraduate	7	4.6
		Graduate	80	52.6
		Master	63	41.4
4	Occupation (Position)	Top management (Senior Manger to GM)	52	34.2
		Middle management (Supervisor to Manager)	76	50.0
		Low level (Junior Assistant to Senior Assistant)	24	15.8
5	Income	<= 250,000 MMK	6	3.9
		250,001 - 350,000 MMK	14	9.2
		350,001 - 500,000 MMK	21	13.8
		500,001 - 700,000 MMK	31	20.4
		700,001 - 1,000,000 MMK	24	15.8
		Above 1,000,000 MMK	56	36.8

Source: Survey Data, 2024

According to Table (4.1), in this section, 152 respondents are asked with structured questionnaires. The majority of the respondents are males with 56.6%. Regarding Age, most of the respondents are from 31 to 35 years old with 23.7%, followed by group that containing people from 41 to 50 years old with 19.7% and 26-30 years old with 19.7% respectively. In terms of the educational background, it is found that majority of the respondents are graduated with 52.6%. Based on the occupational status, they are working as middle management such as supervisors to managers with 50%, followed by top management (senior manager to GM) with 34.2%. Concerning with income status, the majority of the respondents earn about 1,000,000 MMK with 36.8%, followed by 500,001~700,000 MMK with 20.4%.

4.3 Reliability Test

Reliability in research refers to how well study findings can be reproduced or duplicated in a similar setting. How regularly or reliably a test evaluates a trait is called reliability. Table (4.2) displays the outcome of the Cronbach's Alpha reliability test.

Table (4.2) Reliability Test

Sr. No.	Variable	No. of Items	Cronbach's Alpha
1	Recruitment & Selection	6	.897
2	Training & Development	6	.892
3	Performance Appraisal	6	.901
4	Rewards	6	.885
5	Employee Participation	6	.914
6	Organizational Commitment	6	.919
7	Job Performance	8	.929

Source: Survey Data, 2024

The Cronbach's Alpha values for the variables examined in this research get comparable high scores larger than 0.8, as shown in Table (4.2). As a result, the survey's questions are consistent, and it can be said that the study's survey questions are trustworthy and consistent.

4.4 Descriptive Statistics of HRM Practices, Organizational Commitment and Job Performance

This section describes organizational commitment, work performance, employee engagement, and employee perceptions of HRM procedures (recruitment & selection, training & development, performance assessment, incentives, and employee participation). A Google form is used to gather structured questionnaire responses from MTB Bank staff members. In order to determine the influencing elements on consumer attitude, primary data were gathered using structured questions and a five-point Likert scale (1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree). This research used the Best (1977) mean rating scale. According to Best (1977), the mean rating scale is shown in Table (4.3).

Table (4.3) Mean Rating Scale

No.	Score Range	Mean Rating
1	1.00 -1.80	Very Low
2	1.81 -2.60	Low
3	2.61-3.40	Average
4	3.41- 4.20	High
5	4.21-5.00	Very High

Source: Best, 1977

To analyze the survey results, Best (1977) determined the mean rating scale, as shown in Table (4.3). He used five ranges to categorize mean rating and mean score level. Based on a certain score range, the mean rating scale has five levels: very low, low, medium, high, and very high.

4.4.1 Recruitment and Selection

Recruitment and selection are measured in terms of six statements such as selecting qualified employees, no bias in recruiting, the guideline of clear procedure for recruiting, the decision and advise from the departmental heads. The survey result for recruitment and selection of MTB bank is presented in Table (4.4).

Table (4.4) Recruitment and Selection

No.	Recruitment and Selection	Mean Score	Std. Deviation
1.	Choosing the most qualified individual for the position	3.94	1.13
2.	Making selection according to the procedures	3.95	1.11
3.	Having no personal bias in the selection of employees	3.84	1.16
4.	Having clear and transparent procedures to choose employees	3.95	1.09
5.	Filling vacant positions from both internal and external sources	3.91	1.00
6.	Involving all department heads in the selection process	3.97	1.02
	Overall Mean	3.93	

Source: SPSS Output, 2024

According to Table (4.4), the highest mean score (3.95) suggests that MTB bank's recruiting and selection process adheres to established processes and maintains transparency in selecting staff. The average score of 3.93 indicates that the recruitment and selection process at MTB bank is effective in selecting highly qualified people, as a result, the process is fair, unbiased, and transparent, with all department heads involved. Employees highly agree that the bank has clear and transparent procedures to choose employees for vacant positions. Overall, the majority of the respondents highly agree that MTB bank practices recruitment and selection process and procedures without bias.

4.4.2 Training and Development

Training and development are measured in terms of such as conducting new employee orientations, providing banking training, offering workshops and online courses, and analysis of adequate training. The survey result for training and development of MTB bank is presented in Table (4.5).

Table (4.5) Training and Development

No.	Training and Development	Mean Score	Std. Deviation
1.	Conducting new employee orientations.	3.88	1.01
2.	Providing banking trainings relevant to tasks of employees.	3.93	1.14
3.	Emphasizing ongoing development for employees.	3.85	1.05
4.	Providing trainings relating to new products of the bank.	3.95	1.19
5.	Offering many learning options, including online courses, and workshops etc.	3.85	1.05
6.	Providing enough training.	3.98	1.11
	Overall Mean		3.91

Source: SPSS Output, 2024

In Table (4.5), it is reported that the overall mean value of training and development is 3.91. With a maximal mean value of 3.98 in training and development, it can be concluded that the respondents receive an adequate amount of training to effectively perform their duties. The other means score of the training and development analysis is satisfactory. The majority of respondents concur that training and development are factors that contribute to positive performance. Overall, the majority of the respondents highly agree that MTB bank provides job related training and development.

