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**EFFECT OF ORGANIZATIONAL CULTURE AND EMPLOYEE  
JOB SATISFACTION ON EMPLOYEE PERFORMANCE OF UAB  
BANK IN YANGON**

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**EFFECT OF ORGANIZATIONAL CULTURE AND EMPLOYEE  
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BANK IN YANGON**

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## **ABSTRACT**

This study aims to analyze the effect of organizational culture on employee job satisfaction and to examine the effect of job satisfaction on employee performance at UAB Bank in Yangon East Zone 1. To achieve these objectives, descriptive statistics, reliability analysis, and regression analysis are applied in this study. The primary data are collected with an online survey structured questionnaire that is distributed to 110 employees of UAB Bank in Yangon East Zone 1 by using cluster sampling method. The findings indicate that supportiveness, performance-oriented and work-life balance factors have positive significant effect on employee job satisfaction. Moreover, employee job satisfaction has a positive significant effect on employee performance. The findings provide these important implications for managers to pay attention to organizational cultures to get higher satisfaction from their employees. Organizational culture that contributes to job satisfaction, such as supportiveness, performance-oriented, and work-life balance, can create a satisfying workplace for a bank's employees, leading to improvements in bank employee performance. Moreover, the findings show that innovation and emphasis on rewards have no significant effect on employee job satisfaction. Therefore, UAB Bank should prioritize workplace environment enhancement initiatives to foster improved organizational outcomes. UAB Bank should enhance employee satisfaction by managing innovation-related stress, workload, and resource allocation; implementing flexible work arrangements; promoting wellness; and fostering a positive organizational culture.

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## **LIST OF ABBREVIATIONS**

EJS	-	Employee Job Satisfaction
EP	-	Employee Performance
HRP	-	Human Resource Program
OC	-	Organizational Culture
VIF	-	Variance Inflation Factor

# CHAPTER I

## INTRODUCTION

Financial services entities are crucial for global economy stability, connecting national and international economies. These entities facilitate capital flow, increase financial stability, and promote economic development. The banking sector, while for profit, is often treated as a public benefit company, ensuring deposits and stable payment frameworks. Without security, banks struggle to manage daily transactions. Organizational culture and employee job satisfaction significantly impact performance in banking sectors. In a competitive environment, employee performance directly impacts service delivery, customer satisfaction, and organizational success. A positive organizational culture enhances engagement, while a negative one leads to dissatisfaction and decreased performance.

Organizational culture encompasses the shared interpretations and understandings that includes values, beliefs, and assumptions that characterize the organization held by members and that distinguish it from other organizations (Robbins, 2024). It is a foundational system that provides guidance on decisions and interactions in the workplace and can culminate in a company culture that motivates and increases productivity. Supportive cultures build a sense of appreciation and empowerment, which enhances job satisfaction. This dependency is especially pronounced in the banking domain, where employee output directly influences service quality and customer contentment. Besides, the research based on evidence has validated that positive organizational culture correlates with a higher degree of job satisfaction that significantly enhances the productivity and performance measures of employees.

Employee job satisfaction can enhance creativity, contribute to organizational growth, and improve one's own skills. Job satisfaction can bring happiness in the workplace and clearly show performance improvement in order to improve performance in competitive fields as times change. In any organization, in order to improve the performance of their employees, they should try to increase job satisfaction. According to Robbins (2024), a positive feeling about a job results from an evaluation of a broad range of characteristics. Therefore, an employee's assessment of satisfaction with the job is a complex discrete element (Robbins, 2024).

Organizations are required to focus on contributing well to enhancing employee performance. This has a direct link with the goal attainment of the organization and indicates their efficiency and also their productivity, leading towards organizational goal achievement through their positive contribution to results in the overall performance of the organization (Markos, 2010). In organizational settings, employees' performance is the accumulated result of the expertise, skills, efforts and abilities of all the employees, contributing to organizational improved productivity, leading towards its goal achievement, and indicates the efforts towards goal achievement in terms of improved employee performance (Ellinger, 2003).

Organizational culture and employee job satisfaction play a crucial role in enhancing employee performance. Similarly, the success of an organization cannot be ignored by the improved performance of each employee and the sense of value, love, and responsibility of employees for the work. Understanding the interrelationship between organizational culture, employee job satisfaction, and employee performance and being able to handle this relationship well for the improvement of the organization, there will be able to achieve the necessary organizational goals. This study will explore how organizational culture and employee job satisfaction have an impact on employee performance and have a beneficial connection.

## **1.1 Rationale of the Study**

With the banking industry as the backbone of the world economy, employee performance and job satisfaction are critical to its success. While organizational culture is known as a critical component of diverse factors contributing to employee behavior and the general performance of organizations. In this regard, the UAB Bank in Yangon, as one of the leading banks, offers a good opportunity to provide rich details of these dynamics and also exist in a specific context, each region benefitting from its economic situations, regulations, and customer needs and expectations.

In all organizations, the performance of employees is affected by the organization's environment, so all organizations should take care and work on it by encouraging a positive organizational culture. Scholars have identified different factors, such as decision-making, organizational environment, reward system, job security, and compensation, that affect the performance of employees. Influencing these factors on the performance of employees leads to a better organizational culture for all employees (Al-Harathi et al., 2023).

Organizational culture plays a pivotal role in shaping employees' behaviors, attitudes, and overall performance. A positive organizational culture fosters teamwork, trust, and motivation, all of which contribute to higher employee productivity. In the context of UAB Bank, understanding the specific cultural traits that support or hinder employee performance can help tailor managerial strategies that enhance the bank's operational efficiency.

Human resources organizations always focus on job satisfaction and the improved performance of everyone in the organization. Job satisfaction is a personal value that identifies the achievement of performance (Renyut et al., 2017). Employee job satisfaction is a significant driver that determines an employee's loyalty, involvement, and execution. Happy employees keep them more motivated, give higher levels of work commitment and lead to the success of the organization. Since employee job satisfaction is often linked to organizational culture, investigating how these factors interrelate within UAB Bank will provide insights into how to retain and motivate employees in a competitive industry.

Employee performance is the ultimate indicator of success for any organization. In the banking industry, where customer service, efficiency, and compliance are paramount, understanding how organizational culture and job satisfaction affect employee performance is crucial. High-performing employees contribute directly to the bank's financial health and customer satisfaction, making it essential for UAB Bank to explore these relationships thoroughly.

This research seeks to examine the effectiveness of what bank management can do to create a favorable work environment and propose human resource program activities supporting bank's strategy, achieving a high level of employee satisfaction, performing and retaining bank employees with diamond standard quality over the long run.

## **1.2 Problem Statement**

In the highly competitive banking sector, achieving and maintaining high levels of employee performance is crucial for the success and sustainability of financial institutions. UAB Bank, a well-established bank contributing to Myanmar's banking landscape, operates within a unique socio-economic environment characterized by rapid changes in the banking sector and faces the ongoing challenge of optimizing its workforce's performance due to dynamic market conditions and evolving customer

expectations. The banking sector is influenced by regulatory compliance, customer experience, technology adoption, financial performance, risk management, and human resources. These factors apply globally, regardless of size, location, or market orientation. Market competition, globalization, and mergers and acquisitions drive innovation and growth.

These external factors shape market strategies and directly influence internal organizational dynamics, such as employee satisfaction and performance. The ability of a bank to adapt to external pressures, be they technological advances, regulatory changes, or heightened competition, is intrinsically linked to its organizational culture and human resource practices. A bank that invests in fostering a culture of innovation, inclusivity, and resilience can more effectively navigate external challenges.

The bank has the capacity to establish a work environment that supports both high performance and job satisfaction. In such a dynamic context, understanding how organizational culture affects employee satisfaction and subsequently performance becomes increasingly important. The impact of organizational culture and employee job satisfaction within the workplace, which are supporting pillars for the full of employee performance, is also obvious. A positive organizational culture that fosters job satisfaction not only enhances employee performance but also yields positive outcomes for the organization. Without a clear understanding of the interrelationship between organizational culture, employee job satisfaction, and employee performance, the organization may struggle to implement effective strategies to enhance employee productivity and engagement.

The banking sector's competitiveness and operational efficiency in emerging economies like Myanmar rely heavily on employee performance, which is increasingly influenced by organizational culture and employee job satisfaction. Despite extensive global research on these interrelationships, critical gaps persist in understanding how specific cultural dimensions and satisfaction drivers operate within Myanmar's unique socio-economic context, particularly following the country's 2021 political reforms and subsequent banking sector transformations.

UAB Bank faces challenges common to Myanmar's financial institutions, such as high employee turnover rates, inconsistent service quality across branches, and difficulties retaining skilled staff in a volatile economic climate. Furthermore, the introduction of new technologies, changing customer expectations, and generational differences within the workforce have created additional complexities. Younger

employees often seek innovation and flexibility, while more experienced staff value stability and tradition. These differences may lead to conflicting perceptions of organizational culture, affecting overall employee job satisfaction and employee performance outcomes.

Recent trends observed at UAB Bank in Yangon, including increased resignation rates and feedback suggesting disengagement, indicate fundamental issues potentially rooted in the organizational culture and employee job satisfaction. The limited presence of regionally adapted practices, actionable knowledge prevents UAB Bank from implementing effective human resource and organizational development policies. As a result, the bank may continue to face challenges in motivating employees, fostering loyalty, and achieving high performance standards required to compete in a dynamic financial environment.

