

# **EFFECTS OF JOB MOBILITY ON WORKING LIFE OF PRIVATE BANK MANAGERS**

Nan Thida Win<sup>1</sup>

## **Abstract**

This study aims to analyze the effect of job mobility on the working life of private bank managers and to examine the effects of occupational mobility on the working life of private bank managers. Job-to-job mobility and occupational mobility are used to measure the effects of job mobility of private bank managers in Myanmar. Primary data were collected from 321 managers of private banks in Myanmar which have at least ten years of working experience in the selected private banks by using a structured questionnaire. For job-to-job mobility, the study found that most of the bank managers' job tenure is less than 6 years and the average job duration is between 1 to 6 years. The analysis revealed that job tenure has a significant positive effect on working life. The longer the job tenure, the better the working conditions of the surrounding environment. Concerning the effect of occupational mobility on working life, the results demonstrate that job level change has a positive effect on working life. However, the results show that organizational changes have a significant negative effect on working life. The private banks need to increase the job tenure of private bank managers and reduce organizational changes by taking necessary measures.

**Keywords:** Job mobility, Private banks, working life.

## **Introduction**

Every aspect of organizations is changing in response to changes in the external environment. Likewise, patterns of almost every kind of job are changing over time due to changes in technology, the socio-economic situation of people and growing competition. These changes often affect the working life of people in the businesses that, in turn, leads to the shift in attitude of people towards their organizations. Attitude of people towards their organization changes from job security to employability reflecting the changing value of people. The changes affect employees' loyalty and attitude towards their organizations and careers. Accordingly, the changes in values and attitudes are impacting on the job mobility of managers and employees (Reineholm, Gustavsson, Liljegren, & Ekberg, 2012).

Due to the pressures from the external and internal environments, job mobility of Myanmar managers is increasingly gaining momentum and now becoming common in all kinds of business sectors, particularly in the banking sector. To survive and prosper in the tightly competitive banking industry, private banks require skilled managers who are able and willing to provide customer values with reliable services to be competitive in the robust market. Thus, there are intense competitions among banks to attract skilled managers that make bank managers move from one bank to another and thereby increases external job mobility.

Job mobility provides benefits not only to companies but also to employees. Employee mobility has many advantages for companies. It creates an opportunity to recruit rare talent. New talent can arrive with new knowledge and skills that benefit the company. These new starters also help meet the need for interculturality and diversity of the teams. Internal mobility issues may encourage talent to change company. Therefore, job mobility poses two challenges for companies: attracting and retaining new talent.

---

<sup>1</sup>Department of Commerce, Naypyitaw State Academy (NSA)

Increasing job mobility may tend to reduce capability and have negative impact on working environment of employees. Thus, it is imperative for an employee to understand what types of job mobility would lead to positive or negative impacts on their working life. Therefore, this study aims to analyze the effects of job mobility of managers from private banks in Myanmar.

The objectives of the study are set up as follows:

- (1) To analyze the effects of job-to-to mobility on the working life of private bank managers.
- (2) To examine the effects of occupational mobility on the working life of private bank managers.

### Literature Review

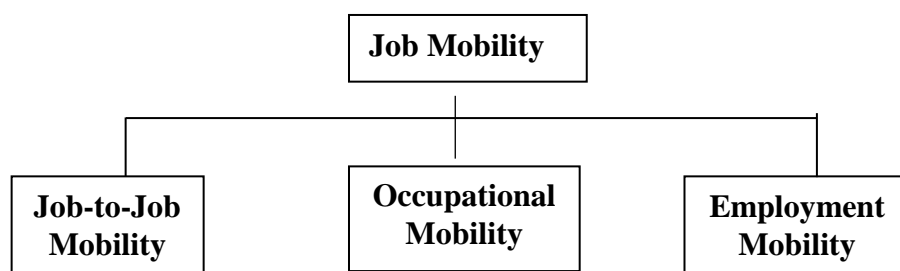
Job mobility is a rather complex concept and has multiple terms but most are overlapping in meaning. It may also be distinguished as patterns of intra- and inter-organizational transitions over the course of a person's work life (Sullivan, 1999). Intra-organization job mobility is referred to as internal job mobility and inter-organizational job mobility is referred to as external job mobility (Ng, Sorensen, Eby, & Feldman, 2007).