4.4.3 Performance Appraisal

Performance appraisal is determined in terms of six statements such as transparency, help of raising capabilities of employees, clear policy, 360° review, no personal bias and the basis for rewards promotion. The survey result for performance appraisal of MTB bank is presented in Table (4.6).

Table (4.6) Performance Appraisal

No.	Performance Appraisal	Mean Score	Std. Deviation
1.	Having transparent performance appraisal system	3.83	1.00
2.	Helping to raise level of employees' performance by clarifying their strengths and weaknesses	3.95	1.07
3.	Having clear polices for performance appraisal of employees.	4.01	0.95
4.	Doing 360° review for performance appraisal.	4.04	1.07
5.	Having no personal bias while doing performance appraisal.	3.88	1.02
6.	Serving as the basis for rewards promotion.	4.05	1.01
	Overall Mean	3.96	

Source: SPSS Output, 2024

Table (4.6) indicates that the overall value of performance appraisal is stated to be 3.96. The greatest mean value of 4.05 in the performance appraisal indicates that the respondents are being considered for awards and promotions. The other mean score for evaluating performance appraisal gives satisfactory results. Performance assessment is widely recognized as a component that positively influences performance, as indicated by the majority of respondents. Overall, the majority of the respondents highly agree that MTB bank does transparent and supportive performance appraisal.

4.4.4 Rewards and Recognitions

Rewarding and recognizing are determined by six statements such as recognition, delegations, offering bonus, annual staff party, and promotion for outstanding staff in this section. The survey result for rewarding recognizing practice of MTB bank is presented in Table (4.7).

Table (4.7) Rewards and Recognitions

No.	Rewards and Recognitions	Mean Score	Std. Deviation
1.	Receiving recognition for job accomplishment and contribution.	3.89	1.05
2.	Giving delegations based on performance of employees.	3.95	1.03
3.	Receiving recognition from top management.	3.88	1.02
4.	Offering annual bonus.	3.97	1.09
5.	Giving jump promotions for outstanding employees.	3.94	1.00
6.	Giving employee of the year awards at annual meeting and staff party.	4.05	1.05
	Overall Mean	3.95	

Source: SPSS Output, 2024

Table (4.7) indicates that both providing an annual bonus and granting jump promotions to exceptional employees are forms of rewards and appreciation for their accomplishments. A mean score of 3.97 and 3.94 suggests that incentives and recognition are highly successful compared to other analyzed components. The respondents highly agree that MTB bank grants the employee of the year award at the annual meeting and staff party, as indicated by the highest mean score of 4.05. Overall, the mean score of 3.95 indicates that the respondents highly believe that MTB bank offers appropriate awards and recognition for outstanding staff members.

4.4.5 Employee Participation

In this section, employee participation is determined by six statements such as asking employees' opinions, involvement in decision, seeking and considering suggestions and ideas from employees. The survey result for employee participation of MTB bank is presented in Table (4.8).

Table (4.8) Employee Participation

No.	Employee Participation	Mean Score	Std. Deviation
1.	Asking me for my opinions when determining my work.	3.99	0.95
2.	A feeling of involvement in important decisions in organization.	4.02	1.04
3.	Requesting the inputs from employees to make decisions	3.95	1.01
4.	Feeling free to suggest changes in job.	3.94	1.13
5.	Taking into account of employees' advices	3.81	1.10
6.	Seeking input by management team actively from employees on most decisions.	3.88	1.08
	Overall Mean	3.93	

Source: SPSS Output, 2024

The statement in Table (4.6) with the highest mean score (4.02) indicates that the respondents agree with feeling involved in significant choices within the organization. Soliciting employee opinions is crucial for the business when analyzing the responses to determine the significance of the task. The management considers employees' suggestions, even if the average score of 3.81 is the lowest. However, this score still indicates a positive level of commitment among employees regarding the generation of new ideas and recommendations. Therefore, the organization should be receptive to new innovative ideas from the team. Overall, the majority of the respondents highly agree that MTB bank facilitates employee involvement in job-related matters.

4.4.6 Organizational Commitment

In this section, organizational commitment is measured by six statement such as a feeling of being part of the company, spreading positive things to others, values for organization, and the attachment to the organization. The survey result for organization commitment of MTB bank is presented in Table (4.9).

Table (4.9) Organizational Commitment

No.	Organizational Commitment	Mean Score	Std. Deviation
1.	Feeling of part of MTB bank.	3.92	1.01
2.	Telling about MTB bank to my friends as a great organization to work for.	3.93	1.11
3.	Feeling of obligations to work for MTB Bank as the bank develops me.	3.91	1.09
4.	Feeling value of own and the organization	3.95	1.05
5.	Having emotional attachment to this organization.	3.86	1.06
6.	Feeling of organization's problems as own.	4.01	1.04
	Overall Mean	3.93	

Source: SPSS Output, 2024

Table (4.9) reveals that the respondents have a strong sense of organizational commitment, as evidenced by the highest mean score of 4.01. They demonstrate a genuine attachment to the MTB bank and consider the organization's difficulties as their own. Several respondents have a strong emotional connection to this firm, indicating that MTB bank should establish avenues for employee engagement inside the organization, as evidenced by the lowest mean score of 3.86. The majority of respondents highly believe that they are devoted to MTB bank, as indicated by the overall mean score of 3.93.