This study aims to identify cultural attributes and employee job satisfaction factors influencing employee performance at UAB Bank, providing valuable insights for improving employee performance and organizational effectiveness.

### **1.3 Research Questions**

The following research questions are described to point out the effect of organizational culture and employee job satisfaction on employee performance at UAB Bank in Yangon East Zone I.

1. How does organizational culture affect employee job satisfaction of UAB Bank in Yangon East Zone I?
2. How does employee job satisfaction affect employee performance of UAB Bank in Yangon East Zone I?

### **1.4 Objectives of the Study**

In this study, the objectives are specifically defined as follow:

1. to analyze the effect of organizational culture on employee job satisfaction of UAB Bank in Yangon East Zone 1 and
2. to examine the effect of employee job satisfaction on employee performance of UAB Bank in Yangon East Zone 1.

## **1.5 Hypotheses of the Study**

The following hypotheses of the study are:

H<sub>1</sub>: Supportiveness has a positive effect on employee job satisfaction.

H<sub>2</sub>: Innovation has a positive effect on employee job satisfaction.

H<sub>3</sub>: Emphasis on rewards has a positive effect on employee job satisfaction.

H<sub>4</sub>: Performance-oriented has a positive effect on employee job satisfaction.

H<sub>5</sub>: Work-life balance has a positive effect on employee job satisfaction.

H<sub>6</sub>: Employee job satisfaction has a positive effect on employee performance.

## **1.6 Method of Study**

In this study, the descriptive method and the analytical method are used. Regarding the objectives, both primary and secondary data are applied for this study. Primary data are collected by using the cluster sampling method. Questionnaires are structured with a seven-point Likert scale to measure organizational culture, employee job satisfaction, and employee performance. Secondary data are collected from relevant theoretical textbooks, previous thesis research papers, previous publications, and various internet websites. Descriptive statistics, reliability analysis, correlation analysis, multiple linear regression analysis, and simple linear regression analysis are used to analyze the effect of organizational culture on employee performance and to analyze the effect of job satisfaction on employee performance at employees of UAB Bank in Yangon.

## **1.7 Scope and Limitations of the Study**

This study mainly focuses on the effect of organizational culture and employee job satisfaction on employee performance at UAB Bank in Yangon East Zone 1. A sample of 110 respondents who are employees of UAB Bank in Yangon East Zone 1 is selected. In this study, organizational culture and employee job satisfaction and employee performance are used as a means of measuring permanence for UAB Bank in Yangon East Zone 1. The data are collected from January 2025 to May 2025.

## **1.8 Background of the Study**

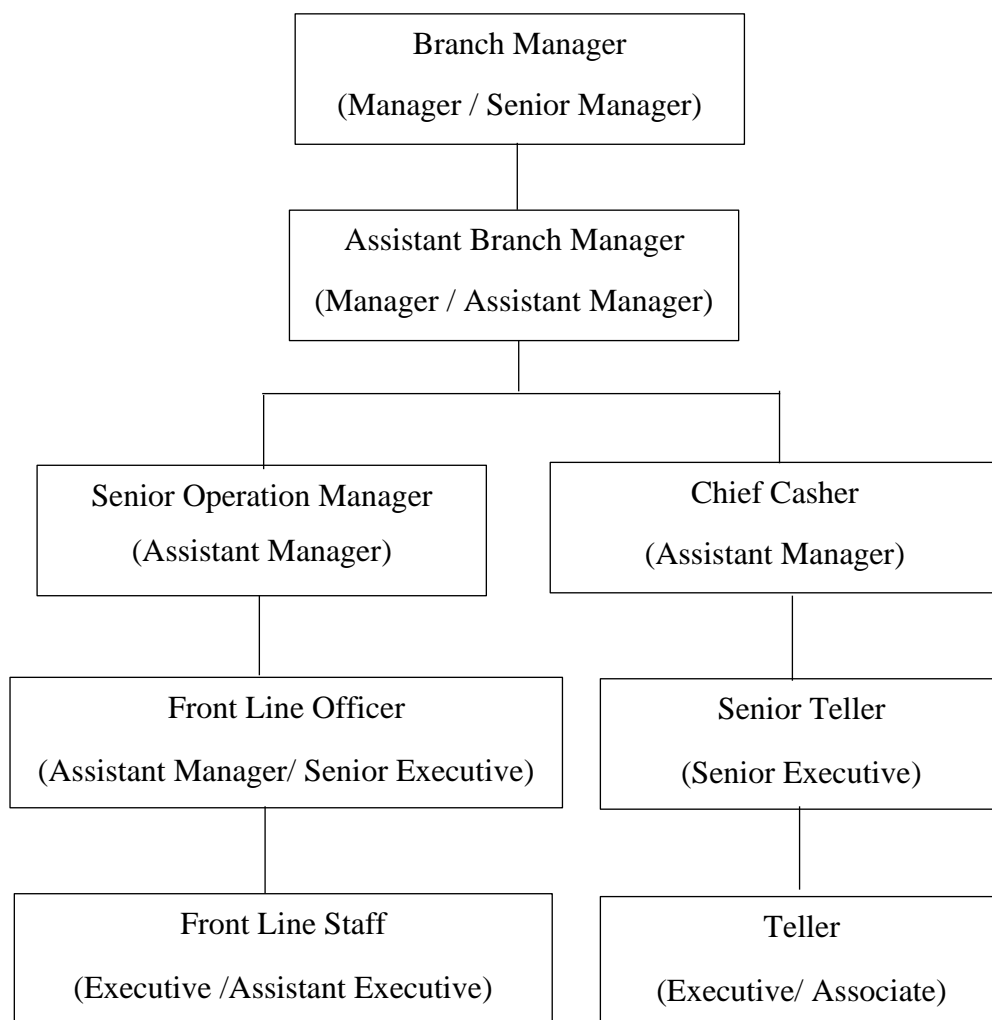
UAB Bank is recognized as one of Myanmar's prominent financial institutions, distinguished by its innovative transformation initiatives and progressive leadership within the evolving banking sector. Founded in 2010, UAB Bank has grown rapidly, now serving an expanding customer base through more than 87 branches across 56 townships in Myanmar. UAB Bank offers a full suite of financial services, including consumer banking, premier banking, SME banking, corporate banking, trade finance, and treasury-related financial services. UAB Securities, a subsidiary of UAB Bank, delivers a range of financial services including brokerage, corporate and financial advisory, investment banking, and participation in capital market activities.

UAB Bank aims to pioneer progress in Myanmar by fostering a more personalized banking experience, facilitating connections among individuals, generating opportunities, and positively transforming lives. At UAB Bank, the organization's mission extends beyond traditional banking to being a strong institution delivering financial services with a heart, fostering a stronger community spirit, connecting people, creating opportunities, and empowering communities to enrich the lives of those the bank touches. The core value is that a desire to connect, a passion to create, and the courage to lead change. Banks embrace change, recognizing its necessity, and seek individuals who challenge the present while fostering a performance-driven culture. UAB Bank's core values highlight integrity, responsible management, and a commitment to fostering a sustainable future for both its employees and the nation.

UAB Bank's Board of Directors and Senior Management regularly review remuneration policies to align with market trends and regulatory frameworks, prioritizing long-term sustainability and responsible incentive structures for organizational resilience and value creation. UAB Bank's organizational culture is centered on employee development, emphasizing the importance of human capital. The bank prioritizes ongoing learning and career advancement initiatives to encourage staff to reach their full potential. It emphasizes motivating working conditions, continuous learning, and appreciation for collective achievement. Job rotation and ongoing education are key to enhancing employees' understanding of the evolving financial services landscape. UAB Bank also promotes a culture of mutual respect and shared purpose, fostering employee loyalty and organizational cohesion. UAB Bank's organizational culture promotes a supportive and sustainable work environment,

prioritizing employee well-being, fair compensation practices, and professional development, thereby ensuring its relevance in a dynamic financial sector.

UAB Bank’s strategic priorities are delivering strong performance, bringing digital banking to consumers & businesses, building a workforce of the future, building a sustainable future with a focus on high-impact areas of financial inclusion, and embracing values and principles of good governance. UAB Bank has implemented an organizational structure comprising senior management, middle management, executive, and non-executive levels to ensure smooth and efficient operations supported by effective strategic planning. Each branch maintains a streamlined and efficient structural framework, as illustrated in Figure 1.1.



Source: UAB Bank, 2025

**Figure 1.1 Organizational Chart of UAB Bank Branch in Yangon East Zone I**

In a UAB Bank branch, the branch manager and assistant branch manager are in the managerial roles, and each branch has two departments, the admin department and the finance department. Under the admin department, the senior operations

manager, the front-line officer, and the front-line staff are included. In the finance department, the chief cashier, senior teller, and teller are included. The branch structure is characterized by its compactness and operational efficiency. Accordingly, the organization has undertaken ongoing initiatives to enhance employee performance, thereby supporting the sustained advancement of the bank's overall performance.

## **1.9 Organization of the Study**

The study has been organized in five chapters. Chapter one is the introduction, which includes the introduction, the rationale of the study, the problem statement, research questions, objectives of the study, hypotheses of the study, method of study, scope and limitations of the study, background of the study, and organization of the study. In chapter two, literature reviews of organizational culture, employee job satisfaction, and employee performance are included. Chapter three is the research methodology of the study. Chapter four presents the analysis of the effect of organizational culture and employee job satisfaction on employee performance of UAB Bank in Yangon. Finally, chapter five presents findings and discussion, suggestions and recommendations, implications of the study, and needs for further studies.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter provides the theoretical background and literature review discussing about organizational culture, employee job satisfaction and employee performance. Furthermore, relevant empirical studies and the conceptual framework of the study are presented.

