



**IMPACT OF RECESSION ON HR PERFORMANCE  
MANAGEMENT IN SALE SECTOR**

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### **ABSTRACT**

The world has been changing and developing more and more. Most of the businesses need and emphasize on the human resource because they are not able to do anything without human resource. In these days, human resource is changing like the capital. Most of the business owners become to invest in their human resource in the workplace. For that reason, they become to use “Human Capital”. Human capital management (HCM) is the comprehensive set of practices for recruiting, managing, developing and optimizing the human resources of an organization.

Employees are the lifeblood of an organization. An organization cannot survive without the employees or the staff who are the members of an organization. The success and productivity contribute in their own way in the organization. Staff from the offices needs to spend most of the time of the day at their work, and strive hard to achieve organizational goals and objectives. Staff leads their organization to develop a sense of attachment and deliver their best from the time when they should be moved.

As the employees, they get the experiences, and the skills set through training and exposure to the organization to be more lucrative to increase his / her productivity eventually. To further increase organizational productivity, developing through training refers to the knowledge, skills and human capital. The new organization needs to train its employees to invest money and resources. They need to turn effort to upgrade their existing knowledge to enhance their organization's productivity and contribute in their own way.

Human resources for the ongoing development and investment in human capital have become an integral part of the Department. They are available to the organization to get its mission and goals and seen as having a significant role in helping to achieve. The Executive Human Resources (HR), a key member of the human capital to enhance the return on the organization's workforce is looking to evaluate every kind of area. The HR department has to match the great people in the right positions, roles, and skills within the organization.

This present study was thus conducted to uncover the impact of recession on HR performance management in sale sector. This study was designed as qualitative approach and accordingly, purposive sampling method was used and the thematic analysis of Braun and Clarke (2006) was also employed to analyze the interview transcripts. There were altogether six participants involved in this study. By using semi-structured interview guided questions, face to face interviewing method was used to collect the necessary data. Six main themes namely: motivation and performance, recruitment and selection, training and development, HR practices and performance appraisals, employee relationship and Fail to achieve results were emerged from this study.

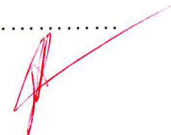
The result of this. study revealed that the researcher conducted the study based on the measurement of the performance of the sale department after the HR manager left the job and there was still the vacancy for that position in the selected organization, MyJobs.com.mm, which is head-quartered in Myanmar. The researcher wanted to point out the opinions of the selected respondents who were the current employees in that company. The qualitative research method was used to conduct the research and the researcher had to use the questionnaire and the semi-structured questionnaire to get the answer or the opinion of the respondents on the areas which the researcher wanted to uncover and point out. Recommendations for the further researches on the related topic and the suggestions on the organizations and other business organizations about the importance of HR management were also included in the research.

Supervisor ..... 

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Date..... 8.12.2018 .....



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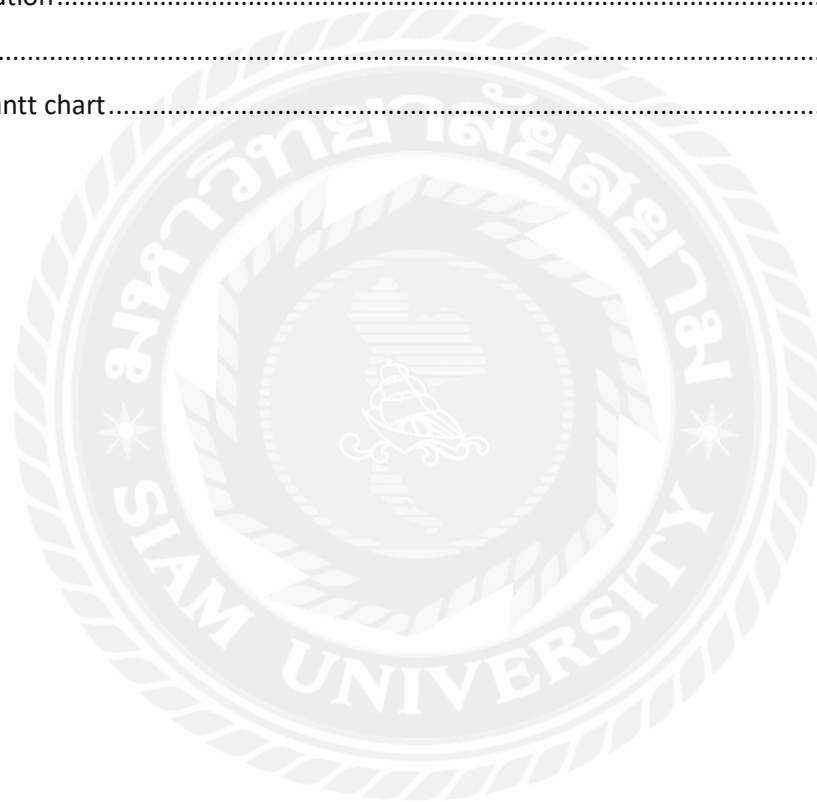


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# CHAPTER- 1 (INTRODUCTION)

## 1.1 Introduction

Human resource (HR) management plays an important role in almost all the organizations. It has become the vital part of the companies and organizations. To have the effectiveness, HR team must have experts in different areas of the organizations. The HR team is responsible for the different features of the organizations especially of the employees from recruitment to various aspects of their work while working in the organization. Actually, the HR department is keys to efficient administration of the performance management system. Having an educated HR team that is well-prepared to train the organization's managers and to assist them when issues arise is critical.

Human resource performance (HRP) is a process that provides both the manager and the employee (the person being supervised) the chance to determine the shared goals that relates to the overall goals of the company by looking into employee performance. In fact, the aim of HRP is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. However, an effective performance management process, while requiring time to plan and implement, can save you and the employee time and energy. Most importantly, it can be a very effective motivator; since it can help you and the employee achieve organizational success.

An effective human resource team can effectively carry out the policies and procedures and keep the employees motivated and productive (Burley, 2018).

The four main tasks of HR team in an organization are

- **hiring and recruitment,**
- **compensation and benefits,**
- **training and development, and**
- **Performance management.**

Many organizations are used HR performance management to drive behaviours from the employees to get specific outcomes. In practice this worked well for certain employees who were

solely driven by financial rewards. Although, where employees were driven by learning and development of their skills, it failed miserably. The space between rationalization of pay and the development of skills and knowledge became a huge problem in the use of performance management. Finally, this became evident in the late 1980s; the realization that a more comprehensive approach to manage and reward performance was needed (Society for human resource management, 2012).

Currently, great significance is being given to HR performance management, as companies incorporate them in their effective management strategies. However, a lot of people find this process a complicated one, mostly because of the many options that it offers - on the organization, a specific department/branch, a product or service, and employees, among others. On the other hand, literature on the ways in which HRP is conducted in public sector organizations has been limited to date. Therefore, this study was conducted by a qualitative approach to reflect *the impact of recession on HR performance management in sale sector*.

## **1.2 The Background of the Company**

Myjobs.com.mm is the recruitment agency company in Myanmar. It is also the service trading company. It has been over five years in Myanmar. Its manpower is 45 people. The organization has six departments as follows;

- **Human Resource Department**
- **Finance and Accounting Department**
- **Sale Department**
- **Marketing Department**
- **Operation Department**
- **Technology Department**

There are three employees in their human resource department, five employees in finance and accounting department, twenty-five employees in sale department, five employees in marketing department, five employees in operation department, and two employees in the technical department. Their main office is in Belgium Country. The owner's name is Win Naing who is a Myanmar citizen. There are four foreigners in this company. They are CEO, Sale and

Marketing Director, Operation Director, and Human Resource Manager. All of the other workers in manager and employee levels are Myanmar (MyJobs.com.mm, 2018).

The objective of this agency company is;

***“In order to fulfill your business goals in the rapidly developing economy of Myanmar, you need to fill your workforce with the right people. With our flexible recruitment solutions, you can pick the one that works for your time frame and your budget.”***

The agency company is undertaking the solutions offers are as follows:

- **Employers publishing their vacancies reach the widest and increasingly expanding groups of candidates, already based in the country or looking to return back to Myanmar.**
- **Adding a well-designed banner and logo to your job posting campaign can be the difference between getting a good candidate response and a great candidate response**
- **Widest reach of well-educated and experienced active and passive Myanmar job seekers (highest quality candidates)**
- **Best website to reach the job seeker on their mobile (fastest site)**
- **My jobs’ customized and flexible recruitment solutions not only help companies in recruiting the finest employees but also boost their brand to a million people (MyJobs.com.mm, 2018).**

The company has led in the market and they take care of the human capital. They invested in the human resource. Their policy is “The employee comes first” because when they take care of their employees, the employees take care of their customers. However, the HR Manager had resigned and the owner thought HR part is not important. He did not offer anyone to this position. Moreover, their business growth is changing in the market. Hence, those areas of this company problem were discussed in this study.

There are two resources in the business. They are human resource and non-human resource. The human resource was not important long time ago. Most of the businesses need the human

resources and they are taking care of their employees because they cannot do anything without them. Nowadays, human resource is changing like as a capital. Most of the owner invested in human resource. Therefore, it has been changed to use the call “Human Capital” which is the important in this century because of the business competition. In this way, why human resource performance management is important in the organizations mainly for the sale sector has become the interesting thing for the researcher to study and uncover and also to recommend. It is for these reasons that this study will uncover the impact of recession on HR performance management in sale sector.

### **1.3 The Significance of the Study**

Business development department is the important part of the company. This department makes money for the organization. This department does the customer finding, customer relationship, customer management, and so on. Therefore, the department needs skillful and motivated employees. The employees have to work with the target and under pressure. Hence, recruitment is important and totally depends on the human resource department and business development department.

Similarly, the effective training is always needed for the employees because of lots of competition in business. The organization needs most of the employees of business development to be motivated so that they can control their customers very well. In addition, because employees want to try to reach their organization goal, the human resource department needs to plan the compensation and benefit for their employees.

In addition, this study only focuses on performance of human resource management, impact of the lack of human resource management on the sale sector, and how to make to get the best performance for the business development team. And then, it will contribute substantial awareness to number of organizations including the host one. To managers, they will be able to establish good human resources policies to match with the available supply of labor with forecasted demands based on the strategies of the organization.

As an impact this results in general poor performance of particular organization (Gupta, 2009) therefore the major concern of this study is to find out the extent to which the human

resources planning can help the organizational performance and then improve the applicability of its reports.

