



**The Effect of HRM Practices on Employee Job Satisfaction and Turnover in the  
Garment Industry in Myanmar**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION  
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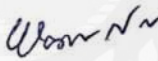
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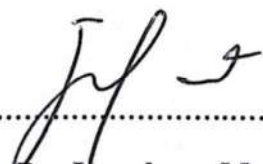
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This Independent Study Has Been Approved as a Partial Fulfillment of the  
Requirements for the Degree of Master of Business Administration

  
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**Research Title :** The Effect of HRM Practices on Employee Job Satisfaction and Turnover in the Garment Industry in Myanmar

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### Abstract

This study examines the effect of human resource management practices on employee job satisfaction and to examine whether human resource management practices can also reduce employee turnover in the garment industry, Myanmar. To achieve the objectives of this study, the secondary data was used by collecting the recorded organization data from internet, textbooks, and related research papers. The findings indicated that human resource management practices namely, recruitment and selection, training and development, performance appraisal, compensation and benefits are the influencing factors of employee job satisfaction. The results showed that all the human resource management practices strongly affect the satisfaction of the employees. Moreover, the study found that especially employee job satisfaction is the most influencing factor of the turnover rate of employees in the organization. In addition, this study also indicated that employee job satisfaction and employee turnover are directly related to each other. Most garment industries in Myanmar have a lack of HR planning analysis, no specific HR department, and no systematic HRM practices. As for suggestions, the garment factory should set up the full-fledged Human Resource Department with competent officials who have expertise related to various functions of the department and should apply systematic Human Resource Management practices. Therefore, this study attempts to highlight a more comprehensive understanding of employee job satisfaction and employee turnover based on human resource management practices of the garment industry in Myanmar.

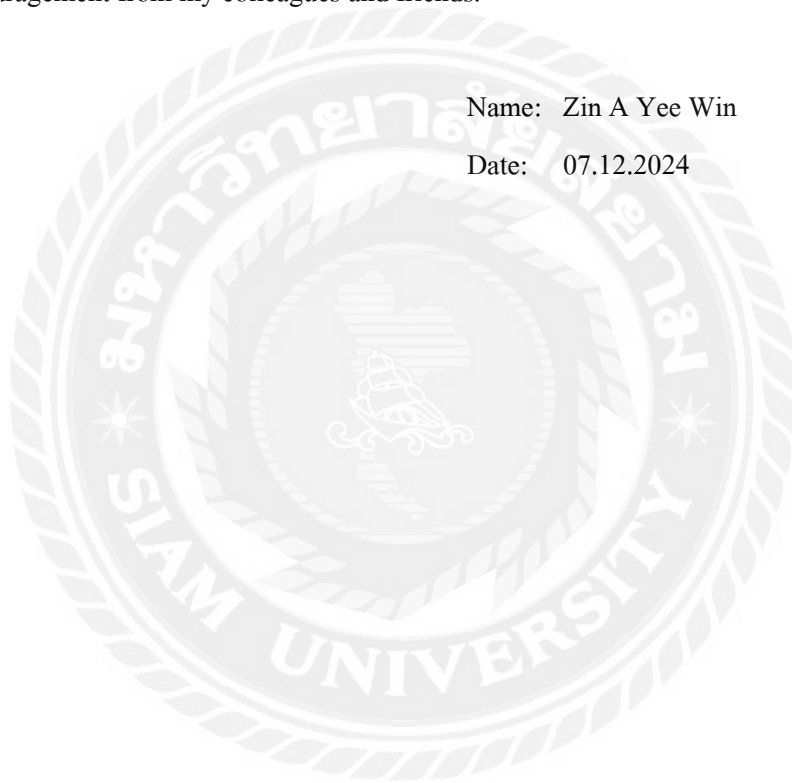
**Keywords:** HRM practices, employee job satisfaction, turnover

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## DECLARATION

I, Zin A Yee Win, hereby declare that the research contained in this independent study, “The Effect of HRM Practices on Employee Job Satisfaction and Turnover of Garment Industry in Myanmar” is original and has not been submitted for a higher degree to any other university or institution.

Zin A Yee Win

07.12.2024

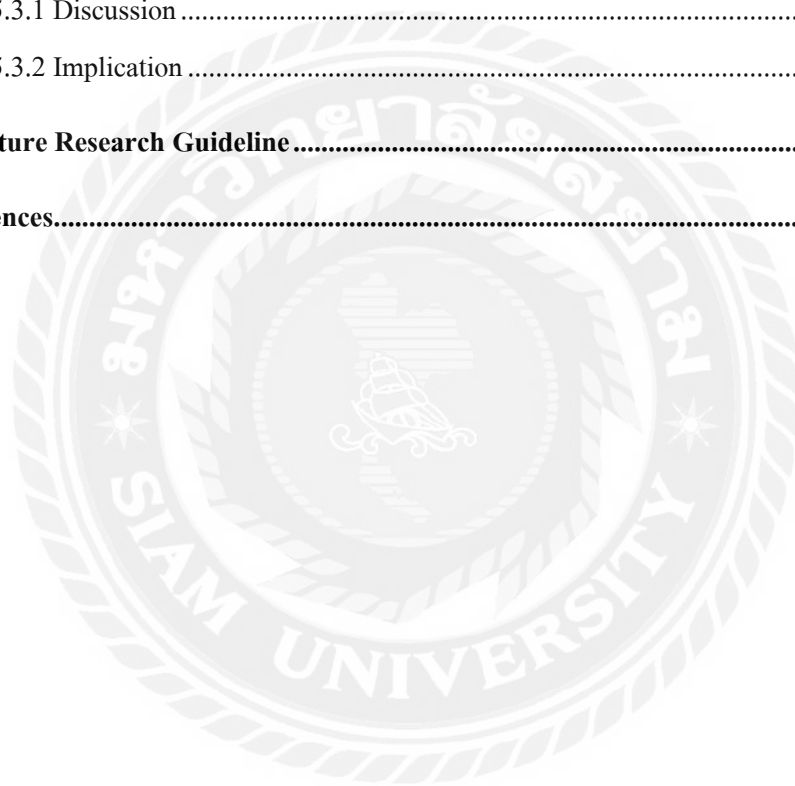


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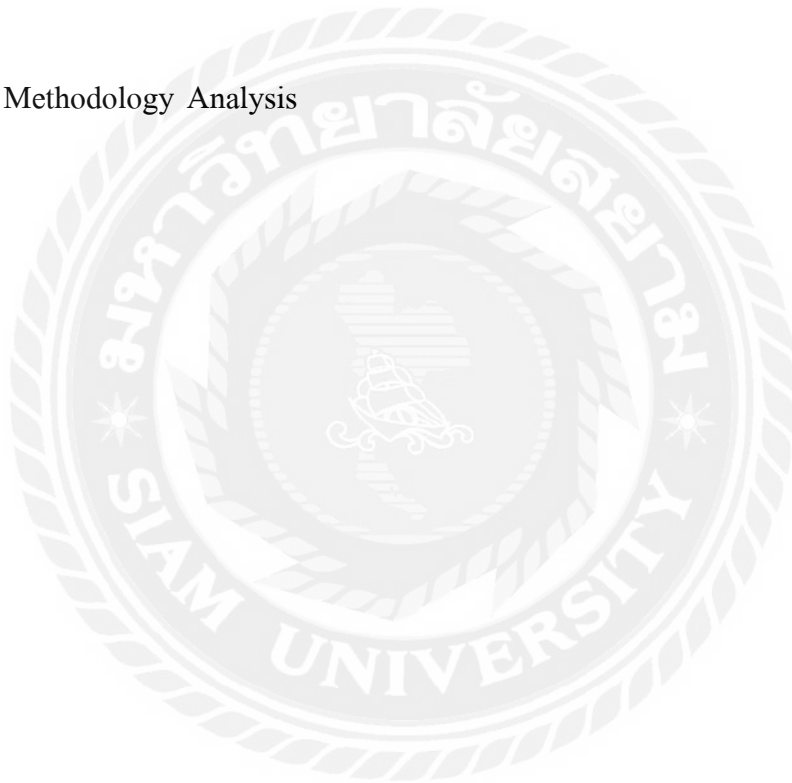


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## **CHAPTER 1**

### **Introduction**

#### **1.1 Background of the Study**

For competitive market nowadays, human resources become one of the most important assets in almost all organizations. Their competency, skill, knowledge, and experiences are essential to the success of organizations. Their efforts can also enhance in productivity, quality, new technology and new ideas which can accomplish to customer needs and wants and make the product gets into the market (Chong et al., 2020). Employees are a major resource that organizations can use strategically to gain competitive advantage. Therefore, many companies use various kinds of strategies to motivate and maintain their employees.