#### **2.1 Organizational Culture**

Organizational culture is a multidimensional concept that encompasses the shared beliefs, values, norms, and practices that influence the social and psychological climate of an organization. Organizational culture refers to the prevailing norms and practices within an organization, reflecting its fundamental values, beliefs, and principles, and the management practices and behaviors that embody these principles (Deal & Kennedy, 1982). Organizational culture reflects the distinctive personality and attributes of an organization, shaping employees' perceptions of the work environment, the employees' interactions with colleagues, and their approach to tasks. Consequently, it plays a critical role in influencing various aspects of organizational dynamics, including communication, leadership practices, employee motivation, productivity, and performance. By fostering a well-defined culture, organizations can implement strategies that enable employees to contribute effectively to the attainment of the company's overarching objectives and goals.

Organizational culture is defined as a system of shared meanings that members of an organization hold, which differentiates the organization from others. This culture encompasses the values, beliefs, and practices that collectively shape the identity and functioning of the organization (Robbins & Judge, 2019). It influences employee behavior, management decision-making, and the performance of the organization as a whole and then shapes the social and psychological environment in which employees operate and affects the perceptions of their roles and responsibilities. Therefore, organizational culture plays a significant role in shaping the dynamics of an organization.

Organizational culture can be defined as a framework of shared fundamental assumptions that a group develops as it addresses challenges related to external

adaptation and internal integration. These assumptions are deemed effective enough to be recognized as valid and are subsequently imparted to new members as the appropriate means of perceiving, thinking, and feeling in relation to these challenges (Schein, 2010). Organizational culture functions at the group level and expresses itself through multiple dimensions that shape its distinctive characteristics. Over the past twenty years, organizational culture has received considerable attention within the fields of business management and academic research. One key reason for this emphasis is that organizational culture can profoundly impact a variety of organizational and individual outcomes (Chow et al., 2001).

The nature of organizational culture can either encourage or discourage desired employee actions; its influence is a significant contributor to overall performance and the success or failure of change projects. Organizational culture has broader implications for more organizational outcomes such as employee behavior, job satisfaction, and overall performance (Robbins & Judge, 2019). Hence, leaders need to have a keen understanding and must be able to manage culture. Prioritizing aligning culture to organizational values versus strategic goals to cultivate an environment where innovation, collaboration, and sustainability thrive.

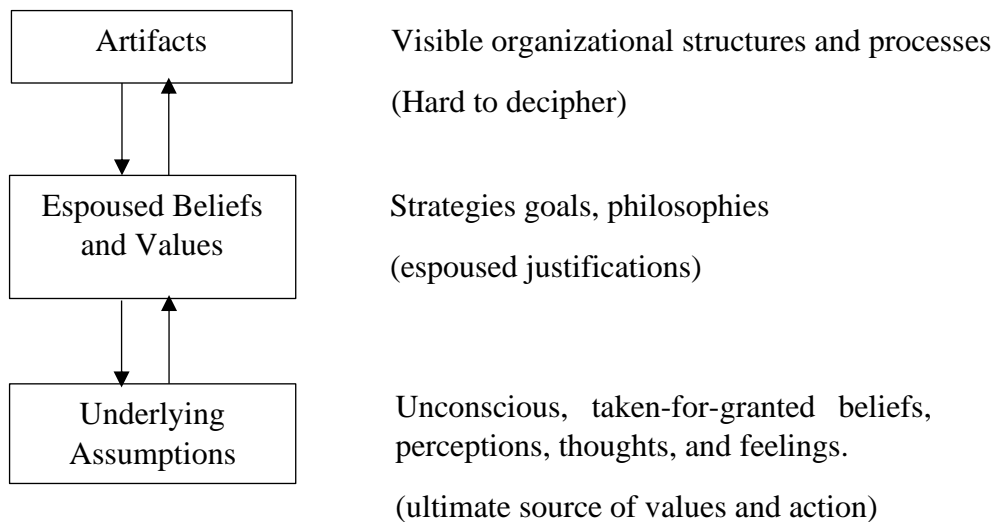
### **2.1.1 Models of Organizational Culture**

Different forms of organizational culture have varied effects on diverse cultures depending on the context of different business models. Positive organizational culture is also important for an organization to achieve its vision and mission and achieve common goals. A well-established corporate culture is a fundamental factor contributing to organizational success. The corporate culture has a direct correlation with a company's bottom line and can substantially influence employee relationships, motivation, and overall job performance. Many researchers have also found that different forms of organizational culture can be used effectively by every organization and are continuously exploring and developing positive support to guide the path to success.

Models of organizational culture have been linked to both positive and negative consequences for organizational effectiveness and individual employee well-being. Positive individual outcomes resulting from a strong organizational culture include enhanced motivation and job satisfaction, while negative outcomes may encompass increased work-related anxiety and stress. A thorough understanding of various

organizational culture models is essential for a comprehensive integration of cultural concepts.

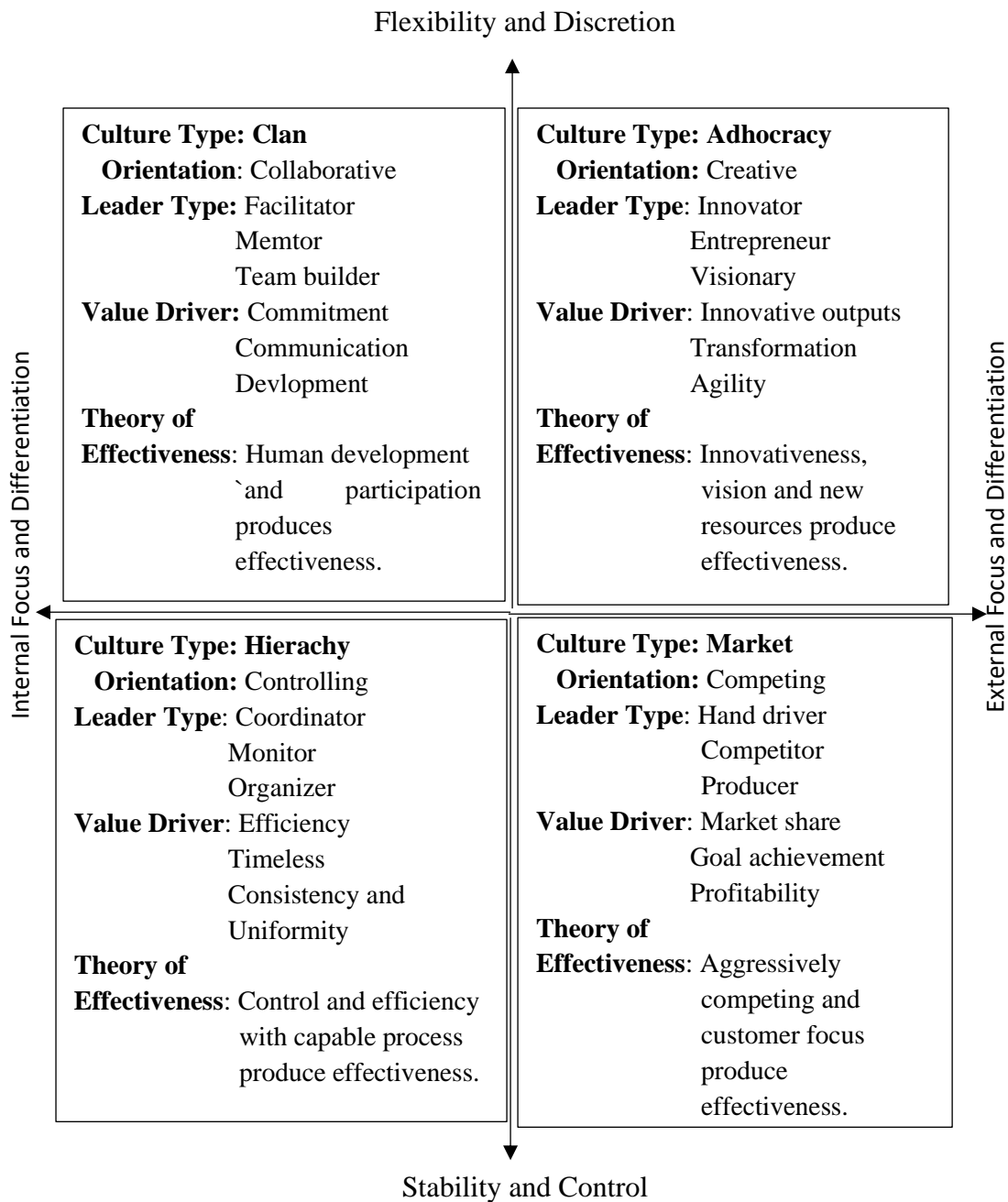
Edgar H. Schein (2004) argued that three distinct levels, such as artifacts, espoused values, and underlying assumptions, shape the culture within the organizations. This model identifies the basic underlying assumptions, the deepest level of the organizational culture that composes the core of an organization’s culture and influences members' perceptions, interactions, and decision-making processes, as shown in Figure 2.1.