## **1.4 The Research Questions**

A research question is the basis of the research project, or a literature review study. In this study of the general question as follow;

***“What is the impact of recession on HR performance management in sale sector?”***

The followings are the specific questions, which will guide the researcher’s investigation of this study:

***Q-1.*** What is HR Performance Management?

***Q-2.*** What is HR Performance Management in Sale Sector?

***Q-3.*** How to measure HR Performance Management in Sale Sector?

***Q-4.*** How would you define the role HR performance management in sale sector?

***Q-5.*** How do you perceive the impact of recession of HR Performance Management in sale sector?

***Q-6.*** In your opinion, what is the impact of recession on HR performance managed in your sector?

***Q-7.*** How do you control your team to get the department target?

***Q-8.*** What did you see the impact of recession on HR performance?

***Q-9.*** Why do think the recession on HR performance?

***Q-10.*** What is the effects of these impacts in recession on HR performance management in sale sector? **(From APPENDIX-I)**

## **1.5 The Aim and Purpose of the Study**

### **1.5.1 Aim**

The aim of the study is to gain a better and deeper understanding on the impact of recession on HR performance management in sale sector and the importance of HR management in the organization. The focus is on the selected employees at the Myjobs.com.mm, a recruitment agency in Myanmar.



### 1.5.2 Purpose

- To express the impact of slowdown on HR performance in sale sector,
- To explore how to get the best HR performance.
- To reveal how human resource affects the business organization,
- To uncover the conditions of organizations performance without the human resource management.

### 1.6 Scope of the Study

In doing this study, a lot of benefit and knowledge about the *title Impact of Recession on HR Performance Management in Sale Sector* was gained. This study is concerned with how to manage the human and how to invest the human like as a capital. Similarly, it has been realized that human is very important for the organization and how the organization assists them in their work and also for their improvement and expansion of their business. The scope of the study is limited as it will focus on human capital management. However, the human capital management is wider. Therefore, a lot of things are hoped to learn from this study. It is also learned that managing the human is difficult.

How to control and use the human resource was also studied. The policy is also learned, for example, how to select the right human resource. Moreover, how to make the effective training for the human resource was also studied by conducting this study. How to do the compensation and benefit plan for the human resource was also learned. There is also further scope of the study in management and in other factors. This study is conducted only in Myanmar because only Myanmar top recruitment job Sites Company, myjobs.com.mm was accepted the request and allowed to conduct this study based on their real conditions in the organization.

## **CHAPTER- 2 (LITERATURE REVIEWS)**

### **2.1 Introduction**

The literature review is a summary and critical evaluation of the previous research and theory relevant to the problem that was intended to investigate by the researcher (Polgar & Thomas, 1995). A critical review of the literature provides the reader with a picture of the state of knowledge and of major question in the area being investigated. Therefore, literature review is the essential evaluation needed for searching recent information that supports our study.

In this chapter, the literature review was presented to share the reader about the other studies and highlight the rationale for this study. In this section, reviewing relevant literature which supports the current study was described into two parts: background to the study and review on related studies, followed by chapter conclusion.

### **2.2 Background to the study**

Background to the study and studying on related research literature are undertaken to familiarize the knowledge that is required for the study. For researchers, acquaintance with relevant research literature and the state of current knowledge can help for orientation to what is known and not known about an area of inquiry (Polit & Beck, 2003). Therefore, the researcher reviewed relevant research literature regarding HR performance management including quantitative and qualitative approaches for obtaining of current knowledge.

#### **2.2.1 The Brief History of Human Resource Management**

In these days, a special management department has been organized by almost all the organizations to conduct the factors relating the manpower or human resource. Human resource management can be seen as the concept which has been applied by the organizations since ancient times.

##### **2.2.1.2 Brief History Human Resource Management in the Previous Times**

It was studied that some of the main principles of HRM have been used since ancient times. Knowledge relating safety and health of the staff, how to hunt and gather food had been recorded since then and passed to the next generation. From 2000 BC to 10000 BC, it was discovered that

there was more advance in HR functions. It was also learned that the Chinese were the first to apply the employee screening techniques in 1115 BC. On the other side, the Greeks started using the trainee system in 2000. Those practices pointed out the importance of selecting and training the right staff for the suitable jobs and human resource management played a vital role for the organization (Workspirited, 2018, The Revolutionary History of Human Resource Management).

### **2.2.1.3 Brief History Human Resource Management in the New Era**

HRM gained momentum after the passing of several acts such as the *Equal Pay Act of 1963*, the *Civil Rights Act of 1964*, the *Employee Retirement Income Security Act of 1974 (ERISA)*, and the *Occupational Safety and Health Act of 1970* between the 1960s and 1970s. The strict laws protected the rights of employees and ensured their safety.

It was also seen that no discrimination in any form must be committed against the employees. The laws relating disabled people were acted to stop the discrimination of disabled workers under the *Americans with Disabilities Act* in 1990 (Workspirited, 2018, The Revolutionary History of Human Resource Management).

It was also studied that Human Resource Management has been given a lot of names throughout its long history as 'Personnel Relations' which was later changed to 'Industrial Relations', 'Employee Relations', and finally into 'Human Resources' (Workspirited, 2018, The Revolutionary History of Human Resource Management).

In these days, Human Resource Management is as important as the other departments in most of the companies and organizations as the HRD, Human Resource Department, and even more regarded as the most important than other departments. In the developing world with the increase in education, technology, and knowledge, HR is the most ancient, efficient, and mature among any other management style.

## **2.2.2 The Importance of Human Resource Management in the Organization**

Human resource (HR) management is the main part of a company or an organization. To have effectiveness in it, human resource team must have experts in the important areas. HR team, department, and management are responsible for different aspects of the employees' career, from recruitment to hiring to various aspects of their job while working in the organization. An effective

human resource team effectively executes the policies and procedures of the organizations, and keeps the employees motivated and productive.

According to Burley (2018), there are four main skills of Human Resource Management; hiring and recruitment, compensation and benefits, training and development, and performance management.

#### **2.2.2.1 Hiring and Recruitment**

Human resource manager must be skillful at hiring and recruiting new employees. Finding, recruiting, interviewing and hiring high-performing employees are essential for the long term success of the company. Creating policies and procedures for those factors is critical for the future of the organization. Therefore, HR department is essential for the company.

#### **2.2.2.2 Compensation and Benefits**

Human resource managers must be able to create, administer and improve the compensation and benefit structures of the organization. Holding the excellent companions is influenced by many factors. Compensation and benefits are the two main factors which determine how well the employees feel about the organization and the likelihood that they will remain with your company in the future. Creating an effective compensation system and defining the best benefits package for all of the employees are the skills that are compulsory for the HR manager.

#### **2.2.2.3 Training and Development**

Training and development skills are also the vital properties for the human resource manager. The ability to create training programs to solve the human performance problems can produce the important benefits for the organization. Instructional design skills, outstanding facilitation, and presentation abilities, result in training programs to produce concrete outcomes for the company. Talents in program evaluation and employee feedback are also required to persistently improve the quality of all of the training programs.

#### **2.2.2.4 Performance Management**

The ability to manage the performances of the employees effectively is also an essential part of a human resource manager's responsibilities. The human resource manager must be able to establish and implement the whole performance improvement procedure. Designing the performance review process, sustaining it and effectively monitoring its implementation are the challenging tasks for HR manager. Coaching the managers on how to use those performance management programs is also an important function of HR team.

The main objective of human resources management is to utilize the human resources in a most optimal manner so that targets can be achieved very effectively and efficiently. For this purpose managing performance of employees as a whole is very important. Performance management takes care of this function. Performance management maintains, develop and motivate the people at work to give better results. In the present competitive situation the organization that gives better results can survive, stabilize, grow and excel in the performance. It helps a lot in achieving the objectives of HRM. Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, etc. This concept has been defined by various authors as follows:

- (a) Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization. Many writers and consultants are using the term “performance management” as a substitution for the traditional appraisal system. A performance management system includes the following actions:
  - (1) **Develop clear job descriptions.**
  - (2) **Select appropriate people with an appropriate selection process.**
  - (3) **Negotiate requirements and accomplishment-based performance standards, outcomes, and measures.**
  - (4) **Provide effective orientation, education, and training.**
  - (5) **Provide on-going coaching and feedback.**

- (6) **Conduct quarterly performance development discussions.**
  - (7) **Design effective compensation and recognition systems that reward people for their contributions.**
  - (8) **Provide promotional/career development opportunities for staff.**
  - (9) **Assist with exit interviews to understand WHY valued employees leave the organization.**
- 
- (b) Performance management is the larger process of defining what employees should be doing, ongoing communication during the year, linking of individual performance to organization needs, and the evaluating of appraising of performance.
  - (c) Performance management involves enabling people to perform their work to the best of their ability, meeting and perhaps exceeding targets and standards. For successful performance management, a culture of collective and individual responsibility for the continuing improvement of business processes needs to be established, and individual skills and contributions need to be encouraged and nurtured. Where organizations are concerned, performance management is usually known as company performance and is monitored through business appraisal.
  - (d) Performance management: A framework that identifies opportunities for performance improvement through use of performance measures such as standards and indicators.
  - (e) Performance measurement: a process of assessing the achievement of pre-determined goals and objectives through the measurement of the following types of indicators: inputs, processes of delivery of activities and services outputs, and outcomes. .
  - (f) Performance management: Using a set of tools and approaches to measure, improve, monitor and sustain the key indicators of a business.
  - (g) Performance management: The process of quantifying, measuring, correcting and reporting system service levels (Kirstie, 2017).



#### **2.2.2.5 Benefits of Performance Management**

Performance management is a very important part of human resource management. The focus of it is on development aspects of individual and organization performance. The approach of performance management is positive. In present highly competitive environment, a high degree of skill and commitment is needed to understand the environment and perform accordingly.

Everybody is benefited by actions of performance management. It is bit difficult to summarize the benefits of it in detail. It is possible to get all employees to reconcile personal goals with organizational goals. One can increase productivity and profitability for any organization and that leads to progress of the organization. It can be applied by organizations or a single department or section inside an organization as well as an individual person.