Job mobility is generally defined as "the ability of an individual to change his/her position or rank within a profession or to change occupation". It refers to patterns of intra- and inter-organizational transitions throughout a person's work life (Hall, 1996). Job mobility can also be defined as the movement of a worker in and out of jobs throughout his career as measured through specific instances of job separation (Huffman, 2012).

### Types of Job Mobility

Andersen et al., (2008) stated a report namely "Job mobility in the European Union: Optimizing its social and economic benefits". This report revealed that there are three types of job mobility. They are:

- (1) Job-to-job mobility, which is defined as a change of employer.
- (2) Occupational mobility, which is defined as a change of occupational status e.g. change of job profile and job content.
- (3) Employment mobility, which is defined as transitions between different labor market statuses, especially the case in which it is possible to move between employment status (employment, unemployment, self-employment, and inactivity) and between different contract types). Three types of job mobility are presented in Figure (1).



Source: Andersen et al., (2008)

**Figure 1: Types of Job Mobility**

### **Job-to-Job Mobility**

Job-to-job mobility denotes an individual's move from one employer to another (Andersen et al., 2008). From this simple starting point, however, many different perspectives and indicators of job-to-job mobility are applied in the literature.

As described above, job-to-job mobility is a complex phenomenon, which can be viewed from different perspectives. The following indicators are used to analyze job-to-job mobility (Andersen et al., 2008):

- (1) Job tenure, which refers to the average job length people have been employed with their current employer;
- (2) Average job duration, which is calculated as the average of individual job durations, i.e. the duration of the labour market career of an individual divided by the number of jobs held by that person.

### **Occupational Mobility**

Occupational mobility refers to individuals' change of occupational status e.g. change of job profile and job content (Andersen et al., 2008). The definition of occupational mobility includes internal mobility, which designates movements within the workplace. It is also denoted as job level changes and external occupational mobility, which designates movements between occupations and employers. It is also called organization changes. Consequently, occupational mobility and job-to-job mobility are not mutually exclusive. Different definitions and perspectives of occupational mobility can be found in the literature.

Generally, the following indicators are used to analyze occupational mobility (Andersen et al., 2008).

- (1) Occupational mobility, measured as shifts in required skills.
- (2) Work life occupational category mobility, which refers to the path leading from labor market entry to a current occupational class position.

### **Employment Mobility**

Employment mobility is defined as the rate of transition from one employment status to another. This aspect covers movements in and out of the labour market as well as between different types of employment contracts (i.e. permanent or temporary employment and part-time/full-time employment) (Andersen et al., 2008).

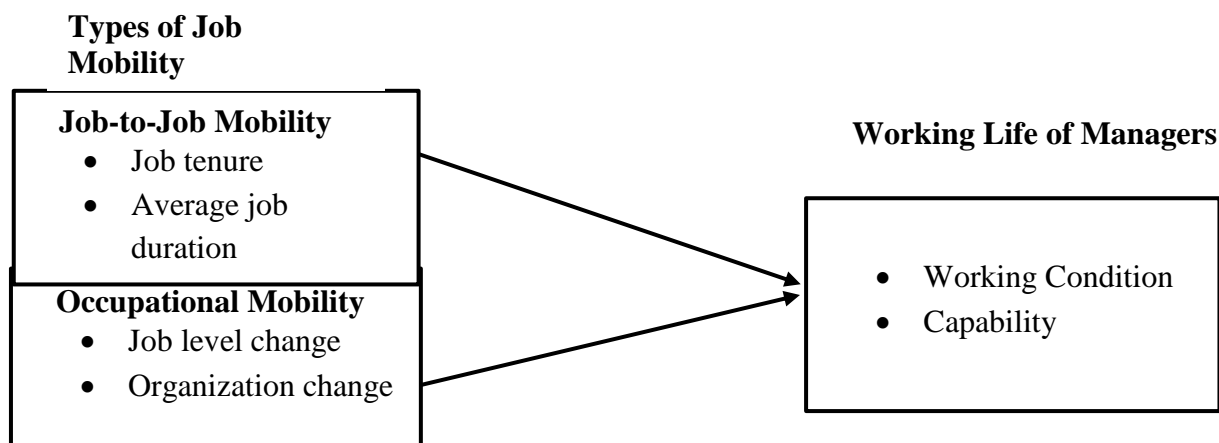
### **Conceptual Framework of the Study**