Source: Schein., 2004

**Figure 2.1 Edgar H. Schein Organizational Culture Model**

Cameron & Quinn., (2011) Organizational Culture Model is a widely acknowledged and influential framework in the study of organizational culture. This framework categorizes cultures into four distinct types such as clan culture, adhocracy culture, market culture, and hierarchy culture based on two dimensions of flexibility versus stability and internal versus external focus, as shown in Figure 2.2. Understanding the dynamic interplay between four cultural types enables organizations to develop strategies that align the cultural orientation with strategic objectives, thereby optimizing overall organizational effectiveness.



Source: Cameron & Quinn., 2011

**Figure 2.2 Cameron & Quinn Organizational Culture Model**

Organizational culture acts as a foundational framework that shapes individual and group behaviors within an organization and establishes norms and expectations. The individual values are important to match organizational culture because a culture of shared meaning or purpose results in actions that help the organization achieve a common or collective goal of the organization. An organization's overall productivity is enhanced if the majority of the members share key values. For this purpose, employees feel comfortable with the behaviors encouraged by the organization to maintain high levels of individual motivation and group productivity. High-functioning

organizations are composed of individuals whose obvious behaviors are consistent with their covert values (Khan, 2005).

## **2.2 Dimensions of Organizational Culture**

Cameron and Quinn (2011) developed the model of the Competing Values Framework, which consists of four competing values that correspond with four types of organizational culture, and also developed the Organizational Culture Assessment Instrument (OCAI). The competing values framework facilitates the identification of primary approaches to organizational design, staged development of a life cycle, organizational quality, theories of effectiveness, leadership roles and roles of human resource managers, and management skills (Cameron & Quinn, 2011). The Organizational Culture Profile (OCP) is based on a novel survey method in which employees sort a set of values based on how closely they represent their organization (Robbins and Judge, 2024). The OCP suggests an organizational culture can be described by eight dimensions including innovation, attention to detail, decisiveness, team orientation, outcome orientation, aggressiveness, supportiveness, and rewards emphasis.

Noorderhaven et al. (2002) summarized the dimensions of organizational culture identified by Hofstede et al. (1990), O'Reilly et al. (1991), and Christensen and Gordon (1999) and identified six of many dimensions of organizational culture that were said to be conceptually related to relationship skills. Six of these dimensions are supportiveness, innovation, emphasis on reward, performance orientation, stability, and communication.

Organizational culture is characterized by several dimensions, but only by choosing the right dimensions can the organization successfully achieve its goals. By providing effective support from the organization, continuously assessing the performance of employees and providing necessary improvements, implementing a beneficial reward system, and encouraging and supporting new innovations, employee performance can be improved. Such promising developments not only improve employee job satisfaction but also improve employee performance. Improved employee performance can also maintain the organization sustainability and the long-term success of the organization.

Work-life balance is also an important factor among the various factors impacting the improvement of the organizational culture. Only when the workplace is

happy can employee job satisfaction be achieved, and it is possible to focus on innovation and improve performance by increasing learning. Therefore, every organization should not only focus on business success but also continuously improve human resource management within the organization. This dimension of the organizational culture not only influences internal dynamics but also is crucial in shaping external interactions, influencing organizational communication with stakeholders, clients, and the broader community. In this study, organizational culture is conceptualized as comprising five dimensions including supportiveness, emphasis on rewards, innovation, performance oriented, and work-life balance.

**(a) Supportiveness**

Supportiveness in an organization results in increased job satisfaction, enhanced employee motivation, and improved employee performance. Employee satisfaction is influenced by organizational culture, administrative functions, degree of motivation and inspiration, feelings, and goal setting. Organizations that highlight the supportiveness tend to have lower turnover rates, as employees receive acknowledgment and appreciation for their contributions. These favorable outcomes encompass the overall organizational culture, including the structure of administrative functions. O'Reilly et al. (1991) indicates that supportive cultures facilitate better teamwork and collaboration, leading to enhanced problem-solving capabilities and innovation.

An organizational culture lacking support tends to overlook employee needs, development, and well-being, which can lead to decreased satisfaction and diminished loyalty. This unsupportive organizational climate reduces job satisfaction, engagement, and loyalty, resulting in a lack of personal and professional expectations and growth. The interaction between managers and employees concerning supportiveness, goal setting, and job design constitutes a critical factor influencing employee engagement. (Sheridan, 1992).

**(b) Innovation**

Innovation in an organization supports the new ideas, experimentation, and risk-taking. A culture that values innovation empowers employees, leading to higher employee satisfaction, enthusiasm, and personal growth opportunities. This consistency between innovative practices and personal growth also helps retain talent, as employees are less likely to pursue external opportunities when challenged.

Innovation significantly affects the employee satisfaction in the global business environment, indicating an organization's ability to sustain success and maintain success through an innovative culture. According to Cameron and Quinn (2011), organizations with a strong innovation culture can improve the levels of employee satisfaction, as individuals feel that employee's contributions are valued and impactful.

**(c) Emphasis on Rewards**

Individual reward satisfaction is determined by the interplay between expectations and actual outcomes that results from a comparison of an individual's perceived contributions, such as job skills, education, effort, and performance, with the perceived rewards received of external and self-rewards. Additionally, employee satisfaction is affected by social comparison processes and a bias toward overestimating the employee's performance relative to objective evaluations. By acknowledging and rewarding employee achievements in working performance, progress, and excellence, the organizations can encourage increased job satisfaction and work motivation. According to Cameron and Quinn (2011), cultures that emphasize reward systems for employee performance are generally outcome-oriented, where achievements are recognized and performance is associated with tangible incentives.

Equitable distribution of rewards is crucial for sustaining employee morale. A fair and equitable reward system is essential for recognizing and rewarding employees who exhibit superior performance, effort, and achievement. When employees perceive rewards that are allocated on a performance basis, they tend to experience higher levels of job satisfaction and motivation. (O'Reilly et al., 1991).

**(d) Performance-Oriented**

Among the different dimensions of organizational culture, performance orientation is particularly due to the direct relationship to organizational effectiveness and competitiveness. Performance orientation refers to the degree to which an organization prioritizes and promotes innovation, high standards, and superior performance among the members. (Hofstede, 1991; Robbins & Judge, 2024).

Performance-oriented cultures emphasize outcomes, accountability, and measurable success; an organizational environment is encouraging where employees are driven to achieve excellence. According to Robbins and Judge (2024), organizations with a high performance-orientation are generally connected to the cultural practices

with strategic objectives, facilitating the adaptation to dynamic market conditions and achieving sustainable growth.

**(e) Work-Life Balance**

Work-life balance has become increasingly important as a critical factor in organizational culture, indicating the organization's ability to support employees in balancing work and personal commitments. As a part of organizational culture, work-life balance is shaped by the underlying values, norms, and policies that form workplace behavior and organizational expectations (Robbins & Judge, 2024).

A culture that emphasizes work-life balance fosters employee well-being and satisfaction, which in turn enhances overall organizational performance. According to Hofstede (1991), organizational cultures that emphasize flexibility, empathy, and inclusivity are more beneficial to effective work-life balance. Employees who perceive the supportive organization for personal needs tend to experience reduced stress, enhanced engagement, and increased organizational commitment (Greenhaus & Beutell, 1985). This harmony between organizational culture and employee well-being has been linked to improved organizational performance and an improved organizational image in competitive markets (Denison, 1996).

**2.3 Employee Job Satisfaction**

Job satisfaction shows a combination of positive or negative feelings that employees feel a strong connection to the working environment. It describes the attitude and feelings that the employee experiences in relation to the work. An employee's positive feelings and encouraging attitudes towards the role suggest job satisfaction, while negative feelings and discouraging attitudes reveal job dissatisfaction (Armstrong, 2006). When a worker works in a business organization, employees bring their needs, desires, and experiences that inform the expectations. Job satisfaction measures the extent to which employees' expectations correspond with the rewards that they receive. Job satisfaction is strongly connected to that individual's behavior in the workplace (Davis et al., 1985).

Job satisfaction is one of the key factors influencing the efficiency and effectiveness of business organizations. The emerging managerial approach, which emphasizes treating employees as human beings with their own wants, needs, and desires, highlights the significance of job satisfaction in modern companies. Job

satisfaction fosters employee happiness, which in turn contributes to greater professional success (Aziri, 2011).

Herzberg's Two-Factor Theory is one of the most frequently referenced perspectives. Moreover, the main concept is that employees in the work environment are affected by factors that lead to job satisfaction as well as those that contribute to job dissatisfaction. Consequently, the factors derived from comprehensive research are divided into motivators, which drive job satisfaction, and hygiene factors, which contribute to dissatisfaction.

Spector (1997) highlighted three fundamental aspects of job satisfaction. First, organizations should focus on human values by addressing employees with fairness and respect. Second, job satisfaction can reflect employee effectiveness, where high satisfaction often relates to a positive emotional and mental state, while dissatisfaction may affect negative behaviors among employees. Finally, job satisfaction can also afford insights into organizational activities, helping to identify different levels of satisfaction over different units and indicating areas that require performance enhancement.

## **2.4 Employee Performance**

Employee performance evaluations are essential for the organizational processes designed to assess and enhance both employee productivity and job satisfaction and include the degree to which an employee successfully fulfills their assigned duties and achieves established goals. Performance can be defined as individual performance within a specified timeframe that is evaluated based on the successful completion of predetermined tasks, aligned with established standards and mutually agreed-upon objectives (Veithzal & Rivai, 2005). Employee performance can be defined as the degree to which an employee successfully fulfills the requirements of their role (Nurhayati & Dina, 2008). Individual performance is a function of an individual's successful task completion, influenced by factors such as skillset, experience, diligence, and time management (Hasibuan & Malayu, 2006).