##### **2.2.2.4.1 Advantages of Higher Employees' Performance**

Following are advantages of higher performance to the individuals, organization, society and nation as a whole:

- (1) The productivity of individual on job increases.**
- (2) Employee gets job satisfaction at job.**
- (3) Psychological problems of employees come to low level.**
- (4) Involvement of employees in their jobs increases.**
- (5) A sense of commitment and loyalty among employees develop.**
- (6) Employees get higher salaries and incentives on production basis.**
- (7) Quality and quantity of the total production increase.**
- (8) Sales and market shares of the company in the market improves.**
- (9) Profit improves and that leads to progress of the business.**
- (10) Good will of the organization goes high.**
- (11) All these contribute in the development of national economy and living standard of the society as a whole (Kirstie, 2017).**

#### **2.2.3 The Importance of Human Resource Management in the Sale Sector**

The human resource management is important for all the departments in a company. For the sale department, it can be understood that HR management is essential from recruiting the right



sale executives to their performance on sale sector. Managing the employees, human resource management is needed to help the sale sector improve the performance, motivation, and so on. As discussed above, the main functions of HR department, hiring and recruitment, compensation and benefits, training and development and performance management are needed for the sale department. Many leaders do not want to be interfered by HR and they only want to get the tactical but not strategic support from the HR managers. The best leaders do know the value and importance of HR management and they invest their time and money on HR department.

For the sale sectors, the HR executives and managers must have the solid understanding on the duties done by the people in sale sectors, and have the knowledge on it. In this way, HR can help their company a lot by saving their times and money as well as provide the invaluable advice in making the important decision on sale sectors. Here are the factors which the HR department can drive the sale sector to have success as discussed by McFarlane (2014).

#### **2.2.4 Employment Law**

Recruiting and hiring the employees for sale sector, managing them, doing compensation plans and terminations are the legal fields HR department do. Every employee including those in sale departments must have known those legal matters and hold with HR about the things to do and not to do legally. Interview questions should be given to HR and reviewed by HR. Moreover, discussion on compensation, incentive and bonus plans should be done with HR. Even when considering terminating an employee, a manager should go and get discussion from HR department.

#### **2.2.5 Recruitments**

When HR understands the structure of the sales department such is what its sales are and whom their clients are, they can help the sale department recruit the suitable sale executives or managers.

#### **2.2.6 Job Description**

Even the sale leaders can say the good idea of what they want in their candidates, HR can take the job description as the standard company format and within the law. They can even search for the job descriptions similar to those from the sale department from other companies for the additional responsibilities.

### **2.2.7 Sourcing Candidates**

HR can help the sales department to get the candidates and reach out to likely passive candidates of other organizations or companies or on online sources like LinkedIn. They can manage and build the relationship with the sales recruiters, too.

### **2.2.8 Diversity**

For building a diverse sales force, ethical reasons are needed. It is good for the business, especially where customers are made up of both men and women, and varied racial and ethnic backgrounds. But, it is impossible to be legal to find people of the particular gender, race, or ethnicity. In those areas, Sales needs to seek the strategic advice from HR.

### **2.2.9 Screening Candidates**

HR can help Sales providing the structure, processes, scorecards and scripts to weed out unlikely candidates and do pre-interviewing the more likely ones with the direction of Sales. Scheduling support and arranging travel can also be provided by HR to allow the sales team to do selling on time focus.

### **2.2.9 Personality Testing**

One of the most important ways HR can help Sales is personality testing to help Sales decide whom to hire and offer insights on the best role for the candidates. As an example, although the candidate who shows the very healthy ego but low empathy can be the top performer in new account acquisition, he may not have patience to nurture the existing accounts. This is the main aspect of hiring the right sales persons for the company. For those reasons, the help from HR is needed to make the tests in the recruiting process.

### **2.2.10 References and Background Checks**

HR can be the great help to do checking the references and background of the candidates for sales sector to be hired by the Sales department. The candidates' validity of resume and interview statements, including previous income are necessary to be checked. HR can do

background checks which can go for beyond the resume where they expressed how they encountered.

### **2.2.11 Compensation Packages**

As the sales leaders, they need to have their own ideas of how to compensate their sales staff. However, HR can help them with that. They can align sales goals with the broader goals of the company. On the other hand, the sales vice presidents should be familiar with the benefits offered, and discuss with HR about them if they do not come up to the benefits packages given for competition. The compensation plan should be the one to motivate the sales force and influence them to support business goals.

### **2.2.12 Termination**

Sales management must be able to follow the structured plan before they terminate an employee. Before they terminate him, the sales vice presidents and the sales managers should do discussion with HR well to the good understand about legal issues? In these factors, HR can help the followings;

- reviewing plans for goals and metrics which salespeople must meet to stay employed with the company,
- reviewing sales management's termination decision \_ if termination is necessary, it can never be claimed that it was a personal dispute,
- advising on how to do the documents about the employee's activities and performance, and compare them to the job description, the expected numbers and other written expectations,
- advising what the sales manager should do as the warnings and written instructions so the employee can attempt corrective action,
- being present as a witness at termination meetings if necessary, and
- Conducting an exit interview to inform the person of the facts of packages or their to get from the company.

### **2.2.13 Exit Interviews**

There may be the sales persons who want to leave their jobs with their own decision. In this case, HR can help the company by conducting the exit interviews to get the valuable insights into how the culture and nature of the company can be improved and how to retain more sales staff in the future.

### **2.2.14 Required HR competencies**

Previously, competency used to be simply defined as the fundamental abilities and capabilities that an employee should possess to do the job (Furnham 1990). Later, a more precise definition has been proposed which describe competencies as “workr elated personal attributes, knowledge, skills and values” that employees need for handling daily work (Roberts, 1997). In the area of contemporary HR, competencies cover a set of characteristics contributing to effective HR performance enabling an organization to achieve its business strategies in a competitive market (Selmer & Chiu 2004). Ulrich (1997) reviewed “old myths” and “new realities” of HR and put a stress on the redefinitions of new roles and accompanied competencies (see Table 1). In the past, organizations used to be confused of the boundary between a HR staff and an administrative clerk. There is no clear requirement regarding to competencies that an employee needs to complete HR tasks which are no different compared to the job of a clerk. However, reality proves that preconception has been obsolete and in fact, one needs to master necessary competencies to function effectively as HR professionals. Consequently, the changing business environment has raised a new question to HR practitioners when HR has stood on the same level with other functions within the organization as described by Ulrich (1997) – “HR work is as important...as are finance, strategy, and other business domains”. Hence, it is time for us to consider the next question - what are the new required competencies that HR professionals need to acquire in order to respond to the new role of HR?

**Table 1:** Redefinition of HR roles and competencies (Ulrich 1997: 18)

Old myths	New realities
People go into HR because they like people	HR departments are not designed to provide corporate therapy or social or health-and-happiness retreats. HR professionals must create the practices that make employees more competitive, not more comfortable.
Anyone can do HR.	HR activities are based on theory and research. HR professionals must master both theory and practice.
HR deals with the soft side of a business and is therefore not accountable.	The impact of HR practices on business results can and must be measured. HR professionals must learn how to translate their work into financial performance.
HR focuses on costs, which must be controlled.	HR practices must create value by increasing the intellectual capital within the firm. HR professionals must add value, not reduce costs.
HR's job is to be the policy police and the health-and happiness patrol.	The HR function does not own compliance – managers do. HR practices do not exist to make employees happy but to help them become committed. HR professionals must help managers commit employees and administer policies.
HR is full of fads.	HR practices have evolved over time. HR professionals must see their current work as part of an evolutionary chain and explain their work with less jargon and more authority.
HR is staffed by nice people.	At times, HR practices should force vigorous debates. HR professionals should be confrontational and challenging as well as supportive.
HR is HR's job.	HR work is as important to line managers as are finance, strategy, and other business domains. HR professionals should join with managers in championing HR issues.

### 2.3 Review on related research studies

There are many studies regarding the impact of recession on HR performance management because it is an encountered and worldwide in their many organizations. These research studies were conducted from various points of view qualitatively and quantitatively.

Nesphor (2015) intended to investigate the contribution of Human Resources Planning in public institution's performance. The specific objectives of the study were: to determine the



relationship between Human Resources Planning and institutional performance, to analyze the factors that will lead to effective implementation of HRP at MDC and examine the outcome of Human Resources Planning in public institution towards its performance. Mlele District council was used as a case study. Sample selection involved a simple random sampling was 50 employees were selected as a study sample. Data were collected through Questionnaires, and other document review. The collected data were edited, organized to meaningful way and were analyzed and presented in by using quantitative and qualitative research procedures. The major findings show that poor planning of HR has an impact on organization performance as the response from the respondents shows inadequate priority for HRP; there exist a lot of problems during process of HRP as insufficient top management support, insufficient funds, as well as shortage of expertise. The study concluded that Human Resource Planning has strong relationship with the performance of a particular Institution. Thus effective HRP leads to good performance and in ineffective HRP leads to poor performance of a particular Institution. The study recommendations that improvement in central government and ministries in providing effective support. To introduce and improve measures on matters relating to employees, as well as the District top management to increase commitment in all matters relating to HRP. Thus the respondents said there are many benefits that the organization gets from effective Human Resources Planning. ***Therefore, it is necessary to explore how the impacts of recession on HR performance management were being explored in this study.***

Another study, conducted by Ngo Thi Vo Ha (2011), highlighted the emergence of the internet, a new era of HR termed as E-HRM has begun, dramatically reengineering the HR practices and processes to operate in a highly competitive market. As a result, HRM has undergone a change process in terms of HRM functions over the last decade. The study aims to investigate the impacts of E-HR to HRM function in organizations, particularly to the changes in roles and competencies of HR specialists as well as non-HR staff (line managers and employees). This research is a qualitative single case study based on semi-structured interview conducted via phone calls. Data was collected during semi-structured interviews with 10 middle management executives including 4 HR managers and 6 other functional managers in a successful MNC in the industry of milk and dairies in Vietnam. The case company is in the first phase of strategically transforming HR department at different levels and has just adopted ICTs in recent years. There is

a trend to continue the automation of HR service in the next few years. In addition, the findings suggest that the delivery of HR services with a small range of web-based tools used hardly enables the expected changes in HR's role toward a strategic partner though it supports the shift of HR focus to the role as employee champion. The initiation of E-HRM practices is pushing HR to move from a traditional bureaucratic department to a client friendly approach which potentially targets at the role of an employee champion. Another tangible effect caused by E-HRM is the devolvement of HR responsibilities to line management though the support from HR technology to their daily work is unobvious. However, improvements in competencies of HR professional after the implementation of E-HRM were found to be inconsiderable. A preference of developing people related skills such as communication, teamwork, consultancy and negotiation to other types of competencies existed among HR professionals, though they were suggested to focus on upgrading the business knowledge, critical thinking and leadership. *According to these suggestions, a qualitative study was attempted to reveal the impact of recession on HR performance management in sale sector.*