People management is very important for business success today. Employees are the most important asset in an organization. And it is difficult to maintain. Employee retention in an organization depends on remuneration, good opportunities, compliance with company policies, incentives, and evaluation of job quality. Many factors influence this, such as compensation plans, employee ratings, and the job itself (Cloutier et al., 2015). Low employee turnover indicates that employees are satisfied with their jobs.

The garment industry in Myanmar has seen significant growth in recent years, emerging as a crucial sector in the country's economy. This growth, driven by favorable trade agreements, competitive labor costs, and increasing foreign investment, has also brought challenges related to workforce management. Human Resource Management (HRM) practices play a pivotal role in addressing these challenges, influencing both employee job satisfaction and turnover rates. According to Zhu & Liu (2019) effective HRM practices are essential for maintaining a motivated and stable workforce, which is critical for sustaining the industry's growth.

However, despite its importance, the garment sector in Myanmar has been characterized by high employee turnover rates, which can be attributed to various factors including inadequate HRM practices, poor working conditions, and limited opportunities for career advancement (International Labour Organization, 2021). Studies suggest that improving HRM practices, such as employee

training, compensation, and workplace safety, could lead to higher job satisfaction and reduced turnover, ultimately benefiting both employees and employers (Zhu & Liu, 2019). Understanding the relationship between HRM practices and employee outcomes is essential for developing strategies to enhance job satisfaction and reduce turnover in the garment industry in Myanmar.

In general, Myanmar has a strong textile base, but the country's isolation and international sanctions have hit the industry. However, Myanmar's continued development is helping to revive the country. In fact, since the lifting of sanctions, the textile industry has been the main driver of growth in Myanmar's manufacturing sector and a key driver of economic growth in general (Kojima & Ohno, 2022). According to the Myanmar Garment Manufacturers Association (MGMA), it is one of Myanmar's main exports, generating significant revenue and employing 450,000 people (90% female) in more than 600 factories.

In Myanmar's garment industry, high turnover rates and low job satisfaction have been identified as significant issues that hinder the industry's growth and development. The labor-intensive nature of the garment industry, coupled with poor working conditions, low wages, and limited opportunities for career advancement, contributes to these challenges. Research by Al-Suraihi, 2021 highlights that inadequate HRM practices, such as lack of employee engagement and poor communication, exacerbate these issues, leading to a cycle of high turnover and low morale. Addressing these challenges through improved HRM practices is crucial for the sustainability of the garment industry in Myanmar, as it can lead to higher employee retention, increased productivity, and overall better organizational performance.

According to the European Union (EU), textiles were Myanmar's largest export to the EU in 2017. Overall, the EU is Myanmar's largest textile importer. Other major importers from Myanmar include Japan, South Korea, and the United States. China is also an important trading partner, as most of the garments are imported domestically, but the final product is sent to China (Huynh, 2016). The garment industry is active, exporting and using standard technology. Clothing companies often require employees to work. Skilled workers are needed to understand the technology. In the development process, key personnel have become important in the garment industry because the ability to retain key personnel is the key to future survival.

Now, local businesses face the problem of switching from one company to another. Many organizational leaders are aware of these challenges and recognize the need to retain skilled and

motivated employees who will contribute to the success and achievement of the organization. The challenge for most organizations today is to create effective employee retention programs that help retain employees who are considered important to the success of the organization's brand (Ramapriya & Sudhamathi, 2020). For retaining the most important asset, best human resource practices are needed to be used.

## **1.2 Problem of the Study**

There is currently very little general understanding of the relationship between employee engagement and employee satisfaction, and how the two relate to each other. Employee satisfaction depends on the mood and emotions of the employee. This is because it has a significant impact on employees' professional lives and has a significant impact on performance, honesty, teamwork commitment, relationships with other employees and employee behavior (Elrehail, 2020).

Human Resource Management (HRM) is important in socio-economic areas related to the demands of the workplace. Implementing a systematic approach to HR management in relevant tasks is critical to managing happiness and well-being in the workplace. In addition to increasing productivity, it is also necessary to reduce workplace conflict (Imm, 2021). Common problems in various sectors of the Myanmar economy are unemployment, poor labor-employer relations, lack of organizational structure, workplace policies, poor law enforcement, policies negative and low service reliability law. These incidents are often caused by poor resource management practices in the workplace and conflicts between employers and employees due to poor resource management in the workplace. Conflict between employer and employee can affect not only the workplace, but also the family life of each employee (Bernhardt et al., 2017).

The garment industry in Myanmar, while a significant contributor to the nation's economy, is plagued by persistent issues related to human resource management (HRM) practices that adversely affect employee job satisfaction and turnover rates. One of the central problems is the inadequacy of HRM practices in addressing the needs and expectations of the workforce. Many garment factories operate under conditions that are far from ideal, with employees often facing long working hours, low wages, and minimal benefits. These factors, combined with a lack of effective

HRM strategies such as proper training, fair performance appraisals, and career development opportunities, contribute to widespread dissatisfaction among workers.

High turnover rates in Myanmar's garment industry not only disrupt operations but also lead to increased costs related to recruitment, training, and lost productivity. This is further exacerbated by the fact that many HRM practices in the industry are reactive rather than proactive, focusing on short-term fixes rather than long-term solutions. Research by (Cyriac, 2018) indicates that the lack of employee engagement and inadequate communication from management further alienates workers, making them more likely to leave their jobs in search of better opportunities elsewhere. This revolving door of employees creates a volatile work environment, where both job satisfaction and organizational stability are compromised. Addressing these problems through comprehensive and well-structured HRM practices is essential for reducing turnover and improving job satisfaction, ultimately leading to a more sustainable garment industry in Myanmar.

However, garment manufacturers in Myanmar face these problems: unemployment is a big problem, a big change; neither employees nor employers have much experience in community relations and engagement at the company level (Cyriac, 2018). Employers and employees are unfamiliar with labor laws and human resource management procedures. These points are specific issues between employers and workers in the garment industry that are a source of conflict, many of which have been neglected due to socio-economic factors. Garment factories face many problems in the workplace, such as low productivity, high costs and many conflicts (Romeo & Lins, 2020). Therefore, employee turnover has become a significant problem as employee leaves organization. Hence, the main struggle of Garment Industry in Myanmar is retaining the skilled employees. An organization cannot function normally without competent employees. For this reason, analyzing the effect of HRM practices on employee satisfaction and employee turnover in Myanmar's garment industry is essential to gain a competitive advantage.

### **1.3 Objectives of the Study**

In this research, there are two main objectives.

1. To examine the effect of human resource management (HRM) practices on employee job satisfaction in the garment industry in Myanmar.
2. To analyze the effect of human resource management (HRM) practices on employee turnover in the garment industry in Myanmar.

### **1.4 Scope of the Study**

This research focused on human resource management practices of garment industry in Myanmar. This study also examined the effect of human resource management practices on employee job satisfaction and turnover. The study provided recommendation for future issues related to employee job satisfaction and turnover to achieve objectives of the organization and growth of organization. This research analyzed the previous studies, journals, website, textbooks, and records of garment industry in Myanmar.