Employee performance is absolutely critical for the success of organizations. Job performance is a critical factor of organizational success, exerting a significant influence on productivity, efficiency, and overall effectiveness (Colquitt et al., 2021). Employee performance encompasses a range of actions, behaviors, and outcomes that significantly impact the achievement of organizational goals (Cameron & Quinn,

2020). In contemporary, highly competitive business environments, optimizing employee job performance is essential for achieving and sustaining a competitive edge and long-term organizational success (Organ et al., 2019).

Job satisfaction is the extent to which employees acquire fulfillment in their roles and workplace environment (Farisi, 2021). In the workplace environment, employee job satisfaction can not only improve employee performance but also help the organization achieve its goals. Therefore, employee job satisfaction can be considered a contributing factor to improving employee performance. A positive correlation between elevated job satisfaction levels and enhanced employee performance is likely to exist, and conversely, decreased job satisfaction affects several negative outcomes, including high levels of absenteeism, intentions to quit, laziness at work, and others (Fadlallah, 2017; Octaviannand et al., 2017).

## **2.5 Empirical Studies**

Improving employee performance plays an important role in achieving organizational goals. Many researchers have examined that creating a positive organizational culture that enhances employee performance, increases employee satisfaction, and encourages employees to continually strive for higher performance will maintain the organization's long-term success.

Setyono et al. (2024) conducted a study to explore how organizational culture significantly influences employee performance, how job satisfaction significantly affects organizational culture, how job satisfaction does not particularly influence employee performance, and how it does not function as a mediator in the relationship between organizational culture and employee performance. Paramita et al. (2020) investigated the impact of organizational culture and organizational commitment on employee performance, with job satisfaction serving as a moderating variable at PT. Bank Mandiri (Persero), Tbk. The result revealed that organizational culture and organizational commitment simultaneously impact employee performance, and job satisfaction influences the relationship between organizational culture and performance.

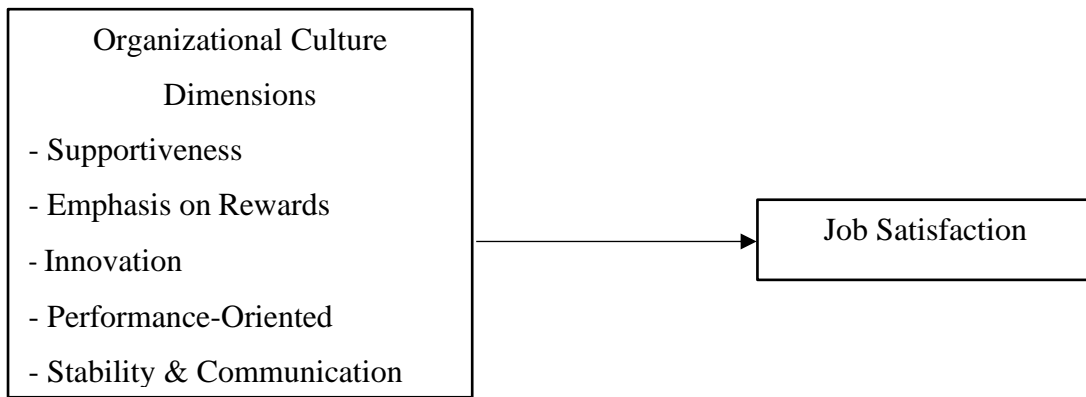
Erica et al. (2022) studied the impact of organizational culture on employee performance within the banking industry: evidence from GCB Bank, Ghana, Europe. The analysis indicated that organizational culture contributes to a substantial rise in employee performance, with entrepreneurial culture implementation causing a higher

increase in employee performance as compared to consensual and bureaucratic culture. Singhraul and Garwal (2019) explored the highly significant the effect of overall organizational culture on the job satisfaction of female employees in the banking sector (public banks) of the Bilaspur district of Chhattisgarh.

Laosebikan et al. (2018) studied that personal characteristics, pay package, immediate supervisor, and job performance positively correlated with job satisfaction and surveyed 149 employees from six microfinance banks in Osogbo Metropolis. A study of 276 permanent employees at Zemen Bank S.C. in Addis Ababa found a significant relationship between independent variables such as salary, benefits, performance evaluation, supervisor relationship, working environment, training, promotion, and job characteristics with job performance (Aklilu, 2022).

The empirical review conducted by Mugwika and Kavale (2022), which examined the Competing Values Framework and Schein's organizational culture theory, made the finding that was a positive significant relationship between organizational culture and performance of commercial banks in Kenya. Cairson (2024) conducted a study on key factor affecting employee performance in the banking sector. The results indicated that compensation and benefits are the most critical factors affecting employee performance, followed by organizational culture and working environment, leadership and management, job satisfaction and motivation, and work-life balance and flexibility.

The conceptual framework of this study is developed based on two previous studies that are closely aligned with the research objectives. Omega (2012) investigated organizational culture and job satisfaction among employees in Kenya Commercial Bank. The conceptual framework was developed by Omega (2012) is shown in Figure 2.3.

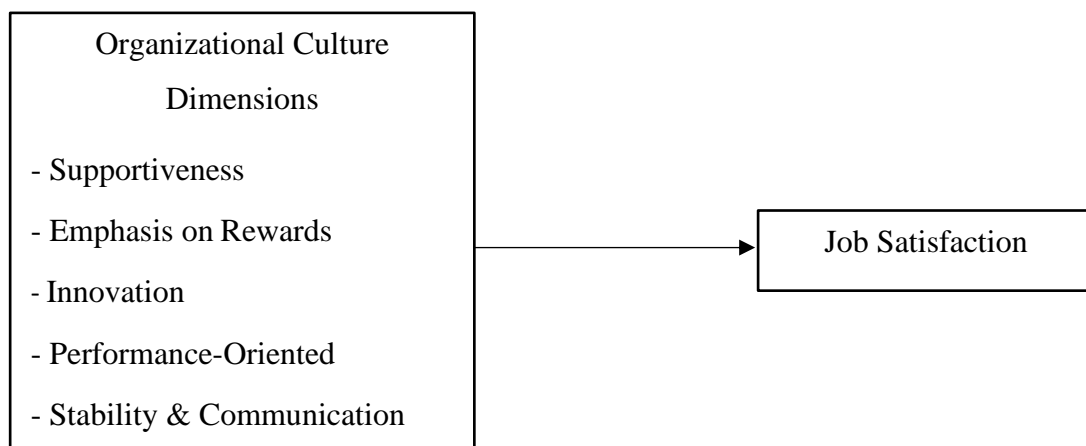


Source: Omega., 2012

### Figure 2.3 The Effect of Organizational Culture on Job Satisfaction

The purpose of this study was to examine the relationship between organizational culture and job satisfaction by analyzing five key dimensions: supportiveness, innovation, emphasis on rewards, performance orientation, communication, and stability. Data were collected from a sample of 357 employees at Kenya Commercial Bank. The results of this study indicated that the dimensions of organizational culture have a direct and significant relationship with employee job satisfaction at Kenya Commercial Bank. The study, however, found no relationship to exist between stability and communication and employee job satisfaction.

Abumandil (2012) examined the relationship between organizational culture and job satisfaction among academicians at Al-Azhar University-Gaza. This research extends the framework established by Abumandil (2012).



Source: Abumandil., 2012

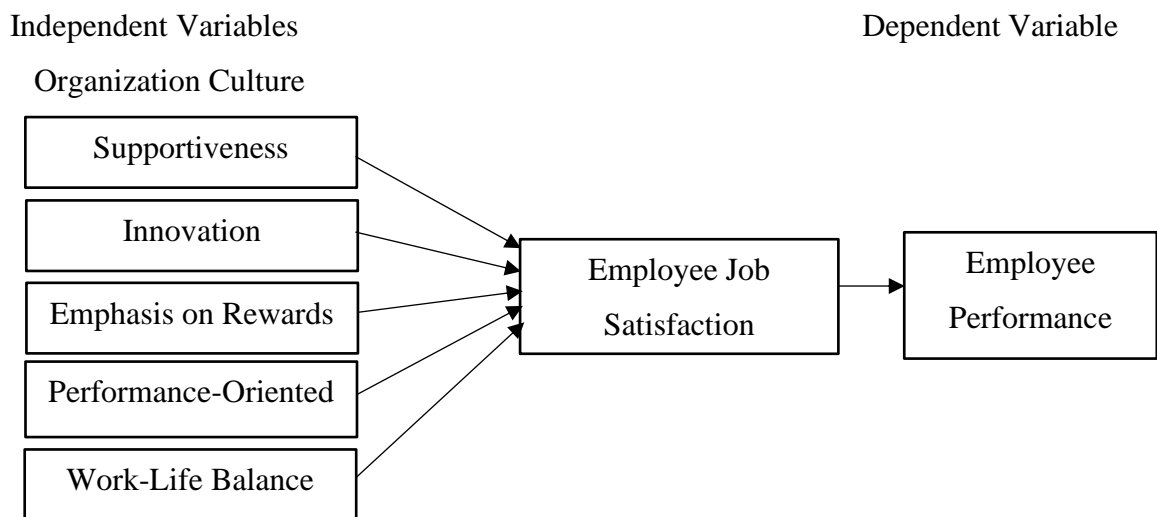
### Figure 2.4 Impact of Organizational Culture on Job Satisfaction

The purpose of this study was to examine the relationship between organizational culture and job satisfaction by analyzing six key dimensions: supportiveness, innovation, emphasis on rewards, performance orientation,

communication, and stability. Data were collected from 203 academic staff members at Al-Azhar University-Gaza. The findings of the study revealed that organizational culture has a significant impact on staff job satisfaction. The recognition of various dimensions of organizational culture was associated with positive responses, indicating higher levels of job satisfaction.