4.4.7 Job Performance

Job performance is a component of human resources management as well as being researched academically in the fields of industrial and organizational psychology. Job performance is determined by the following facts such as job completion, efficiency, appreciation, teamwork, creativity, own satisfaction, and solving skill. The survey result for job performance of MTB bank is presented in Table (4.10).

Table (4.10) Job Performance

No.	Job Performance	Mean Score	Std. Deviation
1.	Completing work on time	3.98	1.07
2.	Completing the assigned task quickly and efficiently	4.05	1.06
3.	Pleasing supervisor with job performance	3.98	1.03
4.	Getting appreciation from Supervisor	3.98	1.15
5.	Looking for a challenging assignment	3.95	1.05
6.	Offering to help others accomplish their work	3.99	1.00
7.	Getting creative solutions to new problems	3.93	1.03
8.	Being satisfied with job performance	3.92	1.25
	Overall Mean		3.97

Source: SPSS Output, 2024

Based on Table (4.10), job performance at MTB bank is characterized by timely completion of tasks, providing assistance to colleagues, devising solutions to new challenges, receiving recognition from superiors, and experiencing personal satisfaction. The respondents' high mean score of 4.05 indicates that they are predominantly satisfied with their own performance in efficiently and promptly performing the arranged assignment. The employee at MTB bank are highly satisfied with their performance, as indicated by the lowest mean score of 3.92. Based on the average score of 3.97, most of the participants expressed satisfaction with their ability to do jobs efficiently and on time, as well as receiving gratitude and recognition from higher management at MTB bank.

The mean summary table of the important factors (employee engagement, organizational commitment, training & development, performance assessment, incentives and recognitions, and recruitment & selection) is shown in Table (4.11). These mean scores are derived from each influencing factor's total mean score.

Table (4.11) Overall Mean Score

No.	Description	Mean Values
1.	Recruitment & Selection	3.93
2.	Training & Development	3.91
3.	Performance Appraisal	3.96
4.	Rewards & Recognitions	3.95
5.	Employee Participation	3.93
6.	Organizational Commitment	3.93
7.	Job Performance	3.97

Source: SPSS Output, 2024

The survey's overall mean ratings for HRM practices are all higher than 3.00, or the medium level. Among them, mean score of performance appraisal is highest as employees perceive that performance appraisal is fair and transparent. It can be concluded that employees have good perception towards HRM practices of MTB bank. As the dependent variable, job performance has high mean value of 3.97. Therefore, employees achieve high job performance at MTB bank.

4.5 Relationship of HRM Practices and Organizational Commitment at MTB Bank

Table (4.12) shows Regression analysis is preceded by correlation analysis, which yields correlation coefficients. The degree of link between two variables can be ascertained using it. It can be inferred that "positive" indicates a positive correlation, "negative" indicates a negative correlation, and "zero" indicates no correlation between the variables because the correlation coefficient, or "r," varies from -1 to +1. Furthermore, the p-value range for statistical significance is often 0.01–0.05 or 0.1, respectively. The correlation coefficients (Pearson's "r") that are provided are used to assess the relationship between the variables.

Table (4.12) Correlation Analysis between HRM Practices, and Organizational Commitment

No.	Description	Person Correlation Coefficient
1	Recruitment & Selection	.791***
2	Training & Development	.808***
3	Performance Appraisal	.811***
4	Rewards	.801***
5	Employee Participation	.761***
6	Organizational Commitment	.781***

Source: SPSS Output, 2024

*** Correlation is significant at the 0.01 level (2-tailed)

The data presented in Table (4.12) indicates a statistically significant positive correlation between various characteristics and employee involvement, organizational commitment, performance assessment, training and development, and awards at MTB Bank. The organizational commitment of workers and HRM practices are positively correlated. Furthermore, it can be concluded that there are positive correlations between all HRM practices and organizational commitment since these correlations are statistically significant at the 1% level.

4.6 Analysis of Effect of HRM Practices on Organizational Commitment

The regression analysis of HRM practices on organizational commitment is shown in this section. The impact of HRM practices on organizational commitment is seen in Table (4.13).

Given that the modified R square value in Table (4.13) is 0.736, it can be inferred that this particular model accounts for 73.6% of the variance in organizational commitment that is predicted by HRM Practices. Since the model's F value is extremely significant at the 1 percent level and its overall significance is high, this model may be deemed genuine.

Table (4.13) Effect of HRM Practices on Organizational Commitment

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.084	.192		.438	.662	
Recruitment & Selection	.204*	.104	.196	1.960	.052	5.718
Training & Development	.248**	.098	.245	2.544	.012	5.311
Performance Appraisal	.358***	.098	.335	3.671	.000	4.779
Rewards & Recognitions	.347***	.097	.321	3.568	.000	4.638
Employee Participation	.182*	.109	.179	1.666	.098	6.628
R Square	.745					
Adjusted R Square	.736					
F Value	85.394***					

Source: SPSS Output, 2024

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

According to the analysis, there is a positive and substantial relationship between organizational commitment and all HRM processes, recruiting and selection, training and development, performance reviews, awards, and employee involvement. At the 1% level, performance evaluation and awards have a positive correlation with organizational commitment, but at the 5% level, training and development have a positive correlation with organizational commitment. Conversely, at the 10% level, employee involvement and recruiting and selection are positively correlated with organizational commitment. Greater accuracy and significance are indicated by lower sig values.