Kirstie (2017) conducted the purpose of this dissertation is to research into the title; 'The impact of HR practices on employee motivation and performance'. The main question asked is what impact do HR practices have on employee motivation and performance? The aims and objectives of this research are based on four areas, which include; analyzing the meaning of HR, the importance of HR in organizational output, what factors affect job satisfaction in the workplace and to identify factors that motivate employees. The method used in this research is qualitative research. This method was used to conduct interviews with employees who work within an organization that have their own HR department. This was relevant as it refers back to the aims and objectives of this research. It consisted of asking 14 questions to a selection of 5 different employees, whom all work beneath a HR department. The reason for the selection of these employees was because they all had experience of working under the HR department and had taken part in the practices they have in place. The participants were asked a number of different questions relating to how they are motivated, what motivates them, their selection process, and employee relationships within the company. The interviewed participants expressed a number of ways in which they are motivated within the workplace and the aspects that influence on their performance outcomes. As for the five participants involved in the interviews, each of them



mentioned how remaining involved within the organization can definitely motivate them within the job. Participant 5 even went on to give examples of team engagement events and activities that take place such as ‘pool competitions, karaoke days and fast food deliveries’. A HR practice which was a popular source of discussion in the interview was the performance appraisals that take place every month between the HR manager and employee. The researcher looked into several different aspects of HR practices, from the employee’s position within a workplace to what motivates them and how it can influence their performance outcomes. ***Therefore, it is necessary to reveal that all the HR performance management in sale sector need the regular training as well as advanced training for better conditions of both the managers and the employees.***

The focus of this study was to explore the current practices of HRP in the Ministry of Education (MoE) in Oman, by Al Wahshi (2016) using an unexplored context, in order to gain an understanding of good practice, and recommend further improvements. An interpretive case study methodology was adopted for this study which enabled the researcher to gain access to the tacit knowledge held by experienced practitioners who are involved in HRP processes in the MoE. The analysis of data collected through interviews with key informants revealed that despite the implementation of some strategies, the MoE did not formulate or implement a comprehensive HRP approach. The focus for the MoE remains on operational and annual requirements with only few attempts made to incorporate HRP into strategic planning efforts or to involve HRP professionals in strategic planning processes. The results from this study also indicate that HRP professionals lack the ability, knowledge, and skills necessary to develop and implement effective HRP practices. The study found that HRP in the MoE is influenced by both external and internal factors. The external factors were government policies, the legal context, the labour market and the economy, while the internal factors included organizational structure and culture. Through cross-comparison and alignment of MoE practices with those best practices identified in the literature, the key characteristics of good HRP practices in Oman’s MoE were identified. This study begins to address this issue by attempting to use RBV and NPM theories to explain how HRP practices are currently recognized and used in public sector organizations. The implications of the study suggest that having HRP in place is conducive to improving the competitiveness of the organization. Moreover, under the principles of NPM, the study has been able to show how people at both strategic and operational levels of public organizations adopt, develop and manage the new

concept of strategic HRP to continually improve organizational performance. This calls for researchers and those interested in the theory to give particular attention to the development of the skills and competencies of HRP professionals, including the skills needed to explore the ways that HRP is used to achieve competitive advantage. Further, in order to facilitate the effective adoption and application of NPM reforms, efforts should be made to prepare public-sector organizations well in terms of their culture, policies, rules and regulations. ***Therefore, this study recommends that HR planning practices is needed to the impact of recession on HR performance management in sale sector.***

Anitha and Ashok (2016) conducted a study focusing on the employees – the vital part of the organization should be developed as they are contributing for the organization's success. An organization requires the employees of highly skilled, knowledgeable with right attitude for its smooth functioning and development. Training is the important managerial function in any organization to educate / impart knowledge to the employees about their work in which they are involved. The training brings tremendous change in the employee's skill level, knowledge and performance. Now-a-days organizations have started providing opportunities for the employees to improve their skill sets, which successively develop the individual and organizational growth. But the training have an impact on employees' performance needs to be studied. Insurance industry is the important one in providing employees training and the performance of the employees very much relies on the training provided to them. Hence this research study was conducted at the private insurance sector in Coimbatore district. The main objectives of this study are; to study the impact of training on employee's performance, to study the factors determining the employee productivity through training and to study the effect of other Human Resource Management (HRM) practices on employees' performance. This study was conducted only at the private insurance sector in Coimbatore consisting of Life and Non-Life Insurance companies. The data was collected through the questionnaire method. The sample size was 75. The sampling method used for this study was Random Sampling Method. The data collected were analyzed through t-test, Chi Square. The results obtained reveal that the training given to the employees in Private Insurance Sector, Coimbatore District improves the performance level of the employees. The increase is formed in the employee productivity after the training. The education level, staff category and the work experiences of the employees are the factors determining the growth of

employee's performance in the organization after the training. Human Resource is considered as the most important resource in an organization. The employees should be offered with proper training to improve their efficient and effective functioning in an organization. ***Therefore, the qualitative study of HR performance management in sale sector should be revealed in Myanmar context.***

Nusrat Khan Shahani (2015) conducted the importance of human resource management practices (HRMP) has gained acceptance and wide recognition in a cross-cultural context. This research will focus on three HRMP i.e. reward management system, promotion practices and performance appraisal system, and the influence of national culture and organizational culture on OCB. This study examined the factor structure of reward management system, promotion practices, performance appraisal system, national culture, organizational culture and OCB in a sample of administrative employees working within public sector universities in Pakistan. A mixed methodology was used to investigate HRMP and their impact on OCB and to examine the correlational paths. Using a survey method, data was collected from 515 employees working in 5 public sector universities in Pakistan and semi-structured interviews were conducted with officials of these universities. The overall response rate was 56.5% (i.e. 515 out of 910). After data-screening, the final model was tested with 420 subjects. Principal component analysis was used to determine the underlying factor structures employing SPSS 19.0 followed by the regression analysis and multivariate analysis of variance (MANOVA) at the first stage. Hypothetical relationships were examined with analysis of moment structures (AMOS v.21) at the second stage and the study findings indicated that the extended model achieved good-fit for a four factor model and most of the hypothetical paths were significant. Specifically, out of 13 hypotheses, 12 were supported leaving 1 as unsupported. The final model supported a theoretical framework that is inclusive of four factors: human resource management practices (reward management system, promotion practices and performance appraisal system), national culture, organizational culture and OCB. The study findings revealed that HRMP significantly impact OCB directly and with the influence of national culture. The organizational culture had no impact on OCB although HRMP significantly impacts organizational culture. Confirmation of HRMP influence on OCB, as identified in this research, is important for policy makers in developing countries as it contributes to increased employee performance and organizational efficiency, benefiting both employees and

organizations. *This study also highlighted that the further research studies still needed to explore the details the impact of recession HR performance management in sale sector.*

According to the literatures, the strengths and weakness of the finding and suggestion of the past studies were used as the related literatures in this study. However, most studies were mainly focusing on HR management planning and process. The national studies conducted on HR performance management are limited in qualitative approach. Therefore, this study aimed to gain a better and deeper understanding on the impact of recession on HR performance management in sale sector and the importance of HR management in the organization. The focus is on the selected employees at the Myjobs.com.mm, a recruitment agency in Myanmar.

## **2.4 Chapter Conclusion**

This chapter has explored the importance of HR department for sales sector which is related to the impact of recession of HR on sales sector. More about conducting this research will be continued to describe in the next chapter as the research methodology.

## **CHAPTER-3 (RESEARCH METHODOLOGY)**

### **3.1 Introduction**

Qualitative inquiry signifies a new way of thinking about the nature of knowledge, and how it can be created (Eisner, 1991). Its purpose is to discover, explore and describe phenomena from the participant's point of view. As qualitative methods focus on the whole of human experiences, it is especially useful in areas where the variables relating to the concepts of interest have not yet been identified (Patton, 1990).

Qualitative research is widely used in the literature provide evidence that the used of qualitative research is growing in organizational management research because the researcher wants additional methods for better understanding of the field. Qualitative research is used to investigate unconscious and subconscious intents of employees in organizations. It works like a story completion, the respondent is given some words or pictures then is asked to complete in his /her own words (Ehigie & Ehigie, 2005).

This chapter is to discuss the methodological approach undertaken to discover the impact of recession of HR on sales sector from perspectives of the importance of HR. This chapter will present the methodological issues, study design, study setting, study period, sampling method, number of participant, selecting participants, data collection method, data collection procedure, data analysis and ethical considerations will be discussed. Finally, limitations associated with the study will be discussed.

### **3.2 Methodological issues**

Qualitative methodology was used in this study for many reasons. The first one is that; qualitative research is an inquiry process of understanding that explores a social or human problem. It has a strong orientation to everyday life events and no attempt is allowed to change the research situation or control it (Coates, 2004). Study on the phenomena of a particular event approaches to interpretive paradigm of the qualitative field research includes the investigation of specific individuals in their social setting.



The ultimate purpose of qualitative research is learning, being unique and to learn about some fact of the social world (Rossman & Rallis, 2003). According to Eisner (1991), qualitative inquiry signifies a new way of thinking about the nature of knowledge, and how it can be created. The purpose of the study was to uncover the impact of recession on HR performance management in sale sector. To fulfill the purpose, the qualitative study design is the most appropriate for capturing the impact of recession on HR performance management in sale sector of employees.

### **3.3 Nature of Qualitative Research**

According to Patton (1990, p. 10) there are three kinds of data collection using qualitative methods; (1) in-depth, open-ended interviews; (2) direct observation; and (3) written documents. Data obtained from interviews consists of experiences, opinions, feelings and knowledge of people (Patton, 1990). Qualitative findings can be presented alone and in combination with quantitative data. Validity and reliability of qualitative data rely on the methodological skill, sensitivity and integrity of the researcher because in qualitative research the researcher is the instrument for data collection (Ehigie & Ehigie, 2005; Grindsted, 2005; Patton, 1990). The collection of useful and credible qualitative data requires discipline, knowledge, creativity, training, practice and hard work. Thus, it is to judge accomplishments and effectiveness the researcher must engage in evaluative research and employ qualitative methods to evaluate the information (Patton, 1990).

Patton (1990) stated that qualitative data is detailed, less concise, variable in content and difficult to analyze due to its being neither systematic or consisting of standardized responses; yet it provides an opportunity to understand participants on their own terms and captures their point of view using open ended responses.

According to Muchinsky (2003) in the qualitative research method the researchers receive an active role in interacting with the participants. It involves discussions about people's lived experiences and their phenomenon and can be used for generating hypotheses and theories.