The proposed conceptual framework of the study is presented in Figure 1. The conceptual framework of the study is developed based on the theory and literature from various sources.

In the conceptual framework, types of job mobility of bank managers are identified based on three types of job mobility developed by (Andersen et al., 2008). They are job to job mobility, occupational mobility, and employment mobility. Among them, employment mobility is excluded from this research due to the labour market condition of Myanmar, it is very difficult to trace. Therefore, job-to-job mobility and occupational mobility are examined to explore motives for job mobility and influencing factors on the job mobility of managers in private banks in Myanmar and its effect on the working life of private bank managers. The working definitions of the types of job mobility for this study are as follows:

- (1) Job-to-job mobility, which is defined as a change of employer.

- (2) Occupational mobility, which is defined as a change of occupational status e.g. change of job profile and job content.



Source: Own Compilation Based on Literature Review

**Figure 1** Conceptual Framework of the Research

The measurement of the effects of job mobility was based directly on the questions developed by Goldthorpe et al. (1968). The key terminologies and working definitions for the effects of job mobility are as follows:

- (1) Working conditions: Working conditions involve aspects of work and its environment including physical environment, job security, work control, working hours, career prospects, and job satisfaction.
- (2) Capability: Capability involves the knowledge, skills, and abilities of the people employed in an organization that can be utilized to improve their performance and potential in the organization.

This conceptual framework consists of two parts which are independent variables and dependent variables. Independent variables include job-to-job mobility and occupational mobility. Working life is a dependent variable. To measure the working life of private bank managers, the following factors are used.

- (1) Working Condition, and
- (2) Capability

This study assesses if there is any effect of types of job mobility on the working life of managers. This research is expected to offer a better understanding of the effects of job mobility and its effects.

## Methods

This research applies quantitative methods using both primary and secondary data. Primary data were collected from 321 managers of private banks in Myanmar who have at least ten years of working experience in the selected private banks through a structured questionnaire. Secondary data were obtained from previous research and published in such fields as journals, articles, research papers, internet websites, books, and other sources.

This research mainly focuses on analyzing the effects of job mobility on the working life of bank managers in the private banking sector. Currently, there are four state-owned banks and

24 private banks in Myanmar (CBM, 2017). Only banks operating in the private sector are focused on this study. Among a total of 24 private banks, 50 percent of the total, 12 banks were chosen as a sample with a simple random sampling method. After selecting 12 private banks to analyze the job mobility of managers, the sample size is determined based on the formula (Yamane, 1973). Among bank managers who have at least ten years of working experience in these sampled banks, 321 managers were selected using simple random sampling method. The data collection period was August 2018. Data were processed using the Statistical Package for Social Sciences (SPSS).

This research primarily focuses on analyzing the effects of job mobility on the working life of bank managers in the private banking sector. Currently, there are four state-owned banks and 24 private banks in Myanmar (CBM, 2017). Only banks operating in the private sector are included in this study. Among the 24 private banks, 50 percent, or 12 banks, were chosen as a sample using a simple random sampling method. After selecting 12 private banks to analyze the job mobility of managers, the sample size was determined based on the formula by Yamane (1973). Among bank managers with at least ten years of working experience in these sampled banks, 321 managers were selected using a simple random sampling method. The data collection period was August 2018. Data were processed using the Statistical Package for Social Sciences (SPSS).