At the one percent level, performance evaluation and organizational commitment are favorably relevant. An increase of one unit in performance assessment will result in a corresponding increase in organizational commitment of .358 units. The MTB Bank has explicit guidelines for impartial performance reviews. Furthermore, the bank offers promotions in accordance with workers' performance outcomes. The more effectively performance reviews are given, the greater the level of organizational commitment.

At the 1% level of organizational dedication, rewards are substantial. An increase of one unit in reward will result in a corresponding increase of .347 units in organizational commitment. MTB offers incentives and leap promotions to exceptional staff members. In addition, employees receive recognition from top management. If the more attractive rewards are provided, the more organizational commitment is achieved.

Training and development is significant with organizational commitment at 5 percent level. If Training and development is improved by 1 unit, it will also raise the organizational commitment by .248 unit. It is found that employees get trainings each time of launching new products of MTB bank. In addition, they receive trainings which are relevant to tasks from MTB bank. If the more relevant training and development are provided, the more organizational commitment is achieved.

With organizational commitment at a ten percent level, recruitment and selection are important processes. The organizational commitment will increase by one unit if the recruiting and selecting process is enhanced. It is found that departmental heads from all divisions are cooperative and involved in selection process. MTB bank has clear process of selection and transparent procedure. If the more transparent and better recruitment and selection is provided, the more employees are committed.

Employee participation is significant with organizational commitment at 10 percent level. If reward is improved by 1 unit, it will also raise the organizational commitment by .182 unit. It is found that management takes the suggestions from employees for important decisions in organization and it makes employees get a sense of being important in MTB bank. If the more employee participation allowed, the more organizational commitment is achieved.

Out of the five significant explanatory factors, performance assessment has the highest value based on the standardized coefficient (Beta) score. Since, employees get fair and transparent performance appraisal, they can improve their abilities and skills. In addition, they get suggestions and coaching from supervisors for career development. Moreover, they receive rewards and recognitions based on their performance result, they are committed to the bank. In summary, the results suggest that improving HRM practices are critical for enhancing the organizational commitment at MTB bank.

4.7 Analysis of Effect of Organizational Commitment on Job Performance

The organizational commitment regression analysis on job performance is shown in this section. The impact of HRM methods on organizational commitment is seen in Table (4.14).

Table (4.14) Effect of Organizational Commitment on Job Performance

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.938	.203		4.615	.000	
Organizational Commitment	.773	.050	.781	15.327	.000	1.000
R Square	.610					
F Value	234.930***					

Source: SPSS Output, 2024

*** Significant at 1% level

According to Table (4.14), given that the adjusted R square value is 0.610, it can be said that the model in question can account for 61.0% of the variance in workers' job performance that is predicted by organizational commitment. This model may be considered valid since, in terms of overall importance, the F value is extremely significant at the 1 percent level.

The regression analysis shows that, at the 1 percent level, organizational commitment and employee job performance have a positive, significant association. Due to their loyalty to MTB Bank, the majority of responders consistently complete their given tasks on schedule. In addition, they consider the issues of the bank as their own and they always find the ways to solve the issues. Therefore, it can be seen that organization commitment has positive effect on job performance of employees.

CHAPTER 5

CONCLUSION

There are three parts in this chapter. The results and comments are initially presented in the first part. Second, it offers recommendations and ideas derived from the study's conclusions. Ultimately, it is advised that further research be done.

5.1 Findings and Discussions

The purpose of this research is to investigate how HRM practices affect workers' organizational commitments to MTB Bank and to evaluate how organizational commitments affect employees' job performance at MTB Bank. 152 MTB head office workers were chosen at random using a basic random sampling technique to serve as sample responders. Data is gathered using the personal interview approach and structured questionnaires using a 5-point Likert scale. This research identifies descriptive statistics in terms of mean values and standard deviation for five HRM practices: employee involvement, incentives and promotions, performance assessment, remuneration, and selection. To determine the link between dependent and independent variables, regression analysis is performed.

Structured questionnaires are sent to 152 respondents with regards to demographic information. Males make up the bulk of those who responded. The majority of responders are educated and between the ages of 31 and 35. Out of the 152 participants, the majority operate in middle management, supervising managers, and the remainder are in top management (senior manager to general manager). The bulk of responders make about 1,000,000 MMK, with 500,001–700,000 MMK coming in second.

According to the descriptive statistics result, it is found that the MTB bank departmental heads from all divisions are cooperative and involved in selection process. Besides, the process of selection is done with clear and transparent procedure of MTB bank, and the selected candidates are qualified and suit with the required positions. The aggregate mean score result indicates that most respondents are happy with MTB Bank's hiring and selection procedures as senior management conducts the process transparently and with great care.

Regarding the training and development, it is found that MTB bank provides adequate trainings so that employees are able to do their tasks well. Moreover, MTB bank provides trainings each time of launching new products of MTB bank, and employees receive trainings which are relevant to tasks from MTB bank. Therefore, MTB bank provides relevant trainings to employees to perform their tasks efficiently.

Regarding performance appraisal, most of the respondents are granted promotion based on the outcomes of performance evaluation at MTB bank. Furthermore, MTB bank makes 360° review for performance appraisal of employees, and they receive clear policies for performance appraisals of employees done by MTB bank. Therefore, it can be concluded that MTB bank does transparent performance appraisal of employees.

Regarding rewards, most of the respondents receive the title of employee of the year at annual meeting and staff party as a reward so that they are being proud. Moreover, they receive annual bonus, and MTB provides jump promotion for outstanding employees. Therefore, it can be concluded that the rewarding system of MTB bank is fair and attractive.