### **3.4 Related research questions**

Overall, this study has ten main research questions. These questions which are as following:

- Q-1.*** What is HR Performance Management?
- Q-2.*** What is HR Performance Management in Sale Sector?
- Q-3.*** How to measure HR Performance Management in Sale Sector?
- Q-4.*** How would you define the role HR performance management in sale sector?
- Q-5.*** How do you perceive the impact of recession of HR Performance Management in sale sector?
- Q-6.*** In your opinion, what is the impact of recession on HR performance managed in your sector?
- Q-7.*** How do you control your team to get the department target?
- Q-8.*** What did you see the impact of recession on HR performance?
- Q-9.*** Why do think the recession on HR performance?
- Q-10.*** What are the effects of these impacts in recession on HR performance management in sale sector? (From APPENDIX-I)

### **3.5 Qualitative approach to the study**

Qualitative method provides rich insights into the issues, and is applicable to phenomenon that relates to quality or kind (Kothari, 2011). Qualitative research is not only a methodological exercise but an understanding of the ‘ontological’ and ‘epistemological’ bases of the research (Amis & Silk, 2007). Consequently, given the aims and objectives of this research and considering the aspects of the qualitative research method, the present study has employed the qualitative approach for examining the objectives of the study.

A qualitative approach was chosen as the research method for this study. According to (Mat, 1997), the process of research involves empirical work carried out with the data collection which can harmonize, contradict or contest the theories which in turn allows to understand and clarify for varied observations. In a qualitative research, a process known as induction, where the data are collected according to the specific area of the study and from those data, the researcher can construct different concepts and theories is done. For this research, a qualitative research was considered relevant because it allowed more capacity to get more depth and more meaning based on the individual’s perspectives and experiences on the impact of the recession of HR on sale sector.



Furthermore, the quality of the data collected is usually affected by the interviewer's experience, commitment and skills (Kumar, 2005). The risk of the bias from the researcher can also exist in the process. It is also a difficult work to get the reliable data on the research if there are only a few participants involved in the study. Unlike the qualitative approach with the larger number of participants, it must have the more far reaching and reliable data results.

According to Creswell (2003), qualitative research of this nature focuses on the people's core experience of the phenomenon under investigation. In using a qualitative method, this study aims to make a significant contribution to knowledge and understanding in the relevant of HRP in sale sector setting.

Studies to date have not explored the current status of HRP management in the sale sectors in great detail, so techniques employed have not been elaborated upon in depth. Furthermore, investigations have not provided an analytical evaluation which includes the various stages of HRP. Most available research has tended to use a quantitative approach with only very few studies employing a qualitative approach. A few studies in that had used a qualitative approach in local.

### **3.5.1 Time Factor**

However, more time will be needed for such larger number of participants. Nevertheless, the use of semi-structured interviews could help gain in-depth and meaningful data from the small number of participants. The method of interviewing was also a time consuming process because the researcher had to build the simple, open and honest environment for the participants to get the realistic answers from them. The researcher had to go to their place and collected data and interpreted the data within the limited time to conduct the research.

### **3.5.2 Data Security**

Most of the recruitment service companies usually do not like to give their internal data such as salary, business development plan, recruitment information, employee information and so on. For those data information, the researcher had to face difficulty and had to do effort a lot on them. Although the data could be collected, they were within the limitation and it would be hoped to have the wider area to discuss on the research if the researcher had more chance to get information about them.

### **3.5.3 Research methodology**

Research methodology is defined as a systematic approach or a procedure of studying a research phenomenon (Kothari, 2011).

### **3.5.4 Study design**

Burns and Grove (2003) describe a qualitative approach as “a systematic subjective approach used to describe life experiences and situations to give them meaning.” According to Holloway and Wheeler (2002), qualitative research is “a form of social enquiry that focuses on the way people interpret and make sense of their experience and the world in which they live.” In this study, qualitative approach was thus used to explore and describe the opinion, nature of the impact of recession on HR performance management in sale sector.

### **3.6 Study setting**

This study was conducted at MyJobs.com.mm company, Yankin, Yangon.

### **3.7 Study Period**

This study was conducted from June, 2018 to December, 2018.

### **3.8 Sampling Method**

In this study, purposive sampling method was used to select participants. Researcher might decide to select the subjects who are judged to be typical of the population or particularly knowledgeable about the study (Polit & Beck, 2004). According to this sampling method, the participants were selected from the MyJobs.com.mm company employees who are willing to express their phenomena openly. In conducting the research, the researcher had to interview the individuals with different ages and different positions but at the same company where the HR manager had resigned from the job and there was a vacancy in that position and impact had been on the sale sectors.

### **3.9 Number of participants**

In a qualitative study, the sample size should be determined on the basis of information needs (Polit & Hungler, 1999). Therefore, MyJobs.com.mm company employees (six participants) who were undergoing the HR performance management in sale sector were selected as participants

in this study. This sample size could provide a thick and rich data on the experiences of the employee.

### **3.10 Selecting Participants**

Purposive sampling or judgmental sampling is based on the belief that researchers' knowledge about the population can be used to hand-pick sample members. It is often used when researchers want a sample of experts, as in the case of a needs assessment using the key informant approach (Polit & Beck, 2004). Therefore, in this study, six participants were consciously selected by using purposive sampling method from the MyJobs.com.mm company employees. After obtaining the permission from authorities of MyJobs.com.mm company, the participants for this study were chosen purposively with the used of following inclusion criteria.

#### **3.10.1 Inclusion Criteria**

- **Who are willing to participate and share their experiences**
- **Both man and woman**

### **3.11 Data Collection Method**

By using interview guide questions, semi-structured face to face interviewing method was used to collect the necessary data.

### **3.12 Data Collection Tool**

As interview were done by the researchers through semi-structured interview guide questions (From APPENDIX-I), voice recorders, papers and note book and ball-pen will be used as data collection. Data collection tool is *researcher itself*.

### **3.13 Data Collection Procedures**

After obtaining permission from authorities of MyJobs.com.mm Company and SIAM University, data collection was started. Then, list of MyJobs.com.mm Company employees were obtained from department of studies. Then, participants were invited to take part in the study voluntarily. Before interview, participants were approached by explaining the purposes, benefits, and interview of study were explained to the participants. Then, informed consents of the

participants were attained. The interviews were conducted at their time of convenience while ensuring their privacy. Each interview was lasted 45 minutes to one hour and at least three times. The whole processes of interview were recorded with audio-recording. These are checked for transcription. After that subsequent interviews were conducted until data is saturated.

### **3.14 Data Analysis**

Soon after the interview, the recorded audio file were transcribed and translated into English. If necessary, interviews was continued after the previous one is being transcribed and analyzed. The analysis of the data was began during the interview and continued to ascertain sufficient data to represent the dimension of the phenomenon. In this study, thematic analysis method described by Braun and Clarke (2006) was used to analyze the data. This method of analysis is used for developing concepts and insights from qualitative data. These are as follows:

#### ***Phase 1. Familiarizing yourself with your data (Transcription of verbal data)***

It is common to all forms of qualitative analysis – the researcher must immerse themselves in, and become intimately familiar with, their data; reading and re-reading the data (and listening to audio-recorded data at least once, if relevant) and noting any initial analytic observations.

#### ***Phase 2. Generating initial codes***

Also a common element of many approaches to qualitative analysis, this involves generating pithy labels for important features of the data of relevance to the (broad) research question guiding the analysis. Coding is not simply a method of data reduction; it is also an analytic process, so codes capture both a semantic and conceptual reading of the data. The researcher codes every data item and ends this phase by collating all their codes and relevant data extracts. They are;

- **Poor productivity**
- **Unclear job descriptions**
- **The organization is enabling to resupply on its recruitment.**

- **Poor organization of the exit plans**
- **Taking on other people's work load**
- **Lack of effective orientation, education, and training**
- **Required HR competencies**
- **Existence of inadequate information base**
- **Increased frequency of job turns over for employees**
- **Being disregard on subordinate**
- **Recession of HR performance management**
- **Risk of company growing**
- **Being left out of decision making**
- **Extrinsic and intrinsic motivation**

### ***Phase 3. Searching for themes***

A theme is a coherent and meaningful pattern in the data relevant to the research question. If codes are the bricks and tiles in a brick and tile house, then themes are the walls and roof panels. Searching for themes is a bit like coding your codes to identify similarity in the data. This 'searching' is an active process; themes are not hidden in the data waiting to be discovered by the intrepid researcher, rather the researcher constructs themes. The researcher ends this phase by collating all the coded data relevant to each theme.

### ***Phase 4. Reviewing themes***

It is involves checking that the themes 'work' in relation to both the coded extracts and the full data-set. The researcher should reflect on whether the themes tell a convincing and compelling story about the data, and begin to define the nature of each individual theme, and the relationship between the themes. It may be necessary to collapse two themes together or to split a theme into two or more themes, or to discard the candidate themes altogether and begin again the process of theme development.

### ***Phase 5. Defining and naming themes***

Requires the researcher to conduct and write a detailed analysis of each theme identifying the ‘essence’ of each theme and constructing a concise, punchy and informative name for each theme. They are:

1. **Motivation and performance**
2. **Recruitment and Selection**
3. **Training and Development**
4. **HR practices and performance appraisals**
5. **Employee relationship and**
6. **Fail to achieve results**

#### ***Phase 6. Producing the report***

Writing is an *integral* element of the analytic process in thematic analysis (and most qualitative research). Writing-up involves weaving together the analytic narrative and data extracts to tell the reader a coherent and persuasive story about the data, and contextualizing it in relation to existing literature (Braun & Clarke, 2006).

#### **3.15 Data Trustworthiness**

During the data analysis process, trustworthiness is a continuous, overlapping process of establishing the truth that starts prior to entering the field. Lincoln and Guba (De Vos, Strydom, Fouche & Delport, 2007) proposed four criteria for establishing data trustworthiness namely: truth value (credibility), applicability (transferability), consistency (dependability), and neutrality (conformability) was used to guide in this study. In qualitative research, there are a variety of ways to make data credibility such as triangulation, peer debriefing and member checking. Moreover, to achieve credibility of the data, all interviews were conducted in private room make sure the participants’ feelings of safety and getting close to real experiences.

Careful attention to the process, analyzing methods as they are applied and revisiting as required, is vital to the criterion of dependability. Reflexivity, establishing an audit trail, and expert peer review are some of the strategies that enhance dependability (Lincoln & Guba, 1985).



In this study, (Braun & Clarke, 2006) analysis are used to attain dependable data. And, confirmability is also required in order to confirm findings; this is accomplished by wide documentation of the process. Journaling, field notes, keeping recorded data and interview notes, notes on data synthesis and documenting decisions related to data analysis such as coding, themes and categories are all part of this process (Polit & Hungler, 1999).