## 2.6 Conceptual Framework of the Study

The conceptual framework for this study is grounded in insights drawn from various previous research studies. It illustrates the relationship between the independent variables and the dependent variable, demonstrating how they are interconnected. This study aims to determine the nature of these relationships by analyzing the variables within the structure of the proposed conceptual framework. The framework is presented in the following figure.



Source: Own Compilation based on Previous Studies (2025)

**Figure 2.5 Conceptual Framework of the Study**

This study analyzes organizational culture factors, including supportiveness, emphasis on rewards, innovation, performance orientation, and work-related aspects. It investigates the extent to which these factors positively or negatively influence employee job satisfaction. Additionally, the study identifies which organizational culture dimensions have the strongest impact on job satisfaction and examines whether employee job satisfaction, in turn, affects employee performance at UAB Bank in Yangon. It is hypothesized that organizational culture positively influences job satisfaction, which subsequently contributes to the enhancement of employee performance within UAB Bank.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The research methodology is a critical component that fundamentally influences the overall results of the study. It encompasses the theoretical and philosophical assumptions underlying the research, which in turn guide the selection of appropriate methods. These methods refer to specifically to the techniques and procedures used for collecting and analyzing data. This study's research methodology is organized into the following sections of research design, sampling design, questionnaire design, and data analysis.

#### **3.1 Research Design**

A research design is a comprehensive framework for conducting a study, outlining the approach, methods, and data collection to answer questions or test hypotheses, ensuring a clear and well-defined study. A research design is a comprehensive plan that outlines the methodology and techniques for conducting a study, serving as a critical component of the research process. A well-designed research study is essential for ensuring that the research objectives are met and that the results are valid and reliable. Research design primarily encompasses three key components: data collection, measurement, and analysis.

Descriptive research is a theory-driven approach that entails collecting, analyzing, and presenting data to offer insights into the underlying reasons and processes of a phenomenon. Descriptive research design identifies characteristics, frequencies, trends, and categories, often without a hypothesis, based on a variable description, focusing on "what," "when," "where," or "how" of phenomena. A descriptive survey is a research method that focuses on gathering and analyzing data to accurately describe the characteristics, behaviors, opinions, or attitudes of a specific population or group (Kothari, 2004).

The descriptive survey design was chosen because the study's primary objective was to accurately describe and characterize the phenomenon under investigation. This approach allowed for the systematic collection of data that could be used to identify patterns, trends, and key characteristics within the target population.

### **3.1.1 Research Framework**

A research framework is a conceptual or methodological structure that guides the process of conducting research. It provides a systematic approach to defining research questions, gathering data, analyzing findings, and interpreting results. Research frameworks are essential tools for ensuring that research is coherent, logical, and aligned with its objectives. There are three main kinds of frameworks used in thesis writing, such as theoretical frameworks, conceptual frameworks and analytical frameworks. This study is based on these frameworks, for analyzing the data.

The research framework for analyzing organizational culture's impact on employee job satisfaction and performance at UAB Bank is grounded in established organizational behavior theories and cultural assessment models. The study adopts a comprehensive approach that integrates multiple theoretical perspectives to understand the complex relationships between cultural dimensions, employee job satisfaction, and employee performance outcomes in the banking sector.

The conceptual framework centers on five key organizational culture dimensions that serve as independent variables namely supportiveness, innovation, emphasis on rewards, performance-oriented culture, and work-life balance. These dimensions were selected based on their relevance to the banking industry and their documented influence on employee attitudes and behaviors in financial services organizations. The framework posits employee job satisfaction and employee performance are two independent variables, suggesting that cultural factors primarily influence employee job satisfaction through their impact on employee performance.

The theoretical framework incorporates elements from (Cameron & Quinn, 2011) Competing Values Framework, providing a multi-dimensional perspective on how culture manifests in organizational settings. This integrated approach allows for a comprehensive examination of cultural influences while maintaining focus on the specific context of Myanmar's banking sector. The study employs a quantitative research design utilizing both descriptive and regression analytical methods to examine the relationships between variables. This methodological framework is particularly appropriate for investigating the statistical relationships between organizational culture dimensions and performance outcomes, allowing for the testing of specific hypotheses about causal relationships.

The research framework incorporates a cross-sectional survey design, collecting primary data from employees across multiple branches of UAB Bank in Yangon East Zone 1. This approach enables the capture of current perceptions and experiences while providing sufficient reliability in responses to conduct meaningful statistical analyses. The framework recognizes the importance of controlling for demographic factors such as age, education level, designation, and length of service to ensure the validity of findings.

The analytical framework progresses through several stages, beginning with descriptive statistics to understand the characteristics of the sample and the distribution of responses across variables. The framework then incorporates reliability testing to ensure measurement consistency, followed by correlation analysis to identify relationships between variables. In the final phase, multiple linear regression analysis is employed to examine the extent to which various dimensions of organizational culture predict employee satisfaction, and to explore the relationship between employee satisfaction and employee performance outcomes.

### **3.1.2 Data Collection Methods**

Data collection is a systematic procedure for acquiring information from various sources to solve research problems, evaluate outcomes, and make assumptions about future probabilities and trends, primarily utilizing data. Data collection is a critical stage in research that can significantly enhance the quality of results by minimizing potential errors that may occur during a research project. Therefore, for well-conceived research for the study, plenty of quality time should be spent in the collection of data to gain appropriate results, since insufficient and inaccurate data prevents assuring the accuracy of findings (Kabir, 2016). On the other hand, while a suitable data collection method is crucial for good research planning, it cannot necessarily guarantee the overall success of the research project (Olsen, 2012).

Data are generally categorized into two main types of primary data and secondary data. Collecting data plays a crucial role in both research and business contexts, as it provides valuable insights into various aspects of an organization, particularly its performance. In this study, primary data are mainly used. Primary data were collected using questionnaires comprised of both close- and open-ended questions. The questionnaires are divided into four sections. Section one dealt with general information about the employees, section two addressed cultural components

adopted by the bank, section three addressed employee job satisfaction, and section four addressed employee performance.

Questionnaires are distributed to employees of the bank that are selected for the study. Closed-ended questionnaires are used for collecting the primary data. The structured format of questionnaires, including multiple-choice and scale questions, makes them suitable for large surveys where specific answers are sought. The use of predetermined categories in closed-ended questions facilitates a quicker and more straightforward response process for participants. The second section of the questionnaire employed a 7-point Likert scale, where 1 corresponded to strongly disagree, 2 to disagree, 3 to partially disagree, 4 to neutral, 5 to partially agree, 6 to agree, and 7 to strongly agree. This study benefits from using questionnaires due to their ability to efficiently collect data from many respondents at a low cost and in a short time.

### **3.1.3 Target Population**

In research, the term 'target population' denotes the specific group of individuals or entities that the researcher aims to study and make inferences about. This group is defined by particular characteristics such as age, geographic location, or specific conditions and represents the broader population from which a sample is selected. A research population refers to a broad group of individuals or objects relevant to a specific scientific inquiry. Due to practical constraints such as time and cost, it is often unfeasible to study every member of this population; therefore, researchers typically employ sampling methods to examine a representative subset. These populations are well-defined and share common characteristics, making them ideal for studying a specific population. In cost-effectiveness analysis, characteristics of the target population and any subgroups should be described clearly. The choice of characteristics depends on the medical literature and practices, the objectives of the study, and contextual information. The key characteristics could be age, gender, education, designation, and length of service.

The importance of differentiating between the target population, sample population, and accessible population is that the target population is the entire group researchers want to study, the sample population is the subset of individuals selected from the target population for participation in the study, and the accessible population is the portion of the target population that researchers can realistically reach and include

in their study due to logistical constraints. This population represents a subset of the target population and is commonly referred to as the study population. Researchers select their samples from the accessible population. This section outlines the target population and sampling design employed in this study to gather data from UAB Bank located in Yangon East Zone I.

### **3.2 Sampling Design**

The sampling design of a research study refers to the strategy or framework used to choose a sample from a larger population for investigation. Choosing the right sample is essential for ensuring it reflects the target population, achieving the study's goals, and allowing researchers to apply their findings to that larger group. An effective sampling design enhances the likelihood of obtaining accurate and reliable results, all while being practical and cost-efficient. Diverse sampling strategies allow researchers to efficiently generate valid conclusions and produce valuable research outcomes.

There are two primary types of sampling design such as probability sampling methods and non-probability sampling methods. Probability sampling employs random selection to select a representative sample from a larger population, although this approach is more time-consuming and expensive than non-probability sampling. Probability sampling methods include simple random sampling, systematic sampling, stratified sampling, and cluster sampling. In contrast, non-probability sampling relies on the researcher's subjective judgment rather than random selection, meaning that not all individuals in the population have an equal or known chance of being chosen. Common types of non-probability sampling methods include convenience sampling, consecutive sampling, quota sampling, purposive (or judgmental) sampling, and snowball sampling (McCombes,2023).