Regarding employee participation, most of the respondents can be involved in important decisions in organization and it makes them get a sense of being important in MTB bank. Additionally, they feel pleased for the opinions by supervisors when determining my work at MTB bank. In addition, their decisions are asked for their inputs. Therefore, it can be concluded that MTB bank allows employee participation and contribution while making decisions.

The first objective's regression result showed that organization commitment is positively correlated with five influencing factors: performance assessment, incentives, training and development, and recruitment and selection. Organizational commitment is not much impacted by employee engagement. Additionally, it is discovered that the biggest determinant of worker dedication and productivity at MTB Bank is performance reviews. As to the Beta values, employee involvement, recruiting & selection, training & development, incentives, and performance appraisals have the most impact on corporate commitment.

Regression analysis shows that organizational commitment significantly and favorably affects MTB Bank employees' work performance for the second goal. Since employees are committed to their works, their individual performances are improved significantly.

5.2 Suggestions and Recommendations

MTB Bank should pay highest priority to performance appraisal for employee commitment. As it is the most influencing factor on employee commitment. MTB should pay attention on crucial process of performance appraisal. To improve transparency of performance appraisal system, MTB needs to provide training to managers and supervisors on how to conduct appraisals effectively and establish performance standards by discussing potential. Moreover, MTB should state of consistent performance criteria, goal, and provide constructive and timely feedback. More importantly, MTB should seek out multiple perspectives and standardize performance evaluation criteria to avoid bias and dissatisfaction regarding to performance appraisal system. By implementing above suggestions, employees will have more commitment to their jobs.

Then, MTB bank should emphasize on rewards for employee commitment. The bank should focus on financial and non-financial rewards and recognition for accomplishments of employees. In addition, MTB bank should give positive feedback for employee achievement, and encourage peer to peer recognition. By implementing above suggestions, employees will have more commitment to their jobs.

MTB banks should provide thorough training programs for new hiring and continual development for current staff in terms of training and development. These courses have to address a variety of subjects, including as compliance, customer service, product expertise, sales strategies, and industry laws, to guarantee that employees are properly prepared to carry out their jobs. MTB bank should arrange online trainings and workshops for the effectiveness of trainings and convenience of employees. By implementing above suggestions, employees will have more positive perception towards training and development and they will be more committed to their jobs.

For recruitment and selection, MTB bank should have strict policy which provides equal opportunity to all applicants. The bank should have outline the criteria list for the vacant position. In order to avoid personal bias, MTB bank should practice the voting system of interviewers in recruitment and selection. In order to pool best talents, MTB bank should fill vacant positions from both internal and external sources. By implementing above suggestions, employees will have more positive perception towards recruitment and selection process and they will give commitment to their jobs.

Regarding employee involvement, MTB Bank need to motivate staff members to actively engage in the planning and decision-making processes inside the bank.

Additionally, management need to provide staff members the authority to take part in decision-making within the company. Then, it improves the quality of decisions and enhances problem-solving capabilities, while also promoting better communication and mutual respect between management and employee. By implementing above suggestions, employees will be more committed to their jobs.

5.3 Need for Further Study

This research solely looks at the work performance, organizational commitment, and HRM practices of MTB bank personnel. Consequently, the banking sector as a whole is not included by this research. It is recommended that more research be conducted to cover the banking business by learning about the HRM practices, organizational commitment, and job performance of other banks in Myanmar. This study only emphasized five HRM practices. Therefore, the further study should find out more HRM practices (working conditions, career advancement and relationship with supervisor etc.), job satisfaction and job performance of the employees in the banking sector.

REFERENCES

- Abu Bakar, J.A., Mohamad, Z.Z., & Sharmeela-Banu, S.A. (2015). Factors affecting female lecturer retention in private higher institution in Perak. *International Journal of Academic Research in Business and Social Sciences*, 5(1), 17–25.
- Arbab, M. H. (2023). Effect of Strategic Human Resource Management Practices on Organizational Commitment. *Journal of Information Sciences Letters*, 12(8), 2827-2837.
- Armstrong, M. (2001). *A handbook of human resource management practice* (8th ed.). London: Kogan Page.
- Armstrong, M. (2006). Total reward. In M. Armstrong (Ed.), *A handbook of human resource management practice* (10th ed.). London: Kogan Page.
- Armstrong, M. (2014). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page.
- Aswathappa, K. (2013). *Human Resource Management: Text and Cases*. New York, United States: McGraw-Hill Education.
- Attwood, T., & Dimock, H. (1996). Performance appraisal: Valuing the employee's worth to the organization. *Ilomata International Journal of Social Science*, 4(3), 466-480.
- Azzukhruf, A. R., Suryandari, N. N., & Suharnomo, S. (2019). The Influence of Leadership and Organizational Culture on Organizational Commitment and Employee Performance. *European Research Studies Journal*, 22(4), 451-467.
- Bolton, J. (1987). Performance appraisal: The name given to procedures that make regular assessment of employee's performance. *Social Justice Research*, 1(2), 219-234.
- Bratton, J., & Gold, J. (2003). *Human resource management: Theory and practice* (3rd ed.). London, United Kingdom: Palgrave Macmillan.
- Bryson, A. (2004). Union effects on employee voice in Britain and France. *European Journal of Industrial Relations*, 10(2), 183-201.

- Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, 19(4), 533-546.
- Budhwar, P. S., & Debrah, Y. A. (2007). Introduction: Human Resource Management in Developing Economies. In P. S. Budhwar & Y. A. Debrah (Eds.), *Human Resource Management in Developing Economies*. England, UK: Routledge.
- Bumberg, J., & Pringle, C. D. (1982). The performance appraisal process: Assessing job performance. *Human Resource Management*, 21(1), 34-46.
- Byars, L. L., & Rue, L. W. (1984). *Human resource management* (3rd ed.). New York, United States: McGraw-Hill.
- Cascio, W. F. (1992). *Employee performance and productivity*. Handbook of industrial and organizational psychology (2nd ed.). Washington: Consulting Psychologists Press.
- Chen, J., Choi, Y., & Sawangpattanakul, A. (2004). The impact of job characteristics on job satisfaction: A study in the Australian mining industry. *Journal of the Asia Pacific Economy*, 9(2), 206-221.
- Chiekezie, A. E., Nnorom, J. K., & Nwosu, C. H. (2009). *The equity theory of motivation: A study of employees in selected organizations in Nigeria*. Awka, Anambra State Nigeria: Nnamdi Azikiwe University. (wrong)
- DeCenzo, D. A., & Robbins, S. P. (2010). *Human resource management* (10th ed.). Hoboken, NJ: Wiley.
- Dessler, G. (2012). *Human resource management* (13th ed.). Upper Saddle River, NJ: Pearson Education.
- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137-147.
- Erdogan, B. (2002). Antecedents and consequences of justice perceptions. *Human Resource Management Review*, 12(2) 555–578.
- Fuchs, S. (2003). The influence of self-determination on job satisfaction: A meta-analysis. *Journal of Applied Psychology*, 88(2), 245-257.

- Gaines, J., Jermier, J. M., & McIntosh, N. (1991). Recruitment and selection in organizations. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed.). Consulting Psychologists Press.
- Gallie, D., & White, M. (1993). *Employment, trade unionism and social commitment*. Oxford, United Kingdom: *Oxford University Press*.
- Ghazanfar, F., Chuanmin, S., & Bashir, M. (2012). Exploring the Relationship between Human Resource Management Practices and Organizational Commitment: Empirical Evidence from the Banking Sector in China. *Information Management and Business Review*, 4(9), 502-516.
- Gibson, C. (1997). *Organizations: Behavior, structure, processes* (9th ed.). New York, United States: McGraw-Hill.
- Gilley, J. W., Gilley, A. M., Quatro, S. A., & Dixon, P. (2009). *Human resource management: A managerial tool for competitive advantage* (5th ed.). Boston: South-Western Cengage Learning.
- Glasgow, M. E., Polakoff, P. L., & Carlson, J. R. (1993). *Employee Participation: State and Local Government Experiences*. Connecticut, United States: Greenwood Press.
- Gold, J. (2010). Definition of reward. In J. Smith (Ed.), *Encyclopedia of Human Resource Management*. New York, United States: Sage Publications.
- Guest, D., & Conway, N. (2001). The impact of HR practices, HR effectiveness, and HR alignment on firm performance. *Human Resource Management Journal*, 11(3), 3-19.
- Harrison, E. F. (1997). *The managerial decision-making process* (5th ed.). Boston, MA: Houghton Mifflin.
- Hrebiniak, L. G., & Alutto, J. A. (1972). Personal and role-related factors in the development of organizational commitment. *Administrative Science Quarterly*, 17(4), 555-572.
- Ivancevich, J. M., & Glueck, W. F. (1998). *Human resource management* (8th ed.). New York, United States: McGraw-Hill.

- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A Meta-Analytic Investigation of Mediating Mechanisms. *Academy of Management Journal*, 55(6), 1264-1294.
- Joseph, C. B. (2013). The influence of affective commitment, continuance commitment, and normative commitment to job performance at PT. Bank international Indonesia Manado. *Journal of EMBA*, 1(4), 1285-1292.
- Kanter, R. M. (1968). Commitment and social organization: A study of commitment mechanisms in Utopian communities. *American Sociological Review*, 33(4), 499-517.
- Kimmerle, J., Cress, U., Held, C., & Scmitt, R. (2008). The role of feedback and knowledge exchange for shared leadership in communities of practice. *Information Systems Management*, 25(1), 71-82.
- Kinicki, A., & Kreitner, R. (2007). *Organizational behavior: Key concepts, skills & best practices* (3rd ed.). New York, NY: McGraw-Hill/Irwin.
- Landy, F. J. (1985). *Psychology of work behavior* (4th ed.). Belmont, CA: Brooks/Cole Publishing Company.
- Lansbury, R. (1988). *Performance Management: A Process Approach*. New York: Wiley Online Library.
- Latham, G. P., & Yukl, G. (1975). A review of research on the application of goal setting in organizations. *Academy of Management Journal*, 18(4), 824-845.
- Locke, E. A., & Latham, G. P. (2006). New directions in goal-setting theory. *Current Directions in Psychological Science*, 15(5), 265-268.
- Locke, E. A., & Latham, G. P. (2013). *New developments in goal setting and task performance*. New York, NY: Routledge.
- Mahmood, M. (2016). Impact of Human Resource Management Practices on Employees' Satisfaction and Performance. *Journal of Business Studies Quarterly*, 8(4), 25-33.
- Mathis, R. L., & Jackson, J. H. (1991). *Human resource management* (7th ed.). South-Western Cengage Learning.