### Empirical Analysis

Reliability test for working life of private bank managers is presented in the following table. In this research, Cronbach's Alpha reliability test is used to measure the internal consistency of variables and an accurate representation of the data.

#### Cronbach's Alphas Reliability Test

Table 1 shows the mean and Cronbach's Alpha of the variables used in the following conceptual framework.

**Table 1 Overall Mean and Reliability Test**

Sr. No.	Factors	Overall Mean	Cronbach's Alpha
1	Working Condition	3.78	0.725
2	Capability	3.78	0.746

Source: Survey Data (2018)

As shown in Table 1, since the reliability coefficient is above the recommended value of 0.6, the instruments can be considered sufficiently reliable. As presented in Table 1, the perception on working condition and capability can be seen as fairly high since the overall mean value is 3.78, which indicates a good agreement level regarding working condition and capability (Sekaran & Bougie, 2016).

#### Types of Job Mobility

This section presents the two types of job mobility that can be found in the mobility of private bank managers in Myanmar: job-to-job mobility and occupational mobility.

##### Job-to-Job Mobility

In this study, Job-to-job mobility is measured by job tenure and average job duration. Job tenure refers to the average job length people have been employed with their current employer. Average job duration is calculated as the average of individual job durations, i.e. the duration of

the career life of an individual is divided by the number of jobs held by that person. The job-to-job mobility of private bank managers is shown in Table 2.

**Table 2 Job-to-Job Mobility**

Sr. No.	Job Tenure			Average Job Duration		
	Year of Job Tenure	No. of Respondents	Percent	Year of Average Job Duration	No. of Respondents	Percent
1	1-6	137	42.7	1-6	250	77.9
2	7-12	98	30.5	7-12	57	17.8
3	13-18	44	13.7	13-18	8	2.5
4	19-24	36	11.2	19-24	3	0.9
5	25-30	6	1.9	25-30	2	0.6
6	31-36	-		31-36	1	0.3
	Total	321	100.0		321	100.0

Source: Survey Data (2018)

The table shows that most of the bank managers' job tenure is less than 6 years. Longer job tenure means that the more familiar the managers are with the organization's culture and system, the greater and deeper the social network which leads to a low level of job-to-job mobility.

The average job duration of managers is also shown in Table 2. In this study, the average job duration is calculated by dividing the length of the total career life of an individual by the number of positions he/she has been working. The higher average job duration means the longer time manager working for a job and it leads to lower job mobility between organizations. As shown in Table 2, the majority of bank managers have an average job duration of between 1 to 6 years.

### Occupational Mobility

Occupational mobility is measured by job level change and organization change. The job level change of managers is shown in Table (3).

**Table 3 Occupational Mobility**

Statements	Total Respondent	Managers Who Change Organization		Managers Who Do Not Change Organization	
		No. of Respondents	Percent	No. of Respondents	Percent
		240	100	81	100
Entry to present	Upward	211	87.9	81	100
	Same/Lateral	29	12.1	-	-
	Downward	-	-	-	-
Previous position to current position	Upward	168	70	76	93.8
	Same/Lateral	72	30	5	6.2
	Downward	-	-	-	-

Statements	Total Respondent	Managers Who Change Organization		Managers Who Do Not Change Organization	
		No. of Respondents	Percent	No. of Respondents	Percent
		240	100	81	100
Previous organization to current organization	Upward	173	72.1	-	-
	Same/Lateral	64	26.7	-	-
	Downward	3	1.2	-	-

Source: Survey Data (2018)

Table 3 presents three types of job level changes of bank managers – (1) from entry to present position in the organization, (2) from the previous position to current position and (3) from previous organization to current organization.

As shown in the table, it is found that 75% of selected bank managers changed the organization and 25% of total bank managers work in the bank in which they worked as the first position. Among the managers who changed the organization, about 88% of bank managers got promotions from their entry to present positions while all of the managers who did not change the organization are getting upward promotions from their entry to present positions in their respective organizations.

When analyzing the managers' previous positions to the current positions, 70% of bank managers who changed organization got upward promotions while almost 94% of managers who did not change the organization were promoted. In comparison, it can be inferred that the banks offer better promotion opportunities for those managers who do not change organization.