### **1.5 Significance of the Study**

Through this research, it can be found that the most influencing practices in human resource management of garment industries in Myanmar. By improving human resource management practices within the organization, employee become more satisfied and turnover rate can be reduced. When the employees are satisfied in organization, their performance and productivity will be more increased. If the organization can reduce the turnover rate, it will be able to retain employees. Thus, it can reduce training cost and time to train new employees. The findings of this research give valuable information for the growth of garment industry and contribute to the continuous achievement of garment industry in Myanmar.

## CHAPTER 2

### Literature Review

#### 2.1 Human Resource Management (HRM) Practices

Human Resource Management (HRM) is a necessary part of every organization which targets to manage people and achieve towards the desired goals through the implementation of a series of activities (Boon, 2019). The existence of human resource management is related to the beginning and development of an organization which defined as a formal constitution of people who work together to achieve the organization's goals. The main objective of HRM is to achieve the organizational goals by using people (Bonache & Festing, 2020).

Human Resource Management (HRM) theories provide a framework for understanding how organizations manage their workforce to achieve both employee satisfaction and organizational goals. Several foundational theories underpin HRM practices, each offering different perspectives on the management of human resources. One key theory is the Resource-Based View (RBV), which posits that an organization's workforce is a vital resource that can provide a sustainable competitive advantage when managed effectively.

According to Barney (1991), resources that are valuable, rare, inimitable, and non-substitutable (VRIN) are crucial to an organization's success, and the effective management of human resources can transform the workforce into such a resource. HRM practices such as recruitment, training, performance management, and compensation are vital for developing and maintaining this valuable workforce, leading to improved organizational performance and employee satisfaction.

Nowadays, as the global market grows more challenging and unstable, many firms may concentrate on human resource practices to overcome the problems and increase in advantages over its competitors. Human resource practices are acknowledged as a basic part of the organization because they enhance the good performance of the organization and help to create a supportable advantage depends on highly skilled employees (Satyendra, 2020).

Human resource practices can improve an organization's abilities, knowledge, creativity, cooperation, commitment, and the result. Additionally, it is a technique which establishes the attitudes and behaviors of the employees and sets up the relationship between the organization and employees (Alsafadi & Altahat, 2020). Thus, it helps the organization to achieve its objectives by motivating the employees to apply more efforts based on innovation and creativity.

There are many aspects of human resource practices that have an impact on employee retention including rewards and benefits, recompense, training and development, workplace, and work-life harmony. Employee retention is positively correlated with HRM practices like reward, work-life balance, organizational commitment, employment opportunities, and supervisor support (Kin & Ahmad, 2022).

Additionally, Herzberg's Two-Factor Theory distinguishes between hygiene factors, such as salary and working conditions and motivators, such as achievement and recognition in influencing job satisfaction. Herzberg asserted that while poor hygiene factors can lead to dissatisfaction, it is the presence of motivators that truly drive employee satisfaction and performance (Herzberg, 2024). Effective HRM practices that focus on both eliminating dissatisfaction and introducing motivators can lead to a more motivated and committed workforce, reducing turnover and increasing job satisfaction.

The position of the employer and the commitment of employees positively influence the effective implementation of human resource management systems. Human Resource Management (HRM) includes many practices such as training and development, recruitment and selection, job analysis, compensation and reward, employee relations and performance appraisal enable employees to work better to improve the performance of the organization (Malik & Baig, 2020). All these practices should be implemented to complete high level of employee job satisfaction and employee turnover in the organization.



### **2.1.1 Recruitment and Selection**

Recruitment and selection are critical components of human resource management (HRM) practices that significantly impact an organization's ability to attract and retain a talented workforce. The literature on recruitment and selection emphasizes that these processes are foundational to organizational success, as they ensure the right individuals are placed in the right roles, which contributes to overall organizational performance and employee satisfaction. According to Breugh and Starke (2000), effective recruitment practices involve identifying and attracting a pool of qualified candidates from which the best candidate can be selected. The authors argue that the effectiveness of the recruitment process directly influences the quality of the applicant pool and, consequently, the caliber of employees hired (Breugh, 2000).

From a human resource management point of view, one of the most important and most difficult ways to manage people to achieve the goals of the organization is the process of recruitment and selection. The results of the recruitment and selection process can greatly benefit the organization if the right people with the combined skills are selected. And it doesn't help if the wrong people are chosen. This can lead a person to act unwisely (Kandefer, 2020). Recruiting and selecting within an organization always involves some investment. Bratt & Gold (2012) defined recruitment as the process of creating a pool of suitable candidates for employment within an organization. Selection after hiring. Once the right candidates with the right skills and talents are identified, a rigorous selection process is guaranteed (Davis, 2019). This process is typical of many manufacturing projects.

### **2.1.2 Training and Development**

Training and development are an organizational subsystem that focuses on improving the performance of individuals and groups. Training can be described as an attempt to develop additional skills needed now or in the future to raise an employee's level of performance. Training means equipping new or existing employees with the skills they need to do the job, for example by showing them how to do their job. Training may include job descriptions for new employees from

existing employees or daily on-the-job training and multi-week classroom training (Karim, 2019). Training can be used as a tool to increase employee performance and productivity to improve organizational performance.

According to Noe (2018), training is a systematic approach to learning and development that improves individual, team, and organizational effectiveness. The author highlights that well-designed training programs, tailored to the specific needs of employees and aligned with organizational goals, can lead to significant improvements in productivity, job satisfaction, and employee retention. Development, on the other hand, is a broader concept that focuses on the long-term growth of employees, including their career progression and personal growth (Watson, 2018). The literature on training and development within HRM practices highlights the critical role these activities play in enhancing employee capabilities and achieving organizational success. By investing in targeted training and comprehensive development programs, organizations can not only improve job performance and satisfaction but also build a more skilled and committed workforce.

### **2.1.3 Performance Appraisal**

Performance appraisal is the process of monitoring and evaluating the performance of employees, record the results of appraisal and give advice to employees. Experienced managers provide feedback and support regarding the appropriateness of employee performance elements in appraisals (1) the goals of rating systems through design and processes such as rating scales, and (2) training managers in the proper use of performance ratings. Questions for managers to provide information and advice that will improve employee performance and development (Terra, 2023).

Performance appraisal is a critical aspect of Human Resource Management (HRM) practices that involves the systematic evaluation of employee performance in relation to organizational goals and objectives. The literature on performance appraisal highlights its significance in providing feedback, identifying areas for improvement, and making decisions related to promotions, compensation, and training needs. According to DeNisi & Murphy (2017), performance appraisal serves as a key tool for aligning individual performance with organizational

strategies by setting clear expectations and assessing how well employees meet these expectations. The authors emphasized that effective performance appraisal systems are those that are fair, transparent, and based on well-defined criteria, leading to enhanced employee motivation and job satisfaction (DeNisi & Murphy, 2017).

#### **2.1.4 Compensation and Benefits**

Most of us, even if we love to work, wouldn't do it without a compensation package. Compensation includes not only salary, but also medical benefits, as well as other benefits such as commissions, incentives, overtime fee, bonuses, wages, travel / food / accommodation allowances, and other benefits (medical care, holidays, vacations). Benefits may include annual leave, which is a special rate when purchasing employer services or products (Kadir & Ismail, 2019). The best compensation package can attract the best employees to stay with your organization. A compensation package should be positive to attract interest and increase employee morale, motivation and satisfaction. If employees are not satisfied, it leads to high turnover and lower quality of work for the remaining employees. The compensation system that an organization offers to its employees plays an important role in determining employee performance and retention (Wooll, 2022).