- Mayer, R. C., & Schoorman, F. D. (1998). Differentiating antecedents of organizational commitment: A test of March and Simon's model. *Journal of Organizational Behavior, 19*(1), 15-23.
- McCloy, R. A., Campbell, J. P., & Cudeck, R. (1994). A longitudinal analysis of the impact of job performance on job satisfaction. *Journal of Applied Psychology, 79*(4), 555-564.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89.
- Mondy, R. W. (2010). *Human resource management* (11th ed.). New Jersey: Prentice Hall.
- Morecroft, J. (2015). *Strategic modelling and business dynamics: A feedback systems approach*. London: John Wiley & Sons.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. United States: Academic Press.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*(2), 224-247.
- Nassazi, A. (2013). The impact of training and development on employees' performance and productivity: A case study of Escon Consulting. *International Journal of Academic Research in Business and Social Sciences, 3*(1), 2222-6990.
- Ndungu, D.N. (2017). The effects of rewards and recognition on employee performance in public educational institutions: A case of Kenyatta University, Kenya. *Global Journal of Management and Business Research: Administration and Management, 17*(1), 43-68.

- Nijhof, W. J., de Jong, M., & Beukhof, G. (1998). HRM and organizational commitment: Testing an HRM model in the Dutch Ministry of Defense. *Management Revue*, 9(3), 243-259.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2006). *Human resource management: Gaining a competitive advantage* (5th ed.). New York, United States: McGraw-Hill.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2010). *Human resource management: Gaining a competitive advantage* (7th ed.). New York, United States: McGraw-Hill/Irwin.
- Obicci, P.A. (2015). Influence of total rewards on employee satisfaction and commitment in government organization. *International Journal of Research in Management, Science and Technology*, 3(1), 47–56.
- Ogilvie, T. E. (1986). Human Resource Management and Organizational Commitment. *Administrative Science Quarterly*, 31(3), 445-448.
- O'Reilly, C. A., & Chatman, J. A. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492-499.
- Parajuli, D., & Shrestha, P. (2021). Human Resource Management Practices and Employee Commitment in Banking Industry. *International Journal of Management*, 12(1), 767-776.
- Armstrong, M. (1995). *A Handbook of Human Resource Management Practice*. Kogan Page.
- Parasuraman, S. (2017). Employee Participation and Involvement: Concept, Uses, and Dimensions. *South Asian Journal of Management*, 24(2), 1-18.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609.
- Qudah, H. A. M., Alnawaiseh, M., & Al-Lozi, M. (2016). The Impact of Human Resource Management Practices on Organizational Performance: The Mediating Role of Competence, Commitment and Strategy. *Journal of Management and Strategy*, 7(2), 39-49.

- Reh, F. J. (2019). Employee Selection Process: How to Hire the Right Person. The Balance Careers. Retrieved from: <https://www.thebalancecareers.com/employee-selection-process-1917986>
- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10(3), 465-476.
- Rifons, C. M., Varki, S., & Woodside, A. G. (1992). Marketing and employee participation in production activities: A comparative analysis of the impact on morale. *Journal of Business Research*, 25(1), 119-134.
- Rose, M. (2014). *Reward management*. London: Kogan Page
- Rumpel, S., & Medcof, J.W. (2006). Total rewards: Good fit for tech workers. *Research Technology Management*, 49(5), 27-35.
- Russo, R., Buhalis, D., & van der Veen, R. (1995). Tour operator strategies for sustainable tourism: The case of TUI, Thomson and Thomas Cook. *Tourism Management*, 16(8), 619-628.
- Salancik, G. R. (1977). Commitment and the control of organizational behavior and belief. In B. M. Staw & G. R. Salancik (Eds.), *New directions in organizational behavior* (pp. 1-54). Chicago: St. Clair Press.
- Schermerhorn, Jr., J. R. (1993). *Management for productivity* (3rd ed.). New York, United States: John Wiley & Sons.
- Scholl, R. W. (1981). Differentiating organizational commitment from expectancy as a motivating force. *Academy of Management Review*, 6(4), 589-599.
- Smeenk, S. G., Eisinga, R. N., Teelken, J. C., & Doorewaard, H. (2006). The effects of HRM practices and antecedents on organizational commitment among university employees. *The International Journal of Human Resource Management*, 17(12), 2035-2054.
- Snell, S., & Bohlander, G. (2010). *Managing human resources* (15th ed.). Mason, OH: South-Western Cengage Learning.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22(1), 46-56.

- Strauss, G. (1998). Employee voice and organizational performance: Team and union involvement. *Human Resource Management Journal*, 8(3), 82-98.
- Suliman, A. M., & Iles, P. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Management Psychology*, 15(1), 6-28.
- Tharenou, P., Saks, A. M., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes. *Human Resource Management Review*, 17(3), 251-273.
- Turban, D. B., Forret, M. L., & Hendrickson, C. L. (1998). Applicant attraction to firms: Influences of organizational reputation, job and organizational attributes, and recruiter behaviors. *Journal of Vocational Behavior*, 52(1), 24-44.
- Werner, J. M., & Mero, N. P. (1999). Internal and external equity effects on pay satisfaction and turnover intentions. *Journal of Business Research*, 46(3), 227-234.
- Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7(3), 418-428.
- Wilkinson, A. (1998). Empowerment: Theory and practice. *Personnel Review*, 27(1), 40-56.
- Wilson, P. (2010). The concept of reward. *Journal of Management*, 35(4), 567-580.
- Wright, P. M., & Noe, R. A. (1996). Management of organizations: Behavior in organizations. *Journal of Management*, 20(4), 835-865.