In this study, cluster sampling is employed to collect data from employees of UAB Bank in Yangon East Zone I, which comprises 110 employees across 10 branch locations.

### **3.3 Questionnaire Design**

In this study, a structured questionnaire was employed as the primary data collection instrument to obtain quantitative data from respondents. The questionnaire was designed to capture the perspectives of employees regarding the key constructs of interest: organizational culture, employee job satisfaction, and employee performance.

The design of the questionnaire was informed by established theoretical frameworks and validated scales from prior research, tailored to align with the banking sector context of Myanmar. To ensure content validity and contextual relevance, items were carefully adapted to reflect the work environment and organizational practices of UAB Bank. The questionnaire in this study was organized into four major sections.

The questionnaire in section I employs a multi-section approach, beginning with demographic questions to establish respondent characteristics, including gender, age, education level, designation, and length of service of UAB Bank's employees. The purpose of asking these questions is to determine the age and seniority of UAB bank employees according to their organizational structure and to inform organizational culture studies. The demographic section is strategically positioned at the beginning to establish rapport with respondents and provide non-threatening opening questions.

The questionnaires in sections II, III, and IV utilized Likert-type scales to capture respondents' attitudes and perceptions across all constructs. Section II measured five dimensions of organizational culture serving as independent variables: supportiveness, innovation, emphasis on rewards, performance-oriented culture, and work-life balance. Each dimension comprises multiple items (5 questions per dimension), derived from previous literature, and was designed to assess employees' perceptions of the prevailing culture within the bank.

Section III assessed respondents' overall satisfaction with their jobs, including aspects such as recognition, role clarity, personal growth, professional development opportunities, compensation, supervision, overall job fulfillment, and workplace environment. The aim was to measure both the affective and cognitive components of job satisfaction. The job satisfaction assessment utilizes ten carefully constructed items designed to capture multiple facets of employee satisfaction within the banking environment. Section IV comprises ten self-report items that measure employee performance across dimensions relevant to banking operations, including task completion, communication effectiveness, goal achievement, and professional competency. The wording incorporates positive phrasing to enhance readability and respondent engagement. Items are designed to be specific rather than general, providing clear behavioral or attitudinal referents that enable accurate self-assessment.

### **3.4 Data Analysis**

A variety of statistical techniques were used to analyze the questionnaire data. The Statistical Package for the Social Sciences (SPSS) was used to analyze the data collected from the respondents. Descriptive statistics, reliability analysis, correlation analysis, multiple regression analysis, and simple linear regression were applied in this study.

#### **3.4.1 Descriptive Statistics**

Descriptive statistics are used to summarize and describe the fundamental characteristics of the data in a study. Descriptive statistics are generally differentiated from inferential statistics. Descriptive statistics facilitate the simplification of extensive datasets into comprehensible summaries. Each descriptive statistic serves to condense a multitude of data points into a more concise representation (William.,1999). Descriptive statistics, including measures such as the mean, median, and range, characterize a given dataset through summarization. Descriptive statistics techniques can aid in describing a data set to an individual or organization and assist businesses in deciding where to focus further research (Coursera, 2024). According to Vetter (2017), descriptive statistics are specific methods fundamentally utilized to calculate, describe, and summarize collected research data in a logical, meaningful, and efficient way. Descriptive statistics are the appropriate analyses for research that seeks to summarize and present participant responses to survey items in order to answer research questions.

This study employed descriptive statistical analysis to compute the means and standard deviations (SD) for both dependent and independent variables. The mean values represented the average responses, while the standard deviations provided a measure of response variability. According to (Boone, 2012), the interpretation of seven-point Likert scale mean values is as follows:

- 1.00- 1.80 = Strongly Disagree
- 1.81- 2.60 = Disagree
- 2.61- 3.40 = Somewhat Disagree
- 3.41- 4.20 = Neutral
- 4.21- 5.00 = Somewhat Agree
- 5.01- 5.80 = Agree
- 5.81- 7.00 = Strongly Agree

### **3.4.2 Reliability Analysis**

Reliability analysis evaluates the consistency and credibility of a measurement scale by assessing its ability to produce stable and reliable results over repeated measurements. Reliability means how consistently a method measure something. Reliable measurements produce consistent results when the same method is used under the same circumstances (Middleton, 2019). Firstly, reliability analysis evaluates the degree to which an instrument produces consistent results when applied repeatedly under the same conditions. Secondly, various reliability coefficients, including Cronbach's alpha, were evaluated to determine the internal consistency of the measurement instrument.

Reliability analysis is fundamental to research, ensuring the validity of data collection instruments. Through this analysis, researchers can discover instrument weaknesses and refine their tools for better data collection. Researchers prioritize reliability testing to ensure dependable results. Moreover, reliability analysis serves to confirm the absence of random error in the measurement instrument, thereby enhancing the precision and accuracy of research findings. In quantitative research, reliability refers to the consistency, stability, and replicability of results across multiple measurements. Reliability analysis emphasizes that, regardless of what the scale is intended to measure, be it productivity, knowledge, weight, efficiency, or distance, it is essential to first test the scale for consistency. A researcher's findings are deemed reliable if consistent outcomes in identical situations are yielded, even when different circumstances are involved.

### **3.4.3 Correlation Analysis**

Correlation is a statistical measure that expresses the extent to which two variables are linearly related (meaning they change together at a constant rate). It's a common tool for describing simple relationships without making a statement about cause and effect. The sample correlation coefficient,  $r$ , quantifies the strength of the relationship. Correlations are also tested for statistical significance. There are several methods to measure correlation, each suited for different types of data and situations. Three commonly used measures of correlation are the Pearson correlation, the Spearman correlation, and the Kendall rank correlation. The Pearson Correlation Coefficient, commonly referred to as Pearson's  $r$ , is a widely used statistical metric that quantifies both the strength and direction of a linear relationship between two

continuous variables. Understanding how to calculate, interpret, and recognize the strength and direction of this correlation is essential.

This study employs Pearson's correlation coefficient ( $r$ ) due to the use of interval-level data (Tabachnick & Fidell, 2007). The interpretation of correlation strength follows the criteria established by Tabachnick and Fidell (2007), which categorize the magnitude of the correlation coefficient as follows:

A value of +1 (or -1) indicates a perfect positive (or negative) correlation.

Values between 0.70 and 0.99 (or -0.70 and -0.99) denote a very strong positive (or negative) correlation.

Values from 0.50 to 0.69 (or -0.50 to -0.69) represent a strong positive (or negative) correlation.

Values ranging from 0.30 to 0.49 (or -0.30 to -0.49) indicate a moderate positive (or negative) correlation.

Values between 0.10 and 0.29 (or -0.10 and -0.29) suggest a weak positive (or negative) correlation.

Values from 0 to 0.09 (or 0 to -0.09) imply no or negligible correlation.

#### **3.4.4 Multiple Linear Regression Analysis**

Multiple linear regression is a statistical method used to predict the value of a dependent variable based on the values of two or more independent variables, it is often referred to simply as multiple regression and represents an extension of the linear regression model. The variable that want to predict is known as the dependent variable, while the variables we use to predict the value of the dependent variable are known as independent or explanatory variables. Multiple regression is a type of regression where the dependent variable shows a linear relationship with two or more independent variables. There are two main uses for multiple regression analysis. The first is to determine the dependent variable based on multiple independent variables. The second is to determine how strong the relationship is between each variable.

Multiple regression assumes there is not a strong relationship between each independent variable. It also assumes there is a correlation between each independent variable and the single dependent variable. Each of these relationships is weighted to ensure more impactful independent variables drive the dependent value by adding a unique regression coefficient to each independent variable. A multiple regression model incorporates several explanatory variables simultaneously. In this study, regression

analysis was conducted to determine the effects of organizational culture and employee job satisfaction on employee performance at UAB Bank. The estimated multiple regression model is specified as follows:

$$Y = f(X_1, X_2, X_3, \dots, X_k)$$

Where Y= the dependent variable (Employee Job Satisfaction)

X<sub>1</sub> = Supportiveness

X<sub>2</sub> = Innovation

X<sub>3</sub> = Emphasis on Rewards

X<sub>4</sub> = Performance-Oriented

X<sub>5</sub> = Work-life Balance

There are a number of assumptions that should be assessed before performing a multiple regression analysis:

- (1) The data should not have two or more independent variables that are highly correlated.
- (2) The variables of interest should have a linear relationship, which can be checked by using a scatterplot.
- (3) The data should have homoscedasticity. Homoscedasticity can be checked by producing standardized residual plots against the unstandardized predicted values.
- (4) The residuals (errors) should be approximately normally distributed. This can be checked by a histogram (with a superimposed normal curve) and by plotting the standardized residuals using either a P-P Plot, or a Normal Q-Q Plot.
- (5) Variance Inflation Factor (VIF), with VIF values above 10 indicating problematic multicollinearity. Solutions may include centering the data (subtracting the mean score from each observation) or removing the variables causing multicollinearity.