The last criterion for ensuring the data trustworthiness is transferability that is dependent on the degree of similarity within the context. The task at hand for the researcher is to be certain to provide ‘thick’ descriptions (Lincoln & Guba, 1985). It indicates that how the findings are generalized or transferred from a representative sample to a whole population. The qualitative methods are not of themselves being generalize-able or transferable. However, the findings from this study may be transferred to implications of *the impact of recession on HR performance management in sale sector*.

### **3.16 Ethical Considerations**

Ethical issues are of paramount important are in most of qualitative studies because of the deep involvement and shared responsibilities felt by participant as well as researcher. After the researcher received permission from the Ministry to conduct the study, a compulsory step, he was able to obtain the contact details of potential candidates from the Department of Statistics.

Protection of human subject was also being considered in this qualitative study. Measures were taken to respect the participants’ right to refuse participation, to refuse answering any undesirable questions, and to withdraw from the study prior to writing report. The purpose and nature of study, risks and benefits, and rights of participants are explained prior to participation in the study.

All participants were provided with statement form (**From APPENDIX-II**), informed consent form (**From APPENDIX-III**) and the two signed informed consent form was obtained and kept by the researcher and the participant. The participants were explained the issues of confidentiality and anonymity which were discussed with them before interviews.

Pseudonyms were used to ensure confidentiality. The participants were promised that all the data was kept confidential and that the transcript was kept in a secured place for five years at the office of Director of Studies of SIAM University and access to the data was restricted. During the interview, privacy for the participant was maintained and almost all disturbances were minimized as much as possible.

When suitable participants were identified, the researcher contacted them. The researcher used a variety of communication methods with participants, including letters, telephone, e-mail, or face-to-face contact. Telephone contact was a method used with the majority of the participants as it was a quick and easy way to contact them.

However, the researcher utilized other strategies with some participants in order to enhance their interest and willingness to be involved. The researcher used two basic procedures for contacting and booking appointments with participants namely, face-to-face and telephone contact. As the latter is an efficient way to connect with subjects, it was the typical method used by the researcher. The participants included the following:

### **3.16.1 Senior Managers**

Face-to-face contact was desirable for participants in senior managerial positions. This demographic, by necessity, received more attention and consideration, and the initial face-to-face meeting provided an opportunity for the researcher to draw a clear picture of the research and to explain the benefits that would be gained from the research. In addition, informal contact with the participants was continued after the interviews in the expectation that it would be necessary to obtain further information during the research journey.

### **3.16.2 Participants well known to the researcher**

The researcher was keen to minimize bias that may occur during the interviews and made sure that participants fully understood the research they were about to become involved in. The interviews were conducted according to the guidelines formulated and all questions were asked in the same way in an attempt to prevent interviewer bias.

### **3.17 Strength and Limitation of the study**

Consequently, after considering the strengths and limitations of each approach, the researcher found the qualitative approach most suitable for this study. As expected, there were some limitations associated with conducting with this study. This may limit the generalisability of the results to other public organizations if researchers use different research methods. The use of a broader representation of organizations is recommended.

Concerning the study sample size is small enough to be carried out, but the result is analyzed. Then, the whole organization is in general carrying out the analysis as the result. It is not generalized for the whole organization. This can be part of the solution. Most of them show bias. In this case, for the decline of the bias level of the best, the company's HR policy can be displayed on a part.

Most of the participants need an additional aid to fill in response so that information gathering has some errors. And then, most of the Recruitment service companies do not like to give their internal data such as salary, business development plan, recruitment information, employee information and so on. This data information effects their reputation and their completion for competitor.

While undertaking the study, the researcher had some limitations in it besides the researcher had lots of difficulties in the research. Those limitations are about sample size, time factor, and data security. This study has several limitations; it is limited in scope which will hinder complete understanding of the phenomenon of HR practices and policies and their impact. Six interviews and nine questionnaires from Agency Company provide a little focus which restricts the generalizability and applicability to the organization.

However, there were also some limitations although great effort was produced during conducting this study. Different methodologies of research could produce the findings from different aspects. Thus, each research methodology has its own strengths as well as limitations.



## **CHAPTER-4(FINDINGS)**

### **4.1Chapter Overview**

This chapter begins with a detailed introduction to the nature of qualitative research and context of the interviews. The main aims of this chapter will be to describe the findings and analysis that have been concluded from the research methodology. A set of nine questions were set up for the participants at the impact of recession on HR performance management through the use the semi-structured interviews for the qualitative research. This was to observe whether the Performance Management systems are effective in their stores. And, introducing the participants' stories in order to ensure congruency in the presentation of this study and emerging themes that identified after the data analysis were presented in this study.

### **4.2Introducing the participants' stories**

The personal stories of the participants were presented according to their pseudo names and the order of interviews. A total of six participants were included in this study. To keep the confidentiality and anonymity of the participants, pseudonyms like: Ko Tin, Ko Naing, Ma Myat, Ma Yin, Ko Thu and Ko Ye were used instead of the participants' real names. Although these stories were presented in different ways, the common descriptive expressions of the participants could be clearly seen.

#### **4.2.1Ko Tin's story**

He is a 40 years old. He lives in No (23/D), Tetkatho Yeik Mon Hosuing, Aye Yiek Thar 2<sup>nd</sup> Street, Sayar San Ward, Bahan Township, Yangon. His level of rank is a director of Myjobs.com.mm Company. He has an above ten years in time of working experiences. According to the study his performance management is fair. He had many experiences of the other country.

#### **4.2.2Ko Naing's story**

The next participants, He is about 40 years old and he is an Assistant Sale Director from Myjobs.com.mm company. He had experiences in part of the sale marketing. He lives in No

(23/D), Tetkatho Yeik Mon Hosuing, Aye Yiek Thar 2<sup>nd</sup> Street, Sayar San Ward, Bahan Township, Yangon. He has an above sixteen years in time of working experiences. His e was on clinical learning experiences of about three years and she was many experienced on teaching

#### **4.2.3Ma Myat's story**

Ma Myat is one of the Myjobs.com.mm. She is about 30 years old from Bahan Township, Yangon. She was on company experiences of about eight years and she was many experienced on this job. She is a Business Development Manager.

#### **4.2.4Ma Yin's story**

This is the one of the Myjobs.com.mm Company. Yin is about 29 years old from Insein Township. She was on business experiences of about six years and she was many experienced on HR performance. And then, she is a Business Development Executive level of her job.

#### **4.2.5Ko Thu's story**

He is about 34 years old and he is an Assistant Sale Director from Myjobs.com.mm company. He had experiences in part of the sale marketing. He lives in No (23/D), Tetkatho Yeik Mon Hosuing, Aye Yiek Thar 2<sup>nd</sup> Street, Sayar San Ward, Bahan Township, Yangon. He has an above sixteen years in time of working experiences. He is very interested in HR performance management in sale sector.

#### **4.2.6Ko Ye's story**

The last participant is Ko Ye, he is about 37 years old and he is a sale staff from Myjobs.com.mm Company. He is very interested in marketing sector. Among them, he preferred sale staff. His time working service is seven in this company.

### **4.3Emergence themes**

In this session, the findings interpreted through analysis of the data collected from the participants are presented. Seven main themes namely: motivation and performance, Extrinsic and intrinsic motivation, recruitment and selection, training and development, HR practices and performance appraisals, employee relationship and required HR competencies were emerged from



this study. There were several sub-themes for each main theme and they were presented in this chapter.

The several sub themes emerged under the main themes are as follows:

- 1. Motivation and performance**
  - 1.1 Extrinsic and intrinsic motivation**
- 2. Recruitment and selection**
  - 2.1 Poor productivity**
  - 2.2 Unclear job descriptions**
  - 2.3 The organization is enabling to resupply on its recruitment.**
  - 2.4 Poor organization of the exit plans**
  - 2.5 Taking on other people's work load**
- 3. Training and development,**
  - 3.1 Lack of effective orientation, education, and training**
- 4. HR practices and performance appraisals,**
  - 4.1 Required HR competencies**
  - 4.2 Existence of inadequate information base**
- 5. Employee relationship**
  - 5.1 Increased frequency of job turns over for employees**
  - 5.2 Being disregard on subordinate**
- 6. Fail to achieve results**
  - 6.1 Recession of HR performance management**
  - 6.2 Risk of company growing**
  - 6.3 Being left out of decision making**

#### 4.4 Motivation and performance

As the first theme of this study, it was found out that all the participants had to the employees worked in different departments within the organization. To present the job roles of each employee, all participants went through rather different selection progresses to achieve their role within the organization. All participants agreed that motivating an employee to perform better essentially depends on the person and that this process is very individualistic.

*“Employee is not satisfaction. Employee is not happy in the working environment. Employee is over loading and under loading. Employee gets the less salary. We need to comfort more than effective motivation.”*

(Ma Myat)

*“First, we will make the motivation for the team members such as organization will give the commission one by one. And when the team member is trying hard, they will get the prize and chance. Man power is many but some of the employee is over loading. So, the expense is higher and target is higher. Thus, Target is higher, our team is difficult to reach target and expense is also higher, the organization cannot get the profit.”*

(Ko Thu)

#### 4.5 Extrinsic and intrinsic motivation

Some of participants suggested that effective training seems to motivate them more which include proper follow ups and feedbacks on the training sessions.

*“Our Team did not achieve our sale target so that I perceive the impact of recession of HR Performance Management in sale sector. We need to motivation chance of the entire subordinate. I suggested that effective training seems to motivate them more which include proper follow ups and feedbacks on the training sessions.”*

(Ma Myat)

*“The participant of Ma Yi perspective suggests that staff morale has gone down but lack of training has to do nothing with that but indeed it is the lack of bonuses and extrinsic rewards that has affected their motivation.”*

(Ma Yi)

#### **4.6 Recruitment and selection**

It was also pointed out that the process of recruitment and selection, part of the strategic planning process for HRP.

*“Sale team fined the money for the company. When the sale team performance is down, money will not come and company cannot get the profit. We have to do the recruitment and selection.”*

(Ma Yin)

*“Sale Target is missing. Sale team cannot make money and company gets lost. We have to assessment and evaluate the detail description in our time.”*

(Ko Ye)

#### **4.7 Poor productivity**

All participants seem to think team rewards are more beneficial for the company through higher productivity and more knowledge sharing, but can be less beneficial to certain individual's especially higher performers or those with more knowledge and selfish.