When examining the bank managers who changed from the previous organization to the current organization, the majority of bank managers got the upward promotion. Only 27% of the managers reported that they are working in the same position. Therefore, it implies that upward promotion opportunity is a driving force for the managers to change among banks.

Table 4 shows the number of job position changes along with the working life of the bank managers.

**Table 4 Position Change**

Sr. No.	No. of Position Change	No. of Respondents	Percent
1	1	18	5.6
2	2	38	11.8
3	3	51	15.9
4	4	64	19.9
5	5	63	19.6
6	6	45	14.0
7	7	27	8.4
8	8	6	1.9
9	9	3	0.9
10	10	4	1.2

Sr. No.	No. of Position Change	No. of Respondents	Percent
11	12	2	0.6
<b>Total</b>		321	100.0

Source: Survey Data (2018)

As shown in Table 4, it indicates that most of the bank managers have been increasing their job positions between 4 times to 5 times in their career life. The change in the number of job levels is also associated with their working experience. Generally, the higher the working experience, the greater the job positions change in the form of promotion.

Table 5 shows the number of organizations that bank managers have changed throughout their careers. As shown in Table 5, it indicates that the majority of the bank managers changed two organizations. It is also found that 25% of bank managers do not change the organization in their working life.

**Table 5 Organization Change**

Sr. No.	Organization Change	No. of Respondents	Percent
1	No Change Organization	81	25.2
2	1	15	4.7
3	2	106	33.0
4	3	70	21.8
5	4	24	7.5
6	5	17	5.3
7	6	3	0.9
8	7	3	0.9
9	8	1	0.3
10	9	1	0.3
<b>Total</b>		321	100.00

Source: Survey Data (2018)

Table 6 shows the industry working by the bank managers before they joined the banking industry.

**Table 6 The Industry of Last Job before Working in Banking Industry**

Sr. No.	Sector	No. of Respondents	Percent
1	Tourism	11	3.4
2	Agriculture	2	0.6
3	Mining	1	0.3
4	Manufacturing	14	4.4
5	Energy	1	0.3
6	Construction	15	4.7
7	Trade	17	5.3
8	Transport	1	0.3
9	Education	12	3.7
10	Health and social	3	0.9



Sr. No.	Sector	No. of Respondents	Percent
11	Textile and garment	1	0.3
12	Banking and finance	76	23.7
13	Others sector	86	26.8
14	No change	81	25.2
<b>Total</b>		321	100.0

Source: Survey Data (2018)

According to the result shown in Table 6, 25% of bank managers do not change organizations during their working life whereas most of the bank managers who changed the organization are those who started their work in banking and finance before. It can be inferred that people in the banking and financial sector are transferred to the private banks.

### The Effects of Job-to-Job Mobility on Working Life

To explore the effects of job-to-job mobility on working life, working life is regressed with job-to-job mobility including job tenure and average job duration. In multiple regression models, these variables are used as independent variable and working life is used as dependent variable. The study adopted the following model in estimating the duration of job tenure.

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon_i$$

Where:

$Y_i$  = Working life

$\beta_0$  = Constant

$\beta_i$  = Regression coefficient

$X_1$  = Job Tenure

$X_2$  = Average Job Duration

$\varepsilon_i$  = independent identically distributed normal error

The results of the analysis on the effects of job- to- job mobility on working life are shown in Table 7.

**Table 7 Effects of Job-to-Job Mobility on Working Life**

Dependent Variable: Working Life	Unstandardized Coefficients		t	Sig.	VIF
	B	SE			
(Constant)	3.664	.055	66.422	.000	
Job Tenure	<b>0.018***</b>	.004	4.770	.000	1.008
Average Job Duration	-0.009	.006	-1.369	.172	1.008
R <sup>2</sup>	.076				
Adjusted R <sup>2</sup>	.070				
F-Value	13.008***				

\*\*\*, \*\*, \* Statistical significance at 1%, 5% and 10% level.