APPENDIX A
STRUCTURED QUESTIONNAIRE

PART I: Demographics

1. Gender

Male

Female

2. Age (Years)

Under 20

41 to 50

20-25

Above 50

26-30

36-40

3. Educational

High School

Undergraduate

Graduate

Master

Other

4. What is your Position?

Top management (Sr. Manger to GM)

Middle management (Supervisor to Manager)

Low level (Jr. Assistant to Sr. Assistant)

5. Income

<= 250,000 MMK

250,001 ~ 350,000 MMK

350,001 ~ 500,000 MMK

500,001 ~ 700,000 MMK

700,001 ~ 1,000,000 MMK

Above 1,000,000 MMK.

PART I: (Section B) Working Experience at MTB Bank

6. Work Experience (Years) at MTB bank.

- Less than 1
- 1- 2
- 3 – 4
- 4 - 5
- Above 5

7. Does MTB Bank practice participative decision making? Yes No

8. Does MTB Bank regularly do performance appraisal? Yes No

10. Which types of trainings do you get? (Can choose more than one)

- Banking Software
- Customer Service
- Credit Risk and Analysis
- New Product Training
- Other.....

9. What kinds of rewards do you receive?

- Recognition
- Bonus
- Jump Promotion
- Employee of the Year award
- Other.....

PART II: HRM Practices, Organizational Commitment and Job Performance

Please tick how much degree you agree the following statements.

(1= Strongly Disagree, 2 = Disagree, 3 =Neither Disagree nor Agree, 4 =Agree, 5= Strongly Agree)

	Levels				
	1	2	3	4	5
Recruitment & Selection					
1. MTB bank always chooses the most qualified individual for the position.					
2. The process of selection is done according to the procedures.					
3. There is no personal bias in the selection of employees.					
4. MTB bank has clear and transparent procedures to choose employees.					
5. MTB bank fills vacant positions from both internal and external sources.					
6. All Divisional/Departmental heads are involved in the selection process.					
Training & Development	1	2	3	4	5
1. MTB bank conducts new employee orientations.					
2. MTB bank provides <i>banking trainings</i> relevant to tasks of employees.					
3. MTB bank emphasizes ongoing development for employees.					
4. MTB bank provides trainings relating to new products of the bank.					
5. MTB bank offers many learning options, including online courses, and workshops etc.					
6. I get enough training that I need to do my job well.					
Performance Appraisal	1	2	3	4	5
1. The performance appraisal system of MTB bank is transparent.					

2. The performance appraisal system helps raise the level of employees' performance by clarifying their strengths and weaknesses.					
3. MTB bank has clear polices for performance appraisal of employees.					
4. MTB bank makes 360° review for performance appraisal.					
5. Manager does not have personal bias while doing performance appraisal.					
6. Performance evaluation serves as the basis for rewards promotion.					
Rewards	1	2	3	4	5
1. I receive recognition for my job accomplishment and contribution.					
2. The bank gives delegations based on performance of employees.					
3. I receive recognition for accomplishments.					
4. MTB bank gives annual bonus.					
5. MTB bank gives jump promotions for outstanding employees.					
6. MTB bank gives employee of the year awards at annual meeting and staff party.					
Employee Participation	1	2	3	4	5
1. My supervisor asks me for my opinions when determining my work.					
2. I feel involved in important decisions in organization.					
3. Employees affected by decisions are asked for their inputs.					
4. I feel free to suggest changes in my job.					
5. Employees' suggestions are seriously taken into account.					
6. Management actively seeks input from employees on most decisions.					

Organizational Commitment	1	2	3	4	5
1. I feel part of MTB bank.					
2. I always talk about MTB bank to my friends as a great organization to work for.					
3. I feel obligations to work for MTB Bank as the bank develops me.					
4. I find that my values and the organization's values are similar.					
5. I feel emotionally attached to this organization.					
6. I really feel as if this organization's problems are my own.					
Job Performance					
1. I complete my work on time.					
2. I can complete the assigned task quickly and efficiently.					
3. My superior pleased with my job performance.					
4. I often get appreciation from Supervisor.					
5. I always look for a challenging assignment.					
6. I offer to help others accomplish their work.					
7. I came up with creative solutions to new problems.					
8. I am satisfied with my job performance.					

APPENDIX B
SPSS OUTPUT

Effect of HRM Practices on Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 ^a	.745	.736	.45891

a. Predictors: (Constant), Employee Participation Mean, Training & Development Mean, Rewards Mean, Performance Appraisal Mean, Recruitment & Selection Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.918	5	17.984	85.394	.000 ^b
	Residual	30.747	146	.211		
	Total	120.665	151			

a. Dependent Variable: Organizational Commitment Mean

b. Predictors: (Constant), Employee Participation Mean, Training & Development Mean, Rewards Mean, Performance Appraisal Mean, Recruitment & Selection Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.084	.192		.438	.662
	Recruitment & Selection Mean	.204	.104	.196	1.960	.052
	Training & Development Mean	.248	.098	.245	2.544	.012
	Performance Appraisal Mean	.358	.098	.335	3.671	.000
	Rewards Mean	.347	.097	.321	3.568	.000
	Employee Participation Mean	.182	.109	.179	1.666	.098

a. Dependent Variable: Organizational Commitment Mean

Effect of Organizational Commitment on Job Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 ^a	.610	.608	.55421

a. Predictors: (Constant), Organizational Commitment Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.159	1	72.159	234.930	.000 ^b
	Residual	46.073	150	.307		
	Total	118.232	151			

a. Dependent Variable: Job Performance Mean

b. Predictors: (Constant), Organizational Commitment Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.938	.203		4.615	.000
	Organizational Commitment Mean	.773	.050	.781	15.327	.000

a. Dependent Variable: Job Performance Mean