*“The employee did not emphasize their work. They are hard worker but need look like to be a smart worker. People cannot work in their duty. So, it was poor productivity.”*

(Ko Tin)

*“Work Load is not successful. Service is bad. Lose the client. Branding is lost. That is poor productivity”*

(Ko Thu)

*“When the sale performance is down, the employee cannot find the client. At that time, the employee cannot make the money for the company. Sale Expense is higher and Sale Team Target is not achieved.”*

(Ko Naing)

#### **4.8Unclear job descriptions**

In addition, there was a lack of information and undefininate order, if our company are do not achieve in country. The participant Ko Ye and Ko Thu had the following to say:

*“Our Team is not easy to achieve the sale target. We have to go unclear goals. ”*

(Ko Ye)

*“Company cannot get the profit. It was unclear job descriptions ”*

(Ko Thu)

#### **4.9The organization is enabling to resupply on its recruitment**

Participant Ko Ye claims that because they carry out their monthly management accounts and try to control costs, they are able to earn good profits and are indeed trying to expand. Good profits also help them in investing adequately in T&D as the top management has always recognized its benefits.

*“I try to control costs, we are able to earn good profits and are indeed trying to expand but Over Workload, Non- Effective Training and employee satisfaction is down and overloading employee. So, as the organization is enabling to resupply on its recruitment. ”*

(Ko Ye)

#### **4.10Poor organization of the exit plans**

Some of the participants said that;

*“We have to poor HR planning of the exits program. Especially, Group Commission, Over Workload, Non- Effective Training and employee satisfaction is down. It had poor organization of the exit plans in company.”*

(Ko Thu)

*“Department Target is lost. Client is lost and Company image is downsizing in the market.”*

(Ko Ye)

#### **4.11 Taking on other people’s work load**

The old services senior employees illustrates this point

*“Employees are over loading and under loading. Management cannot manage their employee.”*

(Ma Yin)

*“Employee is not enjoying their job. Employee has so many absences. Employee always wants to leave the organizations and the company turnover rate is higher. So, we were doing the double workload in our time.”*

(Ko Ye)

#### **4.12 Training and development**

The in depth interviews done on the managers revealed that recession has not been particularly harsh on T&D. The extent to which training is provided highly depends on the nature of the services. If the nature of the business is such that does not require staff training as absolutely necessary. Employees seem to suggest a similar story claiming that training was never paramount to their firm and it’s the same even after recession. One of the participant said that;

*“Employee did nit emphasize their work. Our Team needed more Human Resource. We need more time for training and development sector.”*

(Ko Tin)

#### **4.13 Lack of effective orientation, education, and training**

One of the participants expressed that on lack of effective orientation, education, and training. This view is reflected in the following comments:

*“Sale Team is difficult to reach the sale target. Because of we need to effective training in our job.”*

(Ko Thu)

#### **4.14 HR practices and performance appraisals,**

*“Company cannot get the new business. So, we need to performance HR practice and appraisal.”*

(Ma Myat)

#### **4.15 Required HR competencies**

This was reinforced when HRP professionals from the middle and lower management were granted the opportunity to participate at the beginning of the plan, especially in the process of environmental assessment, as a participant reported:

*“Group Commission, Over Workload, Non- Effective Training, and employee satisfaction is down and overloading employee. Actually, we need to require HR competence and opportunity to participate at the beginning of the HR plan. ”*

(Ko Ye)

*“Man Power and Work Load is not equal and employees are not professional. Especially, we need to get HR skillful person.”*

(Ko Naing)

#### **4.16 Existence of inadequate information base**

The participants in this study said that they know different ways in production their job. She stated about that as follows:



*“Job Target is not achieving. Production is low. Service is not good. Company lost the client. Absolutely, we solve to do inadequate information”*

(Ma Yin)

#### **4.17 Employee relationship**

Some of the participants stated their feeling of relationship by saying that:

*“The employee did not emphasize their work. We don’t have enough employees. They have unity of employee relationship.”*

(Ko Naing)

*“We are strong man. By the way, we can do it together.”*

(Ko Ye)

#### **4.18 Increased frequency of job turns over for employees**

This view was reflected by another employee:

*“First, we will make the motivation for the team members such as organization will give the commission one by one. And when the team member is trying hard, they would to get the prize and chance. On the other hand, we go to job turn over for employees.”*

(Ko Ye)

#### 4.19 Being disregard on subordinate

One of the participants talked about his feeling as follows:

*“Employee is disappointed. Employee should not want to go the office. Employees have so many absences. Really, our leader was being disregard on subordinate.”*

(Ko Thu)

#### 4.20 Fail to achieve results

The participants pointed out that they did not have a preconceived idea of the HRP that their organization. However, when asked to identify the role of the participant in formulating their organization’s current. Why do not us success the current working time. Actually, we need to organize all level of employee. A few participants had the following to say:

*“Our team did not reach our sale target. Some people cannot make phone calls and customer appointments.”*

(Ko Tin)

A similar comment was made by another participant:

*“Department Target is not achieved and Company goal is also.”*

(Ko Naing)

#### **4.21 Recession of HR performance management**

The basic rationale for asking this question was to know how recession has been accepted by the job. The in depth interviews done on the participant revealed that recession has other overload on the employee.

*“Group Commission, Over Workload, Employee Overloading, Non- Effective Training are impede the organization, which is one of the reasons of recession.”*

(Ma Myat)

#### **4.22 Risk of company growing**

The findings further show that performance appraisals and feedback are used for disciplinary processes and handling low performing workers. However, if evaluation and feedback address the need for improvement and the way to achieve the targets, it enhances employees' creativity (Shipton, et al. 2006). The interviews' findings suggest that employees in the study show a great importance for team-based job design practices. In this study, most of the participants reported:

*“Our Target is missing many times and I will know. And then, our company slowdown the risk of growing, I feel that. We always beware we are team base organization. Anybody is responsible for it.”*

(Ma Yin)

*“Work Load and Target is not successful. Production and Service is not good. Company will lose the client. And Company will also lose business. In the market, Company image is downsizing. Thus, we need to intervene that without growing for any risk. ”*

(Ma Myat)

#### 4.23 Being left out of decision making

*“Some people cannot make phone calls and customer appointments. So, our team did not reach their sale target. Sometimes, these work in being left out of decision making. ”*

(Ko Naing)



## **CHAPTER (V) (RECOMMENDATION AND CONCLUSION)**

### **5.1 Introduction**

This chapter summarize the research findings as per each research question as discussed in the previous chapter, recommendation offered by participants as well as the demographic characteristics of participants in relation to the impact of recession on HR performance management in sale sector towards institutional performance as discussed in chapter five.

According to data findings, analysis, interpretation and discussion, shows that human resources performance management have strong relationship with the performance of a particular institution, and marginal remote areas of the job as that of a cases study. Human resources performance (HRP) its impacts are to the individual employee, the institution and the organization as a whole. Never the less finding revealed that workers or operators are aware of HRP and its importance to the organization, but policy maker's management together with the central role should increase the commitment. Thus whenever there is proper and effective HRP automatically will result in good output due to effective and efficient performance of an organization.

### **5.2 Recommendation**

This chapter has laid the foundation of the study. It has introduced the research context and theoretical background, country profile, research objectives, research problem, research questions and anticipated outcomes. In addition this chapter described the methodology for the data collection and analysis of the results followed by the scope and delimitations of the study. Finally, the research theoretical model was established and presented and a framework of the entire thesis concluded the chapter.

This study suggests a positive link between the reward management systems, national culture, organizational culture, organizational citizenship behaviour and demographic variables, highlighting that these should be taken into account when building effective and efficient human resources. Although limited to administrative employees this provides a valuable framework for examining employee perceptions in other parts of the organization. In summary, improved understanding of reward management systems would provide a more comprehensive picture of employee perceptions.

This study has only examined selected HRM practice, but it is hoped that this research will help to further understanding of the evolving impact of NC on interactions and behaviors in the workplace, and stimulate debate.

The employer gets the negative challenges from employee during the recession. The recommendation occurs as the followings.

1. **Contingency plan needs for the organization in higher management level.**
2. **Higher management level makes the brainstorming session and supports in their strategic planning.**
3. **Making the process to complete or partial job freeze, however, communicate to the workforce and the company making the recruitment key individuals whenever it is a difficult time.**
4. **Performance reviewing the employee evaluates the key people that organization cannot afford loses.**
5. **Communication with top down levels each other and will help in making to support to the atmosphere within the organization.**
6. **Make prepare the employee skillful for individual and group participation so that this should be proper counseling session.**
7. **Atmosphere maintaining process.**
8. **HR policies, process and procedure reviewing to ensure that they are purposeful and contribute for the organization successful and development.**
9. **The lay-off staff supporting in the organization and surely that they don't have other opportunities for them in other part or functions of the organization.**
10. **Managing change concerning with the deal process for advising manager.**

According to the above recommendations, Human Capital Management is very difficult business environment. The organization needs more demanding than working in times of growing. Therefore, the roles and responsibilities of Human Resource Management department are very important to maintain equilibrant for the hierarchy.

The employees are not satisfied and few people work will have to be done. Performance per employee decreases morale of working long time, harder working, and wages increased stops



the fear of further layoffs persists. So that how the employee's employment is statistics depends corporate confidence in survey the employee report.

When the recession increases, management and employee start the mutual understandings to occur. When the organization wants to develop, they need to change some employee policy method and business development method. The organization plans about the employee with recruitment plan, compensation and benefit plan concerning with performance. The organization reduces wages reduction and reduced benefits. If the company is a services company, they need forced to close the deal and discontinue the performing the advertising.

### **5.2.1 Direction for Future Research**

This study sets a new direction for research about HRMP, NC, OC and OCB, providing an understanding of the relationship between HRMP, NC, OC and OCB. Several areas for future research remain to be explored. Other HR practices such as recruitment and selection and training and development in organizations should be examined to provide a more comprehensive exploration of HRM systems in a cross-cultural setting.

The limitations of cultural differences in terms of norms, values and assumptions among employees in developing economies could be explored to examine the impact of these cultural determinants, either national or organizational on employee performance. Replicating this research in different cultural contexts across nations, as well as within the country's own regions and provinces, could reveal more practices and perceptions of Human Resource Management Performance (HRMP).

Likewise the research can be expanded to investigate the relationship between reward management system, promotion practice and performance appraisal system and national culture, organizational culture and organizational citizenship behavior in other regions and provinces of Myanmar.

Expanding research to include multiple organizations, of a similar or dissimilar nature, within the region, other regions or other countries, would allow for better understanding of the impact of HRMP which would contribute to a more detailed model.