Source: Survey Data (2018)

As shown in Table 7, the value of F test, overall significance of the model, is highly significant at 1% level. The specified models explain that the variation of working life is

predicted by two independent variables as the value of  $R^2$  is 8 %. The finding in Table 7 shows that job tenure has a significant positive effect on the working life of bank managers at a 1% level.

Job tenure which is year of service in the current employer has a significant positive effect on working life. It means the longer the job tenure, the better the working condition of the surrounding job. The result also shows that as the managers work in the current job for a long time, their empowerment, and their return from work such as skills, competencies, and capabilities are likely to increase. It means that if a bank manager works for a longer period in the current organization, it makes more improvement in the capability of bank managers for the firm.

### The Effects of Occupational Mobility on Working Life

To explore the effects of occupational mobility on working life, working life is regressed with occupational mobility including job level change and organization change. In multiple regression models, these variables are used as independent variable and working life is used as dependent variable. The study has developed the following model.

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon_i$$

Where:

$Y_i$  = Working life

$\beta_0$  = Constant

$\beta_i$  = Regression coefficient

$X_1$  = Job Level Change

$X_2$  = Organization Change

$\varepsilon_i$  = independent identically distributed normal error

The results of multiple linear regressions analysis are shown in Table 8.

**Table 8 Effects of Occupational Mobility on Working Life**

Dependent Variable: Working Life	Unstandardized Coefficients		t	Sig.	VIF
	B	SE			
(Constant)	3.835	.079	48.467	.000	
Job Level Change	<b>0.025*</b>	.013	1.953	.052	1.020
Organization Change	<b>-0.220***</b>	.057	-3.832	.000	1.020
$R^2$	.062				
Adjusted $R^2$	.056				
F-Value	10.515***				

\*\*\*, \*\*, \* Statistical significance at 1%, 5% and 10% level.

Source: Survey Data (2018)

As presented in Table 8, the value of F test, overall significance of the model, is highly significant at 1% level. The specified models explain that the variation of working life is predicted by two independent variables as the value of  $R^2$  is 6 %.

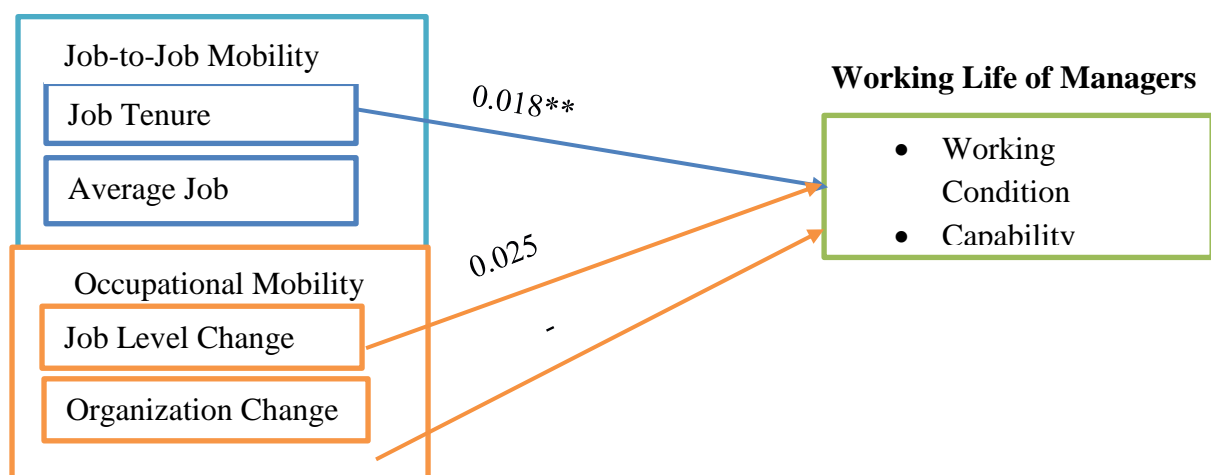
As shown in Table (8), the results demonstrate that job level change of bank managers has a significant positive effect on the working life of bank managers at the 10% level. It means the longer the job level changes, the better the working life.