Compensation and benefits are fundamental elements of Human Resource Management (HRM) practices that directly influence employee motivation, job satisfaction, and organizational commitment. The literature on compensation and benefits underscores their critical role in attracting, retaining, and motivating employees. According to Milkovich, Newman, and Gerhart (2014), compensation includes all forms of financial returns and tangible services and benefits that employees receive as part of an employment relationship. Effective compensation strategies are crucial for ensuring that employees feel valued and rewarded for their contributions, which in turn enhances their engagement and performance (Milkovich et al., 2022).

### **2.1.5 Reward System**

A reward system is an effective way to motivate employees in companies to improve productivity, engagement and morale. Employee reward programs refer to programs developed by a company that reward and motivate employees on an individual or team basis. It is usually considered separate from salary but can be cash or company expenses. Rewarding good performance can be a powerful motivational tool that wins appreciation and increases productivity (Noorazem & Sabri, 2021).

The reward system is a crucial component of Human Resource Management (HRM) practices that significantly influences employee motivation, job satisfaction, and organizational performance. The literature on reward systems emphasizes their role in reinforcing desired behaviors and aligning employee goals with organizational objectives. A well-designed reward system can motivate employees to perform at their best, foster a culture of excellence, and contribute to higher levels of employee engagement and retention.

According to Armstrong & Taylor (2014), reward systems encompass both financial rewards, such as bonuses and salary increases, and non-financial rewards, such as recognition, career development opportunities, and work-life balance initiatives. The authors argue that an effective reward system must be strategically aligned with the organization's goals and tailored to meet the diverse needs of the workforce (Armstrong & Taylor, 2014).

### **2.1.6 Employee Health, Security and Safety**

Health and safety programs are concerned with protecting workers and others from hazards posed by others who are affected by what their employment, job, or business creates. They are occupational health and safety management managers/inspectors at all levels (Jonathan & Mbogo, 2016). Employee health, security, and safety are critical components of Human Resource Management (HRM) practices that significantly influence organizational performance and employee well-being.

The literature on these topics highlights the importance of creating a safe and healthy work environment, which not only ensures the physical and mental well-being of employees but also

enhances productivity, job satisfaction, and retention. According to Cascio (2019), effective health, safety, and security programs are essential for reducing workplace injuries, illnesses, and accidents, which in turn lowers costs related to workers' compensation, legal liabilities, and lost productivity. The author emphasizes that organizations with strong safety cultures are more likely to experience higher employee morale, lower absenteeism, and reduced turnover rates (Cascio, 2019).

## **2.2 Employee Job Satisfaction**

Employee satisfaction can be defined as the well-being of employees in a company. Employee satisfaction can be measured as satisfaction brought about by working conditions, salary, and wage structure, playing conditions and how employees are monitored in the system (Wen & Yan, 2021).

Clarke (1997) argued that if employees are dissatisfied with their assigned work, they are unsure about factors such as their rights, unsafe working conditions, uncooperative colleagues, disrespecting their supervisor and not being accommodated. They feel disconnected from the organization during the decision-making process (Andrade, 2019). In addition, the author points out that in our time, companies cannot afford disgruntled employees, who will be fired because they do not meet the standards or expectations of their boss, which results in more employees, and spend money to hire new employees. Therefore, it is beneficial for companies to provide employees with a work environment where their opinions are valued and where they feel included in the organization. Employee morale needs to be high, and this will reflect in their performance and with poor behavior they will be less likely to seek improvement (BasuMallick, 2021).

Many companies do not realize the importance of employee satisfaction, which leads to many problems at work. The organization is internally weak and therefore unable to launch new products in the market to beat competitors. Employees are an important component in achieving the mission and vision of the business (Mendoza, 2019). It is essential for organizations to ensure that employees possess the skills and support needed to meet established performance standards. Employee satisfaction is critical to meeting organizational standards, and employees need a

workplace that allows them to work safely, preventing them from doing their jobs perfectly. Employee satisfaction generally reflects how much an employee enjoys their job (Edwards, 2020). Spector (1997) further explained that if employees perceive that the company values them and they are satisfied with their organization, they have a sense of belonging and high loyalty to the organization.

Job satisfaction of employee displays high productivity, motivation, and low employee turnover. On the other hand, job dissatisfaction shows the lack of motivation, poor performance, and negative attitudes. Low job satisfaction can also lead to high turnover rates of employees.

Eventually, the employee will quit sooner or later to find a better job that they enjoy doing. A lot of industries, such as the garment industry, have high turnover rates and are unable to retain many skilled employees (Namugawe, 2020).

Employee job satisfaction is influenced by various factors such as working conditions, nature of work, observation, procedure and administration, development, compensation, interpersonal relationships, acknowledgement, and empowerment.

### **2.2.1 Basic Pay**

For most employees, the primary motivation for working is the salary they receive. Money plays a critical role in fulfilling personal needs and enhancing an individual's social status. Providing fair and timely compensation is essential, as it not only ensures financial stability but also fosters job satisfaction.

### **2.2.2 Working Conditions**

Employee's satisfaction with the work is also influenced by working conditions. When individuals work in a clean and supportive environment, they find it easier and more enjoyable to come to work. Employees may have an important effect on the satisfaction of work when working condition is either special or poor (Phadke, 2023).

### **2.2.3 Empowerment**

Empowerment is an effective technique to foster expertise because it creates a productive and secure environment where people can obtain new abilities and skills. The most important thing of empowerment is to give new talents to enhance the value of personal development for employees. Employee job satisfaction is completely and significantly correlated with employees' knowledge of the goals, principles, and policies of their organization, which managers should take into account when making decisions process. Participation by employees in organizational events may increase job satisfaction level (Rana & Singh, 2016).

### **2.3 Employee Turnover**

Satisfaction with the job directly affects the circulation or turnover of employees. Employees who are satisfied with their work bring positive effects and desired tasks, which can increase efficiency and productivity. Additionally, it also helps reduce the lack of work and the rate of turnover, which is reflected in reducing employment costs (Ismael, 2020).

According to Staw (1980), turnovers can have both beneficial and bad consequences in the organization. As a result of negative effect on having to replace staffs with a high expense, the organization must give most time and choose activities for advice and elections which will increase the responsibilities of management (Alex, 2021). According to Robbins & Judge (2015), turnover specified to "withdrawal with voluntary and involuntary from the organization", interpreted as someone departure from the organization voluntarily and not voluntarily (Holliday, 2021). According to Pitts, Marvel & Fernandez (2011), turnover can lead to a major problem for the organization, the costs of turnover may cause the organization to fail. Business leaders may not be aware of the causes behind the turnover. There is a chance to change the results if business leaders can figure out why employees are considered out about quitting the organization before they actually go out. Ong and Koh (2018), stated that due to the high costs involved, various organizations focus on retaining talented employees and reducing the turnover rate (Shah & Sajjad, 2020).

Hay (2002) found that most of the employees choose a career based on learning opportunities and development as the main purpose for remaining in the organization, which leads

to satisfaction in the work. According to the Ingsih (2020), most organization measure the satisfaction of employees every year by using the survey to reduce the rate of employee turnover, which is the most significant for the company. If the organization gives more chances to the employees to engage in challenging and exciting work, they will be more involved and satisfied in organization, more devoted to their organization, and finally there is a less chance of going out of the organization (Chin, 2018). The factor affecting employee turnover which are highlighted by Nawaz (2009) are shown as below.

### **2.3.1 Job Satisfaction**

The satisfaction with job is happiness at work which makes the work more interesting. Spector (1996) specified the satisfaction of the work as "An emotional status that is satisfactory or positive, which is the result from evaluation of someone's work or workplace experience."

### **2.3.2 Organizational Commitment**

The determination of the organization plays an important role in limiting the minds of each person to resign. When compared to uncommitted workers, committed workers consistently have higher attendance figures and remain in a company for longer periods of time.

### **2.3.3 Work Environment**

Working conditions play a very important role in increasing the satisfaction of the work and determination of organizations in the labor community. According to Dawson (1986), the work environment, includes factors or qualifications with work conditions and all situations for workers.