This study focused on the data collected from administrative employees. Future investigations should incorporate other categories of employees (i.e. academic, research staff and private sector employees) for wider empirical findings and their application and to provide further insight into mutual understanding and obligations of HRMP. Further examinations should also be expanded for a comparison of perception of HRMP from employees working in other roles and in the private sector.

The study has demonstrated a need for further examination of the relationship between demographic variables and HRMP.

The framework developed for this study should be extended through the inclusion of other variables such as psychological contract, employees' wellness and welfare and employee commitment to investigate the influence of HRM practices. Moreover, future studies could focus on across national boarder research. This study is limited to the Myanmar and the results might not suitable to be analyzed in other countries. In fact, the different country has its own special working situation, so if future study collects data from multiple nations, the empirical results would be various as well. However, it could be difficult to find a dataset that conclude cross national data.

### **5.2.2 Implications for further research**

The qualitative study has made the recommendations for further research to improve the ways of giving suggestions to the impact of recession on human resource (HRMP). Therefore, further research is urgently needed to generate a better evidence base for improvement of practice through broader knowledge regarding impact of recession on HR performance management.

## **5.3 Conclusion**

As for the solution obtained from the research questions and recommendations offered by participants, then the conclusion is established here under. Conclusively, in the perspective of the main objective of human resources management is to utilize the human resources in a most optimal manner so that targets can be achieved very effectively and efficiently. For this purpose managing performance of employees as a whole is very important.

Performance management takes care of this function. Performance management maintains, develop and motivate the people at work to give better results. In the present competitive situation the organization that gives better results can survive, stabilize, grow and excel in the performance. It is the source of in effective performance of public sector institution as elaborated by findings and effects more the institutions within peripheral regions together with the incorporated district council. It affects all levels of employees from top managerial level to the lower level that of operators, thus leading to poor performance of the institution.

The organization needs the employees as an important contributing factor in the organization and also one of the most expensive contributing factors. Not only does a company pay wages to its employees, but it typically invests in employees by paying for their training and benefits, such as health and life insurance and retirement accounts. Therefore, for a company to maximize its chances of success, it needs not only to understand its manpower utilization but also to work towards achieving optimal use of its workforce.

This is partly due to some of the challenges in measuring the impact of life skills and the difficulty in isolating the effects of non-training issues, for example the influence of a peak business season of sales According to the above reasons, most of the policy layers view the inside and outside the organization. They make the policy for the employees and they make the score for the employees.

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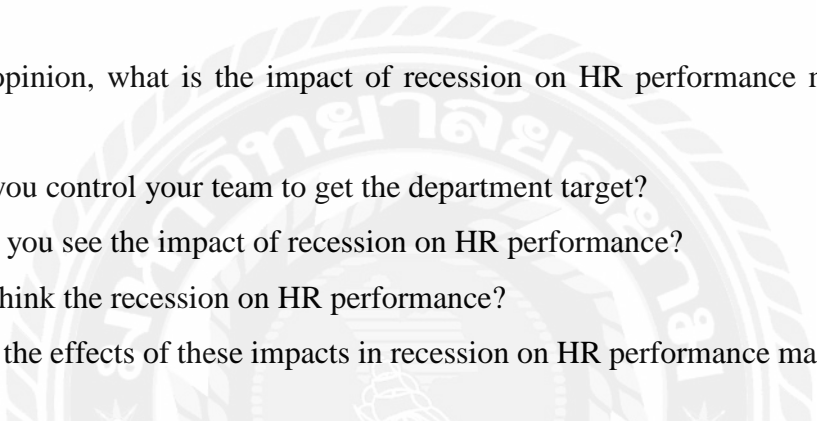
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## **Appendix (I)**

### **List of Interview Questions**

1. What is HR Performance Management?
  2. What is HR Performance Management in Sale Sector?
  3. How to measure HR Performance Management in Sale Sector?
  4. How would you define the role HR performance management in sale sector?
  5. How do you perceive the impact of recession of HR Performance Management in sale sector?
  6. In your opinion, what is the impact of recession on HR performance managed in your sector?
  7. How do you control your team to get the department target?
  8. What did you see the impact of recession on HR performance?
  9. Why do think the recession on HR performance?
  10. What are the effects of these impacts in recession on HR performance management in sale sector?
- 
- A large, faint, circular watermark seal of Siam University is centered in the background of the page. The seal features a central emblem with a crown and a bird, surrounded by the text 'SIAM UNIVERSITY' and Thai script.

## Appendix (II)

### Statement Form

**Research Title**        *-The impact of recession on HR performance management in sale sector:  
Qualitative study*

### Supervisors

**Supervisor (1)**

**Supervisor (2)**

**Researcher**            **Han Phyo Win**

This aim of research study is to gain a better and deeper understanding on the impact of recession on HR performance management in sale sector and the importance of HR management in the organization. The focus is on the selected employees at the Myjobs.com.mm, a recruitment agency in Myanmar.

This study is conducted as independent study has been approved to be the partial fulfillment of the requirements for Degree of Master of Business Administration.

The researcher will interview you about subjective experiences in order to obtain deeper understanding needed of the impact of recession on HR performance management in sale sector.

If you agree to participate in this study, interview may be more than one time and the duration of interview may be 45-60 minutes. Subsequent interviews will be made by your appointment. Interview conversations will be recorded with MP<sub>3</sub> and this information will be rewritten in the form of transcripts.

The researcher will read these transcripts again to again to draw the general themes. The finalized data will be confirmed with you until you agree to utilize these data. The recorded data and interview transcripts will not be shown to others apart from the supervisors of this study.

After conducting this study, these transcripts will be kept in a safe custody. Although this research paper will be presented in conference, your name will not be identified. By expression your feelings and experiences, you can share your feelings others and you will feel relaxed, although you might feel boring and wasting of your valuable time.

The findings of this study will be used in providing HR performance to reflect the sale sector. If you feel embarrassed, you can stop the interview. You will have a right to withdraw to participate in this study one month before the time of report for conducting this thesis if you do not want to participate. This study will not affect on your taking and care. The permission from authorized personnel has been obtained to conduct this study.

Any question or further information regarding this study can be enquired to the address: Han Phyo Win, Degree of Master of Business Administration, on the telephone number **+9595154508**.

*Thank you for your attention in this study.*

**Han Phyo Win**

**Degree of Master of Business Administration**

## APPENDIX (III)

### Informed Consent Form

**Research Title**        *-The impact of recession on HR performance management in sale sector:  
Qualitative study*

#### Supervisors

**Supervisor (1)**

**Supervisor (2)**

**Researcher**            **Han Phyo Win**

- (1) I clearly understood the nature and purposes of the research project.
- (2) I have had the opportunity to ask questions about it and any question that I have asked was answered to my satisfaction.
- (3) I clearly understood that interview questions for not more than one hour will be asked and it does not include invasive procedure.
- (4) I also understood that participating in this study may not affect my life in the present or future.
- (5) I agree that while the information gained during the study may be published, my personal information will be kept confidential.
- (6) I understood that I can withdraw from the study or refuse to answer any questions one month before the time of report for conducting this thesis.
- (7) Therefore, I consent voluntarily to participate in this study.

**Signature**-----

**Name** -----

**Date** -----

**(Participant)**

**Signature** -----

**Name** -----

**Date** -----

**(Researcher)**

**Signature** -----

**Name** -----

**Date** -----

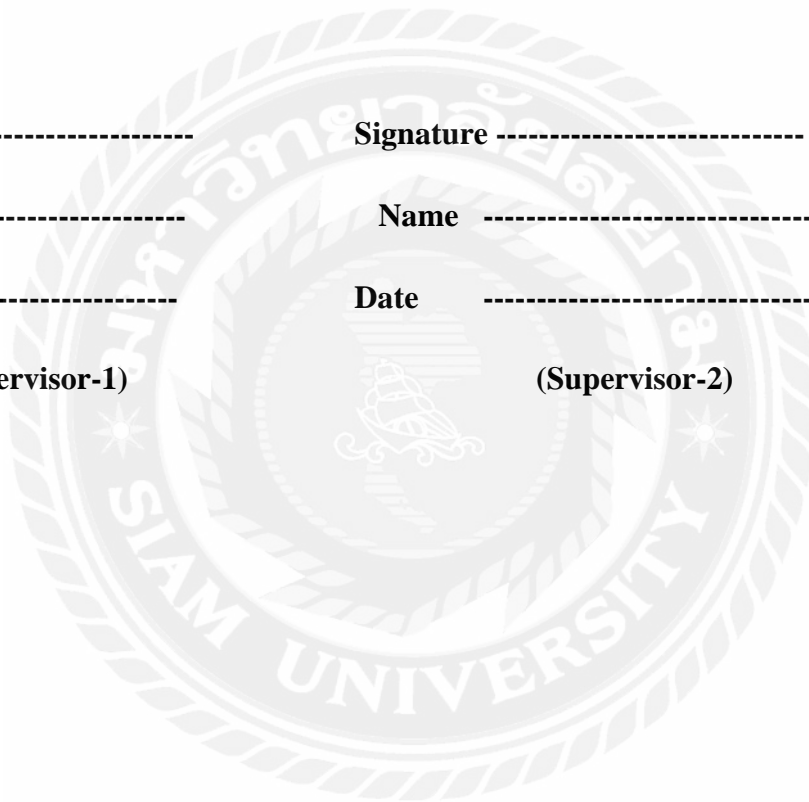
**(Supervisor-1)**

**Signature** -----

**Name** -----

**Date** -----

**(Supervisor-2)**



## **APPENDIX (IV)**

### **List of Abbreviation**

HR = Human Resource

HRM = Human Resource Management

HRMP = Human Resource Management Practices

HRP = Human Resource Performance

HRD = Human Resource Department

HRPM = Human Resource Performance Management

OC = Organizational Culture

OCB = Organizational Citizenship Behavior

NC = National Culture





## APPENDIX (V)

### Time Frame Gantt chart

Year and Month	September 2018					December 2018				
Week Activities	week					week				
	1	2	3	4	5	6	7	8	9	10
Literature Review			*	*	*	*	*	*	*	*
Proposal Writing					*	*	*			
Proposal Summit										
Data Collection										
Data Analysis										
Report Writing										
Report Presentation										

July To December 2018	July 2018 week					August2018 week				September 2018 week					October 2018 week				November 2018 week				December2018 week				
Week Activity	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
Literature Review	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Proposal Writing																											
Proposal summit																											
Data Collection															*	*	*	*	*	*	*	*					
Data Analysis																	*	*	*	*	*	*	*				
Report Writing																					*	*	*	*	*	*	
Report Presentation																										*	