However, it shows that organization change has a significant negative effect on the working life of bank managers at the 1% level. This means that changing organization has reverse effect on their perception on working condition of the surrounding job. This also implies that the greater the number of organizations changes, the lower the capability of bank managers.

### Discussion

This section presents the discussion of the findings from the analysis of the effects of job mobility on the working life of private bank managers. Figure 2 shows the summary of the results that are derived from the analysis.

#### Types of Job



Source: Survey Data (2018)

**Figure 2** Summary of the Results

This study found that among 321 respondents, 75% of total bank managers changed organizations in their working life. Regarding job-to-job mobility, the study found that most of the bank managers' job tenure is less than 6 years. It highlights that the bank manager changes frequently in their working life. The longer the job tenure, the more familiar the manager with the organization. Therefore, longer job tenure leads managers to familiarize themselves with the organization's culture, system and the greater and deeper the social network. Concerning average job duration, the study found that the majority of bank managers have average job duration between 1 to 6 years. The study focuses on bank managers who have 10 years minimum working experience; therefore, their average job duration is also said to be not too high. The higher average job duration means the longer time the manager working for an organization and it leads to lower job mobility.

For occupational mobility, there are two aspects to be considered job level change and organizations change. With regard to the job level changes, among the managers who changed the organization, the majority of bank managers get promotions from their entry to present positions while all of the managers who do not change the organization are also getting upward promotion from their entry to present positions in their respective organizations. When analyzing

the managers' previous positions to the current positions, the majority of bank managers who changed organization got the upward promotion while almost all managers who do not change the organization were also promoted. Relatively, it can be said that the banks offer better promotion opportunities for those managers who do not change organization. When examining the bank managers who changed from previous organization to the current organization, the majority of the bank manager got upward promotion. Regarding the number of organization changes, the results show that the number of organizations most of the bank managers changed is two. Concerning the industry of the last job before working in the banking industry, most of the bank managers who changed the organization are those who started their work in banking and finance before.

To analyze the effects of job mobility on working life of private bank managers, working life of managers is regressed with job-to-job mobility and occupational mobility. The analysis revealed that job tenure has significant positive effect on working life. The longer the job tenure, the better the working condition of surrounding job. As they stay in the current job for longer time, they become favored in their working environment, job satisfaction and feel secured in their jobs. As the manager work in the current job for a long time, their empowerment, their return from work such as skills, competencies, capabilities will also increase. It can improve the capability of bank managers for the firm.

To examine the effects of occupational mobility on the working life of private bank manager, working life of managers is regressed with job level change and organizational change. The results demonstrate that job level change has positive effect on the working life of private bank manager. As the manager promoted to higher level, every working condition such as working environment, income, career prospects, etc. also become better.

However, the results show that organization changes have a significant negative effect on working life. If the individual change to other organization, at the start, the working condition will not be as good as the old company, as they try to adapt in new environment and organization culture. In addition, changing organizations frequently declines the compatibility of job requirement and education, poor opportunity to apply skill and competencies in the job, low level of empowerment, and that lead to lower return from investment in education, skills and experienced.

Based on findings of this study, suggestions and recommendations to bank managers in private bank are provided. The findings show that there is a positive effect of job tenure on working life of the bank managers. It implies that bank managers need to stay long tenure with their current employers for the sake of improving working conditions and capability. It also implies that the bank should encourage to improve job tenure of managers in the current organization because it provides benefits to bank managers in terms of improvement in working condition as well as improving capability of bank manager. The banks need to constantly monitor their bank manager turnover rate and attempt to minimize turnover rate through reward and development opportunities.

The effects of organization changes are significant and negative effect on working condition and capability of bank managers. It suggests that they are discouraged to frequent changes in the organization. This finding highlight that the bank managers should be careful to

change the organization because it tends to reduce the quality of their working condition and capability.