### **2.3.4 Career Management**

The garment industry in Myanmar has fewer potential for low-level workers to grow and build long-term careers. There are some reasons related to this factor, such as 90% of workers who do not have the required knowledge, lack of proper skills and absence interpersonal relationships within the industry. These issues may lead to a lack of motivation or opportunities for workers to grow and develop. In this condition, workers have never argued to promote higher determination



and profit from this organization. Therefore, organizations need to consider employees' needs for career management to improve productivity of employees (Rajapaksha, 2015).

### **2.3.5 Monetary Reward**

A monetary award is something that the employer provides an employee in exchange for his or her services, such as cash or equivalent. Here, the award is equivalent, including fringe benefits, medical services, and provident funds, etc.

## **2.4 Previous Studies**

This section presents previous research studies on the impact of human resource management practices on employee job satisfaction and employee turnover.

The relationship between satisfaction of employees and human resource management practices has increased approaching rapidly in the current research. Different researchers argued that in those companies that have managed and perceived the organizational practices as an investment, the turnover rate must be reduced (Biaison, 2020). The previous studies about how HRM practices that have influenced on the satisfaction of employees, both international and local, is previously proceeded and they focus on HRM practices including the satisfaction of employees. If the organization will develop and proceed according to the motivation plan for all employees in the organization, the employee's turnover rate will decrease (Shah & Hashim, 2019).

Ijigu (2015) investigated the effect of human resource management practices on the satisfaction of employees in Ethiopia Bank. The study shows that the training and development, evaluation and reward package have high positive correlations with the satisfaction of employees whereas recruitment and selection is found to have a moderate but positive link with employees' job satisfaction (Ahmed & Zaman, 2017). Furthermore, the regression result demonstrates that job satisfaction of employee is significantly and positively impacted by recruitment and selection, training and development, performance appraisal and compensation package. Organizations can

maintain their employees with employees' job satisfaction in the workplace. Hence, the turnover of employee depends on the employees' satisfaction (Badre, 2021).

In the manufacturing industry in Malaysia, Hee (2018) did the analysis called Human Resource Management Practices and Employee's Turnover. The main purpose was to observe the impact of Human Resource Management (HRM) practices (recruitment and selection, training and development, compensation and benefits) on employees' turnover. The survey questionnaire was compiled by 60 applicants who worked in the Malaysia's manufacturing industry. They discovered that compensation and benefits was the key factor which influenced the employees' turnover. Therefore, industrial companies should make additional efforts in this part to maintain talent and reduce the rate of turnover of its workforce (Hee & Yan, 2018).

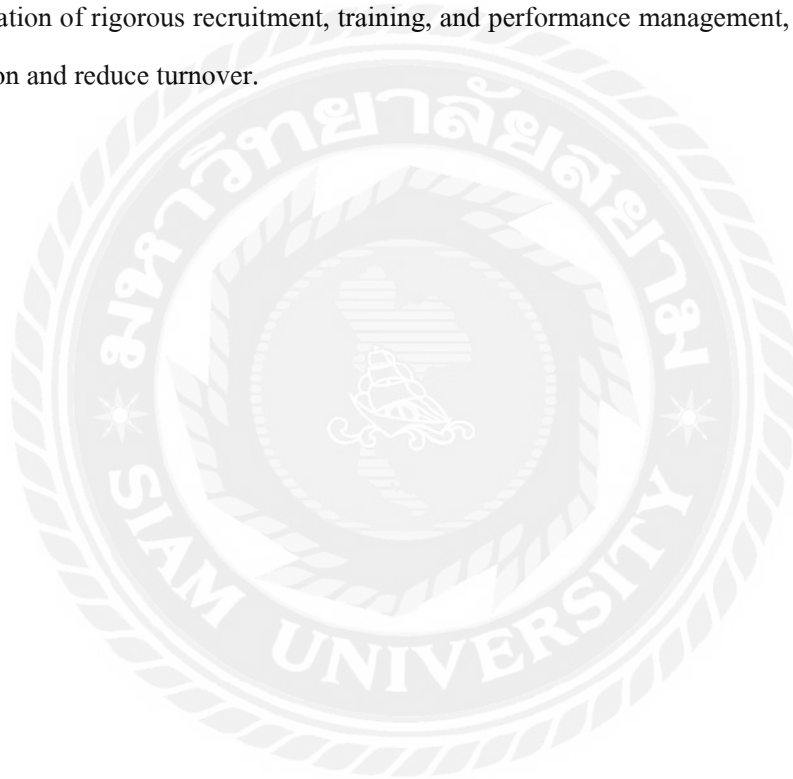
The study by Wright & Boswell (2002) aimed to investigate the relationship between HRM practices and employee job satisfaction and turnover intentions. Specifically, the researchers sought to understand how various HRM practices, including recruitment, selection, training, and performance appraisal, impact employees' job satisfaction and their intention to leave the organization. The study utilized a sample of 350 employees from various industries, including manufacturing and service sectors. Data were collected through a structured questionnaire that assessed HRM practices, job satisfaction, and turnover intentions. The questionnaire included both Likert-scale items and open-ended questions to capture a range of employee perceptions.

The data were analyzed using multiple regression analysis to determine the impact of HRM practices on job satisfaction and turnover intentions. The researchers also employed factor analysis to identify underlying dimensions of HRM practices. The study found that effective HRM practices, particularly those related to training and development, performance appraisal, and fair compensation, had a positive impact on employee job satisfaction. Conversely, inadequate HRM practices were associated with higher turnover intentions. The results suggested that organizations implementing comprehensive HRM practices could reduce turnover by enhancing job satisfaction.

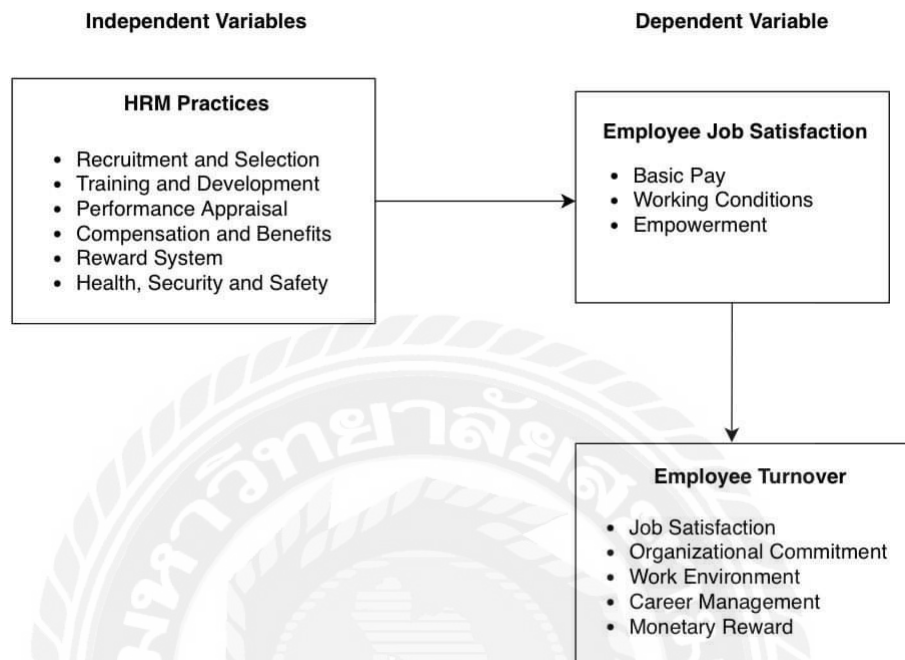
The study by Jiang & Lepak (2012) aimed to investigate the effects of high-performance work systems (HPWS) on employee job satisfaction and turnover. The researchers examined how HPWS, including practices such as selective staffing, extensive training, and performance

management, influence employee outcomes. The study surveyed 600 employees across various industries, including technology and retail. Data were collected using online surveys that assessed HPWS practices, job satisfaction, and turnover intentions.