The results-show that job level change has a significant positive effect on the working life of private bank managers. Banks need to provide career advancement programme for the existing bank manager in order to enhance their working condition and capability. By doing so, their commitment to the organization will be increased.

Finally, based on the main findings in the effects of job mobility on bank managers, this study would like to make important suggestions to the bank managers. The first suggestion is that bank managers need to attempt to stay with the current bank as long as possible because increasing job tenure significantly leads to increase their working condition and capability. The second suggestion for bank managers is that they should not change the organizations frequently because it leads to a decline in social life, working environment and capability of bank managers. At the same time, the private banks should try to increase job tenure of private bank managers by giving flexible working arrangements, offering the right benefit, offering training and advancement opportunities, providing ongoing education and clear paths to career growth and recognition.

### **Conclusion**

The findings of this study show the positive effect of job tenure on working life of private bank managers. There is also the positive effect of occupational changes on their working life. However, it is found that the negative effect of organizational changes on working life. Increased job tenure is positively associated with bank managers' organizational commitment and their knowledges on organization's personnel, process and more importantly on organizational value which are important assets for the organization. In addition, the occupational changes particularly with promotion can motivate performance and organizational commitment of bank managers. However, organizational change is negatively associated with work life because it can reduce organizational commitment, knowledges and organizational value of the managers.

### **Needs for Further Research**

This study analyzes the effects of job mobility of managers from private banks in Myanmar. It does not cover the effects of job mobility in other service organizations. In addition, this study only focuses on private banks and excludes public banks. An extension to the study may cover the above-mentioned areas. It would give a better picture of the services industry, a vital element of the economy. Further, the analysis could be applied in other industries such as manufacturing, construction, and financial services for planning and formulating strategies for improving the performance of the firms in these industries.

### **Acknowledgments**

I would like to express my deepest gratitude to Pro-rector Dr. Nu Nu Lwin and Dr. Soe Soe Aung, Naypyitaw State Academy, for their guidance and encouragement in preparing this research paper. I am heartily grateful to all responsible persons and bank managers from respective banks for participating in the research and providing data to accomplish this research work.

## References

- Andersen, T., Haahr, J. H., Hansen, M. E., & Holm-Pedersen, M. (2008). Job mobility in the European Union: Optimising its social and economic benefits. *Final report for the European Commission, DG for Employment, Social Affairs and Equal Opportunities by the Danish Technological Institute.*
- Goldthorpe J, Lockwood D, Bechofer F and Platt J, (1968). *The Affluent Worker: industrial attitudes and Behaviour.* Cambridge:Cambridge University Press.
- Huffman, A. J. (2012). *Does Changing Jobs Pay Off? The Relationship between Job Mobility and Wages.* Master Thesis, Georgetown University. Retrieved from <https://repository.library.georgetown.edu/handle/10822/557821>.
- Hall, D. T. (1996). Protean careers of the 21st century. *The Academy of Management Executive*, 10(4), 8-16.
- Ng, T. W., Sorensen, K. L., Eby, L. T., & Feldman, D. C. (2007). Determinants of job mobility: A theoretical integration and extension. *Journal of Occupational and Organizational Psychology*, 80(3), 363-386.
- Reineholm, C., Gustavsson, M., Liljegren, M., & Ekberg, K. (2012). The importance of work conditions and health for voluntary job mobility: a two-year follow-up. *BMC public health*, 12(1), 1-7.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach* (5<sup>th</sup> ed). Haddington: John Wiley & Sons, Inc.
- Sullivan, S. E. (1999). The Changing Nature of Career: A Review on Reserach Agenda. *Juournal of Management*, 25(3), 457-484.
- Szivas, E. (1997). *A research of labour mobility into tourism. The case of Hungary* (Doctoral dissertation, University of Surrey). Retrieved from <http://epubs.surrey.ac.uk/650/>
- Yamane, T. (1973). *Statistics: An Introductory Analysis* (3<sup>rd</sup> ed.). New York : Harper and Row.

## Websites

Central Bank of Myanmar – Home Page (2017), Retrieved from <http://www.cbm.gov.mm//content/private-banks>