The researchers used confirmatory factor analysis (CFA) and structural equation modeling (SEM) to analyze the relationships between HPWS practices and employee job satisfaction and turnover. The study found that HPWS practices positively affected employee job satisfaction and negatively impacted turnover intentions. The results indicated that HPWS practices, which include a combination of rigorous recruitment, training, and performance management, enhance employee satisfaction and reduce turnover.



## 2.5 Conceptual Framework



*Figure 1: Conceptual Framework*

The conceptual framework of this study is established based on theoretical concepts and previous findings. In the conceptual framework, independent variables include six factors of HRM practices, namely recruitment and selection, training and development, performance appraisal, compensation and benefits, reward system and health security, and safety. Dependent Variables include employee job satisfaction (basic pay, working conditions, empowerment) and the turnover of employees. The purpose of this conceptual framework is to find out the relationship between employee satisfaction and turnover of the employee. This conceptual framework describes how HRM practices affect employee satisfaction and how employee turnover is affected by the satisfaction of employee in the garment industry in Myanmar.

## CHAPTER 3

### Research Methodology

#### 3.1 Research Design

This research utilized a secondary research design to determine the impact of human resource management (HRM) practices on employee job satisfaction and turnover in the Myanmar garment industry. Secondary data was collected from various sources such as journal articles, industry reports, government publications, and organizational case studies. Academic journals and research papers shed light on current HRM practices and their effect on employee satisfaction and turnover, in a global context as well as in developing countries such as Myanmar (Kundu & Gahlawat, 2016). Industry reports, like those of the Myanmar Garment Manufacturers Association (MGMA), provide more detailed information on working conditions and human resource policies and turnover rates unique to the Myanmar garment industry. Besides this, government publications, for example, the Ministry of Labour's reports on labor laws and the labor force statistics, provide a thorough background of the regulatory frameworks that affect HRM practices and employee welfare (MGMA, 2024). Case studies of other third world countries offer comparative light, help to see how HRM practices affect similar situations (Wright & Rebecca, 2010). This secondary data was then rigorously analyzed to find any consistent trends and relationships among HRM practices, employee job satisfaction and turnover.

#### 3.2 Data Collection

Data collection refers to gathering and analyzing information that has already been collected, documented and published by others. It allows researchers to leverage established knowledge, empirical knowledge and empirical evidence, offering a border understanding of the topic without the need for extensive fieldwork. The choice of data collection methods depends on the research design, objectives, and nature of the data needed.

In this study, the researcher mainly used the secondary data collection method. Secondary data analysis involves using data that has already been collected by other researchers or organizations. This method can include analysis of existing datasets, reports, or archival records (Vartanian, 2010). Secondary data is valuable for research that aims to explore historical trends or validate findings from primary data.

### **3.3 Sources Utilized**

#### **Academic Journals and Reports**

This research on the impact of HRM practices on employee job satisfaction and turnover in Myanmar's apparel industry used many secondary sources for a thorough review. This study primarily relied on scholarly journals and books which discuss HRM theories and practices, especially in Third World countries. For example, Kundu and Gahlawat (2016) examined HRM practices in emerging economies, and their work offered a theoretical foundation for the importance of HR practices in employee satisfaction and turnover.

#### **Industry Reports**

Industry reports, including those published by the Myanmar Garment Manufacturers Association (MGMA), were crucial for understanding the specific challenges and opportunities faced by the garment industry in Myanmar. These reports contain detailed data on employment conditions, workforce demographics, and the turnover trends prevalent within the sector (MGMA, 2024). Furthermore, governmental publications from the Myanmar Ministry of Labor provided essential information on labor laws, regulatory policies, and workforce statistics, offering a contextual understanding of the HRM environment in the country (Myanmar Ministry of Labour, 2023).

#### **Case Studies**

The research also included some foreign case studies of HRM practices in other third world countries in order to compare and contrast. Such as, Wright and Kehoe's (2021) work on HRM practices in new economies which has contributed to the understanding of how these practices affect job satisfaction and turnover, both similarities and differences in these economies. These were

necessary in placing the analysis in the general HRM discussion without losing sight of Myanmar's distinct socio-economic context.

### **3.4 Data Analysis**

Data analysis for secondary data involves examining data that has already been collected by other researchers or organizations to address new research questions or validate existing findings. This process is crucial for drawing meaningful conclusions and making informed decisions based on pre-existing data. Secondary data analysis can be highly efficient and cost-effective, leveraging previously collected information to provide insights into various research topics.

Before analysis, secondary data must be cleaned and validated to ensure its accuracy and completeness. This process involves identifying and addressing issues such as missing values, inconsistencies, and errors in the data. According to Saunders et al (2019), data cleaning is a critical step that ensures the integrity of the data and prepares it for effective analysis. Integrating data from multiple sources may be necessary if secondary data is obtained from various databases or studies. Data integration involves combining datasets in a way that allows for coherent analysis. This can include aligning variables, matching data formats, and addressing any discrepancies between datasets (Vartanian, 2010).

Keywords	Influencing Factors	Finding/Sources/References
<b>1.HRM Practices</b>	<b>1.Recruitment and Selection</b>	Many companies do not carry out a proper selection process and select employees for vacancies based on the type of resume and documents required, instead of conducting interviews, they only focus on checking identity documents (Khine, 2022).
	<b>2.Training and Development</b>	Training and development programs to value employees and improve employee performance. Training is sometimes done in the company, sometimes by MGMA and other professionals (Naing, 2022).
	<b>3.Performance Appraisal</b>	Most garment manufacturing companies do not have process evaluation methods and are very poor at analyzing the work of their internal conversion processes (Khine, 2022).
	<b>4.Compensation and Benefits</b>	Compensation is very important to employees. Because it affects social status, happiness, willpower and work performance (Win, 2022).
	<b>5.Reward System</b>	Wai discovered that offering competitive wages and salaries, rewards and benefits, and special opportunities like vacation and insurance can boost employee happiness and loyalty (Wai, 2019).
	<b>6. Health, Security and Safety</b>	Khine (2022) found that most employees do not comply with occupational health and safety regulations. Therefore, all clothing companies must ethically and legally comply with occupational safety and health rules and regulations.
<b>2.Employee Job Satisfaction</b>	<b>1.Basic Pay</b>	According to past researchers, a good starting salary can be a strong factor in job satisfaction that leads to increased organizational performance (Raza & Khan, 2019).
	<b>2.Working Conditions</b>	Robbins (2001) stated that a positive work environment and it can affect employee job satisfaction because employees perceive the physical workplace, which leads to positive employee satisfaction (Fouzder & Saha, 2020).



	<b>3.Empowerment</b>	According to Sarkissian, the most important factor in the long-term success of any industry is motivated employees. Stress has a positive effect on motivation leading to better performance (Hill, 2019).
<b>3.Employee Turnover</b>	<b>1.Job Satisfaction</b>	Job satisfaction affects employee productivity, performance and ultimately lower turnover and employee retention. Lack of satisfaction or low job satisfaction can negatively affect employee performance and encourage them to quit (Mamum & Hasan, 2017).
	<b>2.Organizational Commitment</b>	Organizational support increases employee morale and employee loyalty. The more employees are controlled, the less likely they are to delegate (Ahmad, 2018).
	<b>3.Work Environment</b>	Lack of adequate lighting, air conditioning system, toilets and basic equipment in the work environment can cause employee absenteeism (Mamum & Hasan, 2017).
	<b>4.Career Management</b>	The purpose of corporate governance is to make employees satisfied with the organization. Organizations should provide opportunities for employees to clarify their career goals and learn how to manage their work and achieve goals while working for the organization (Win, 2022).
	<b>5.Monetary Reward</b>	According to Robert, the US Department of Labor found that 46% of employees quit because they were not promoted, and managers could not manage this large turnover, because of inadequacies in the workers' compensation system (Sethunga & Perera, 2018).

**Table 1: Methodology Analysis**

### 3.5 Limitations

Secondary data may not always align perfectly with the research objectives of a new study. The data might have been collected for different purposes, making it potentially unsuitable for answering specific research questions (Vartanian, 2010). Researchers may face challenges in finding data that closely matches their needs, which can limit the scope and depth of the analysis. The quality of secondary data is dependent on the methodologies used by the original researchers. Issues such as measurement errors, biases, and inconsistencies can affect the reliability of the data (Heaton, 2005). Additionally, secondary data might lack detailed information or have incomplete records, impacting the accuracy of the analysis.

Secondary data may be outdated, especially if it was collected several years ago. Changes in social, economic, or political contexts can render older data less relevant or less reflective of current conditions (Saunders et al., 2019). Researchers must consider the time period of the data and its relevance to contemporary issues. Using secondary data can involve ethical and legal challenges, particularly concerning data privacy and consent. Researchers must ensure that the use of secondary data complies with ethical standards and legal requirements, which can be complex if the data was obtained from sources with varying regulations (E-Alarm, 2022).

## CHAPTER 4

### Findings and Discussion

The effect of Human Resource Management (HRM) practices on employee job satisfaction has been a significant area of study. Research findings indicate that effective HRM practices can substantially impact employee job satisfaction and turnover.

#### 4.1 Recruitment and Selection

Research shows that when recruitment and selection processes are designed to accurately match job candidates with the roles and organizational culture, it leads to higher levels of job satisfaction. For instance, a study by (Breugh, 2000) found that realistic job previews, which provide candidates with an accurate picture of the job and work environment, help manage expectations and enhance job satisfaction. This alignment reduces the likelihood of role ambiguity and increases employees' satisfaction with their job and organization.

Fairness in the selection process is closely linked to job satisfaction. Studies have shown that candidates who perceive the selection process as fair are more likely to report higher job satisfaction once employed. For example, a study by Oyadiran (2023) demonstrated that perceived fairness in recruitment and selection significantly impacts new employees' job satisfaction and organizational commitment. Fair selection processes contribute to a positive organizational climate and enhance employees' satisfaction with their roles.

Effective recruitment and selection processes that align candidate qualifications and job requirements contribute to higher levels of employee job satisfaction. Research by Venkatesh (2017) found that in the garment industry, a well-structured recruitment process, which includes clear job descriptions and effective selection criteria, leads to better job fit. Employees who perceive that their skills and interests align with their job roles tend to experience higher job satisfaction and are more likely to remain with the organization.

## **4.2 Training and Development**

Training programs that focus on skill enhancement contribute significantly to employee job satisfaction. According to a study by Kanapathipillai & Azam (2020), employees in the garment industry who participated in skill development training reported higher levels of job satisfaction. The study found that training not only improved employees' technical skills but also their confidence and efficiency in their roles, leading to increased job satisfaction.

Career development opportunities provided through training programs are positively associated with job satisfaction. Research by Ahmad (2018) indicated that employees in the garment industry who perceive that their organization invests in their career growth and development are more satisfied with their jobs. The study highlighted that career advancement opportunities and training programs that align with career goals significantly boost employee satisfaction.

## **4.3 Performance Appraisal**

Fairness in performance appraisal processes is strongly correlated with job satisfaction. According to a study by Hamidi (2023) employees in the garment industry who perceive the appraisal process as fair and unbiased report higher levels of job satisfaction. The study highlights that transparent criteria and equitable evaluation methods contribute to employees' satisfaction by making them feel valued and fairly assessed.

Quality feedback from performance appraisals positively affects job satisfaction. Research by Singh (2020) found that in the garment sector, constructive feedback provided during performance appraisals helps employees improve their skills and job performance, leading to increased job satisfaction. The study emphasizes that feedback that is actionable and supportive fosters a positive work environment and enhances job satisfaction.

#### **4.4 Compensation and Benefits**

Fair and competitive compensation is positively associated with employee job satisfaction. A study by Gupta & Sethi (2018) found that employees in the garment industry who perceive their compensation as fair and competitive relative to industry standards report higher job satisfaction. The study emphasized that competitive pay not only meets employees' financial needs but also reinforces their sense of value and recognition within the company.

Comprehensive benefits packages contribute to higher job satisfaction. Research by Singh & Patel (2019) highlighted that employees in the garment industry who receive benefits such as health insurance, retirement plans, and paid leave experience greater job satisfaction. The study found that well-rounded benefits packages enhance employees' overall sense of well-being and job satisfaction by addressing their personal and family needs.

#### **4.5 Reward System**

Monetary rewards, such as salaries and bonuses, have a direct positive effect on employee job satisfaction. A study by Kumar & Sharma (2018) found that in the garment industry, employees who receive competitive salaries and performance-based bonuses report higher levels of job satisfaction. The research emphasized that financial rewards are a strong motivator and can significantly improve employees' contentment with their roles.

Non-monetary rewards, such as recognition and career development opportunities, also positively affect job satisfaction. Research by Patel & Verma (2019) highlighted that employees in the garment sector who receive non-monetary rewards, including employee of the month awards and opportunities for skill enhancement, report higher job satisfaction. The study found that such rewards contribute to a sense of accomplishment and value among employees.

#### **4.6 Health, Safety and Security**

Effective health and safety measures positively affect job satisfaction. A study by Sharma & Gupta (2018) found that employees in the garment industry who benefit from comprehensive health and safety programs, including regular health check-ups and safe working conditions, report higher levels of job satisfaction. The study emphasizes that a focus on health and safety helps reduce workplace accidents and illness, which in turn enhances employees' overall satisfaction with their jobs.

Workplace security is crucial for employee job satisfaction. Research by Patel & Kumar (2019) highlighted that employees in the garment industry who feel secure in their jobs due to stable employment conditions and secure working environments report higher job satisfaction. The study found that job security reduces stress and anxiety among employees, leading to increased satisfaction and a stronger sense of commitment to the organization.

#### **4.7 Employee Job Satisfaction and Employee Turnover**

There is a strong inverse relationship between job satisfaction and employee turnover. A study by Sharma & Patel (2018) found that in the garment industry, higher levels of job satisfaction are associated with lower turnover rates. The research indicated that when employees are satisfied with their jobs due to factors like fair compensation, good working conditions, and effective management they are less likely to leave the organization.

A positive work environment significantly reduces employee turnover. Research by Singh & Verma (2019) highlighted that in the garment industry, employees who are satisfied with their work environment including factors like safety, coworker relationships, and management support are less likely to quit. The study emphasizes that creating a supportive and safe workplace can greatly enhance job satisfaction and reduce turnover.

Lack of career development opportunities leads to higher turnover, while availability of such opportunities increases job satisfaction and reduces turnover. A study by Gupta & Sethi (2020) found that in the garment industry, employees who feel that they have opportunities for career advancement within the organization report higher job satisfaction and are less likely to leave. The study underscores the importance of career development programs in retaining employees.

## CHAPTER 5

### Conclusion and Recommendation

#### 5.1 Conclusion

The study on "The Effect of HRM Practices on Employee Job Satisfaction and Turnover in the Garment Industry in Myanmar" illuminated the critical role that effective HRM practices play in shaping employee outcomes in this sector. The research demonstrated that HRM practices, namely recruitment and selection, training and development, performance appraisal, compensation and benefits, reward systems, and health, security, and safety significantly influence employee job satisfaction. High levels of job satisfaction, in turn, are associated with lower turnover rates, emphasizing the importance of these practices in retaining a stable and motivated workforce.

In the context of Myanmar's garment industry, where working conditions can be challenging and turnover rates high, the findings suggest that organizations can achieve substantial benefits by investing in comprehensive and equitable HRM practices. Fair compensation, clear career development opportunities, a safe working environment, and recognition of employee performance not only enhance job satisfaction but also contribute to reduced turnover. These practices help create a positive work environment where employees feel valued, secure, and motivated to stay with the organization.

Ultimately, this study underscores the need for garment industry employers in Myanmar to prioritize HRM practices as a strategic approach to improving employee satisfaction and reducing turnover. By doing so, companies can foster a more engaged and committed workforce, which is essential for long-term organizational success and competitiveness in the global market.

## **5.2 Recommendation**

Based on the findings of the study on "The Effect of HRM Practices on Employee Job Satisfaction and Turnover in the Garment Industry in Myanmar," several recommendations can be made to enhance HRM practices, improve employee satisfaction, and reduce turnover within the industry.

### **5.2.1 Develop Compensation and Benefits Packages**

Garment industry employers in Myanmar should ensure that compensation and benefits packages are competitive and fair. Regular reviews and adjustments should be made to align with industry standards and inflation rates. Additionally, offering benefits such as health insurance, retirement plans, and performance-based bonuses can significantly improve employee job satisfaction. Fair and competitive compensation is strongly linked to job satisfaction, which in turn reduces turnover rates.

### **5.2.2 Implement Comprehensive Training and Development Programs**

Organizations should invest in continuous training and development programs that not only enhance employees' skills but also provide clear career progression paths. This includes offering training that is relevant to the industry and provides opportunities for employees to advance their careers. Career development opportunities increase job satisfaction and reduce turnover by making employees feel valued and capable of growth within the company.

### **5.2.3 Strengthen Performance Appraisal Systems**

The performance appraisal process should be transparent, fair, and aligned with clear criteria that employees understand. Regular feedback and recognition of good performance should be integral to the appraisal system. Incorporating employee input into performance evaluations can also increase engagement and satisfaction. Effective performance appraisals contribute to job satisfaction by providing employees with a sense of achievement and recognition, which is critical for motivation and retention.



#### **5.2.4 Develop and Promote Positive Work Environment**

Employers should focus on creating a safe, secure, and supportive work environment. This includes adhering to occupational health and safety standards, providing regular safety training, and ensuring that the workplace is free from hazards. Additionally, fostering a culture of respect and teamwork can enhance the overall work environment. A positive work environment is directly linked to higher job satisfaction and lower turnover, as employees are more likely to stay in a safe and supportive workplace.

#### **5.2.5 Enhance Employee Reward Systems**

Organizations should implement a reward system that includes both monetary and non-monetary rewards. Recognizing and rewarding employees for their hard work through awards, public recognition, and other incentives can boost morale and job satisfaction. Equitable distribution of rewards is crucial to maintain fairness and trust among employees. A well-designed reward system motivates employees, increases job satisfaction, and reduces the likelihood of turnover.

#### **5.2.6 Focus on Employee Health, Safety, and Well-being**

Employers should prioritize the health, safety, and well-being of their employees by providing access to health care services, wellness programs, and ensuring that safety standards are strictly followed. Regular health check-ups and mental health support can also be beneficial. Ensuring the health and safety of employees is essential for their satisfaction and long-term commitment to the organization.

#### **5.2.7 Conduct Regular Employee Satisfaction Surveys**

Regularly conducting employee satisfaction surveys can help organizations identify areas of concern and address them proactively. These surveys should be confidential and include questions about various aspects of HRM practices, work environment, and job satisfaction. Regular feedback from employees allows organizations to make informed decisions and implement changes that improve satisfaction and reduce turnover.

## 5.3 Discussion and Implication

The study on "The Effect of HRM Practices on Employee Job Satisfaction and Turnover in the Garment Industry in Myanmar" provides valuable insights into how various HRM practices impact employee outcomes in a sector characterized by high turnover and challenging working conditions. The findings indicate that HRM practices, particularly those related to compensation and benefits, training and development, performance appraisal, reward systems, and workplace safety, are critical determinants of job satisfaction and turnover.

### 5.3.1 Discussion

**Compensation and Benefits:** The study reveals that fair and competitive compensation is a significant driver of job satisfaction in the garment industry. Employees who perceive their pay as fair and aligned with their job responsibilities are more satisfied and less likely to leave their organizations. This finding is consistent with the broader literature on compensation and employee satisfaction, which highlights the importance of equitable pay in reducing turnover.

**Training and Development:** The role of training and development in enhancing job satisfaction is also emphasized in the study. Employees who have access to career development opportunities report higher job satisfaction, which in turn reduces their likelihood of turnover. This aligns with the human capital theory, which suggests that investments in employee development lead to greater job satisfaction and organizational commitment.

**Performance Appraisal:** Transparent and fair performance appraisal systems are found to be essential for maintaining high levels of job satisfaction. Employees who receive regular feedback and recognition for their performance are more engaged and satisfied with their jobs, reducing the risk of turnover. This supports the notion that performance management is a crucial aspect of HRM that can significantly influence employee retention.

**Health, Safety, and Security:** The study highlights the critical importance of health, safety, and security in the workplace. In the garment industry, where working conditions can be hazardous, ensuring employee safety and well-being is directly linked to job satisfaction. Employees who feel safe and secure in their work environment are more likely to stay with their employers, underscoring the need for rigorous safety standards and practices.

**Reward System:** Effective reward system, including both monetary and non-monetary rewards, is shown to enhance job satisfaction. The study indicates that recognition and rewards play a vital role in motivating employees and fostering a sense of accomplishment, which contributes to lower turnover rates. This finding is in line with motivation theories, such as Maslow's hierarchy of needs, which emphasizes the importance of recognition and self-esteem in employee satisfaction.

### 5.3.2 Implication

The findings of this study have several important implications for HRM practices in the garment industry in Myanmar:

**Strategic HRM Planning:** Organizations in the garment industry should adopt a strategic approach to HRM by aligning their practices with employee needs and organizational goals. This involves regularly assessing and adjusting compensation packages, providing continuous training opportunities, and ensuring that performance appraisals are fair and transparent.

**Policy Development:** The study suggests that garment industry employers should develop comprehensive policies that prioritize employee satisfaction and retention. This includes implementing competitive compensation structures, robust training programs, and effective reward systems that recognize and value employee contributions.

**Workplace Safety:** Given the strong link between safety and job satisfaction, there is a clear need for garment industry employers to invest in workplace safety measures. This includes adhering to national and international safety standards, providing regular safety training, and ensuring that the work environment is free from hazards.

**Employee Retention Strategies:** To reduce turnover, garment industry employers should focus on enhancing job satisfaction through various HRM practices. This could involve creating more opportunities for career advancement, offering flexible work arrangements, and ensuring that employees feel valued and recognized for their efforts.

**Human Resource Development:** The study implies that continuous investment in human resource development is essential for maintaining a satisfied and committed workforce. By offering ongoing training and development opportunities, employers can not only improve job satisfaction but also build a more skilled and capable workforce that is better equipped to meet the demands of the industry.

**Employee Engagement:** The findings underscore the importance of engaging employees in the HRM process. This includes involving employees in decisions that affect their work, seeking their feedback through regular satisfaction surveys, and addressing their concerns proactively. Engaged employees are more likely to be satisfied with their jobs and less likely to leave the organization.

#### **5.4 Future Research Guideline**

Future research should explore how organizational culture influences the relationship between HRM practices and employee job satisfaction. Organizational culture can significantly impact how HRM practices are perceived and implemented, affecting overall employee satisfaction and retention. Studies could investigate how different cultural factors within organizations, such as leadership styles, communication patterns, and team dynamics, interact with HRM practices to shape employee outcomes.

Future research should explore how external economic factors, such as inflation, labor market conditions, and governmental policies, influence the effectiveness of HRM practices in the garment industry. Understanding how these factors impact employee job satisfaction and turnover could provide valuable context for HRM strategies. Given the dynamic economic environment in Myanmar, it is important to consider how external factors may affect the relationship between HRM practices and employee outcomes, allowing for more adaptive and resilient HRM approaches.

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