### **3.4.5 Simple Linear Regression Analysis**

Simple linear regression is employed to estimate the relationship between two continuous variables. Often, the objective is to predict the value of an output variable (or response) based on the value of an input (or predictor) variable. Simple linear regression aims to find a linear relationship to describe the correlation between an

independent and possibly dependent variable. The regression line can be used to predict or estimate missing values; this is known as interpolation. The concept and calculations are relatively straightforward and simple and easy to understand. Simple linear regression, a fundamental statistical technique, is widely used and well established.

The simple linear regression model is;

$Y = f(X)$ , can be interpreted as follows:

Y = Employee Performance

X = Employee Job Satisfaction

Simple linear regression is a parametric test, meaning that it makes certain assumptions about the data. These assumptions are:

- (1) Homogeneity of variance (homoscedasticity): the size of the error in our prediction doesn't change significantly across the values of the independent variable.
- (2) Independence of observations: the observations in the dataset were collected using statistically valid sampling methods, and there are no hidden relationships among observations.
- (3) Normality: The data follows a normal distribution.
- (4) Linear regression assumes a linear relationship between the independent and dependent variables, with the best fit line being a straight line rather than a curve or grouping factor.

## CHAPTER IV

### ANALYSIS OF ORGANIZATIONAL CULTURE, EMPLOYEE JOB SATISFACTION AND EMPLOYEE PERFORMANCE OF UAB BANK IN YANGON

This chapter presents an analysis of the respondents' demographic characteristics, followed by the data analysis, interpretation, and presentation of the study's findings. The primary objective is to examine the impact of organizational culture and employee job satisfaction on employee performance at UAB Bank in Yangon. The results are analyzed through the application of reliability analysis, descriptive statistics, Pearson correlation analysis, and regression analysis.

#### 4.1 Demographic Factors of Respondents

This section presents employees' gender, age, level of education, designation, and length of service. These demographic factors serve as critical determinants in shaping how workforce members evaluate and interpret their overall satisfaction with employment conditions and experiences. It describes the profile of 110 employees of UAB Bank in Yangon East Zone I.

##### 4.1.1 Gender of Respondents

The respondents in this study consist of both male and female participants. Table 4.1 presents the gender distribution of the respondents in percentage terms. This was important because gender has an influence on how employees perceive job satisfaction in the organization.

**Table 4.1 Gender of Respondents**

Gender	Frequency	Percent
Male	13	11.8
Female	97	88.2
Total	110	100.0

*Source:* Survey Data (May,2025)

As illustrated in Table 4.1, the majority of respondents are female, comprising 88.2% of the total sample, while males account for the remaining 11.8%. Therefore, there are more female respondents than male respondents. The predominance of female

employees (88.2%) suggests that the organization may be female-orientated or operates in a sector where female participation is higher. This demographic characteristic could influence workplace culture, policies, and diversity initiatives.

#### 4.1.2 Respondents' Age

The researcher collected data on the age of the sampled employees to gain insight into their perceptions of job satisfaction. Table 4.2 shows the age groups of respondents.

**Table 4.2 Respondents' Age**

Age (Year)	Frequency	Percent
Under 25	32	29.1
25-35	46	41.8
35-45	27	24.5
Above 45	5	4.5
Total	110	100.0

*Source:* Survey Data (May,2025)

According to Table 4.2, the most significant proportion of respondents falls within the 25 to 35 years age group, representing 41.8% of the total sample. Those in the age bracket of under 25 years represented 29.1% of the respondents, while those in the age bracket of 35-45 years are 24.5% of all the respondents. It can be concluded that most employees are a relatively young workforce. This youthful demographic may contribute to dynamic work environments, adaptability, and potential for long-term organizational growth. The smaller proportion of employees are highly experienced or senior employees, which might affect knowledge retention and mentorship opportunities within the organization.

This age distribution has important implications for human resource management, including training, career development, and succession planning. Organizations may need to focus on strategies that leverage the energy and innovation of younger employees while also ensuring knowledge transfer from more experienced staff. The workforce is predominantly young, with a significant concentration in the 25-35 age bracket. This demographic profile should be considered in organizational policies to maximize employee engagement, retention, and development.

### 4.1.3 Education Level of Respondents

In this study, respondents' education level is divided into three groups. They are undergraduates, graduates, and post graduates. Table 4.3 provides the education level of respondents. Academic qualification data were collected from the sample to account for the diverse educational backgrounds among employees. This information was necessary to recognize the varying levels of educational attainment within the workforce and ensure appropriate representation in the analysis. Many employees pursue further education after joining the organization to enhance their opportunities for growth both within the company and beyond.

**Table 4.3 Education Level of Respondents**

Educational level	Frequency	Percent
Under Graduate	22	20.0
Graduated	87	79.1
Post Graduate	1	0.9
Total	110	100.0

*Source:* Survey Data (May,2025)

As shown in Table 4.3, a majority of employees at UAB have a bachelor's degree. This is evidenced by a score of 79.1%. Those with undergraduate degrees constituted 20% of the sample, while those with post graduate degrees were 0.9%. Therefore, most employees at UAB hold a bachelor's degree. The dominance of graduates may facilitate advanced skill sets and knowledge application, while the low number of postgraduates might highlight potential opportunities for encouraging higher academic qualifications to support specialized roles or leadership development.

### 4.1.4 Designation of Respondents

The collected data regarding the designation of the sampled employees. This was important since employees at different levels of the organization perceive job satisfaction differently.

**Table 4.4 Designation of Respondents**

Designation	Frequency	Percent
Senior Manager	6	5.5
Manager	13	11.8
Assistant Manager	22	20.0
Senior Executive	27	24.5
Executive	21	19.1
Associate	21	19.1
Total	110	100.0

*Source:* Survey Data (May,2025)

The data indicates a pyramidal organizational structure with a broad base of mid-level and senior executives and a narrower top management layer. The relatively high proportion of senior executives (24.5%) suggests an emphasis on experienced operational leadership. The near-equal representation of executives and associates (each 19.1%) may reflect a balanced approach to staffing between entry-level and mid-level positions.

This distribution has implications for workforce planning, talent development, and succession management. The smaller proportion of senior managers (5.5%) compared to other categories may indicate a lean top management team, potentially allowing for streamlined decision-making. The frequency distribution analysis provides a clear overview of the organizational structure, highlighting areas of strength and potential focus for human resource strategies.

#### **4.1.5 Length of Service in Current Department**

Data on the length of service of the respondents in their current department in the organization was collected. The analysis of employees' length of service within the organization was conducted to understand the distribution of tenure among the workforce. The data collected from 110 employees are summarized in Table 4.5.

**Table 4.5 Length of Service in Current Department**

Length of Service (Year)	Frequency	Percent
Less than 2	37	33.6
2-5	24	21.8
5-8	21	19.1
above 8	28	25.5
Total	110	100.0

*Source:* Survey Data (May,2025)

As shown in Table 4.5, the largest group of employees (33.6%) has less than 2 years of service, indicating a significant proportion of relatively new employees. Those with 2 to 5 years of tenure constitute 21.8% of the workforce. Employees with 5 to 8 years of service account for 19.1%, while those with above 8 years represent 25.5% of the total sample. The tenure distribution reveals a workforce with a considerable proportion of recent hires (less than 2 years), which may reflect organizational growth, turnover, or restructuring. The presence of 25.5% of employees with over 8 years of service indicates a stable core of experienced staff, which is valuable for institutional knowledge and continuity.

This mix of tenure levels suggests a dynamic workforce with a balance between fresh perspectives and experienced employees. Human resource strategies should focus on integrating new employees effectively while retaining long-serving staff to maintain organizational stability and performance. The tenure profile of the workforce indicates a blend of new and experienced employees, which can positively influence organizational adaptability and knowledge retention. Effective onboarding and retention programs are recommended to maximize the benefits of this diverse tenure distribution.

#### **4.2 Reliability Analysis of the Variables**

Cronbach's alpha is a commonly employed metric for assessing the internal consistency or reliability of a set of items (e.g., survey questions or test items) designed to measure a single underlying construct or latent variable. In this study, Cronbach's alpha reliability test was used to assess the internal consistency of the variables and ensure an accurate representation of the data. Cronbach's alpha is widely used to evaluate the internal consistency of survey questionnaires composed of items measured on seven-point Likert-type scales. The reliability coefficient reflects the degree to

which the items within a scale are positively correlated with one another (Sekaran & Bougie, 2016).

The results of the reliability and validity tests for each variable in this study are presented in Table 4.6. This research examines five dimensions, comprising independent variables namely supportiveness, emphasis on rewards, innovation, performance orientation, and work itself and dependent variables, namely employee job satisfaction and employee performance.

**Table 4.6 Results from Reliability Analysis**

Sr. No.	Variables	No. of Items	Cronbach's Alpha Value
1	Supportiveness	5	0.844
2	Innovation	5	0.894
3	Emphasis on Rewards	5	0.935
4	Performance-oriented	5	0,933
5	Work- life Balance	5	0.939
6	Employee Job Satisfaction	10	0.936
7	Employee Performance	10	0.972

*Source:* Survey Data (May,2025)

Table 4.6 presents the results of the reliability analysis for the questionnaire items measuring supportiveness, emphasis on rewards, innovation, performance orientation, work itself, employee job satisfaction, and employee performance. The findings demonstrate that all reliability coefficients exceed the recommended threshold of 0.70, indicating a high level of internal consistency. Consequently, the measurement instruments are deemed sufficiently reliable and valid for further analysis.

### **4.3 Descriptive Statistics of the Variables**

Descriptive statistics were employed in this study to present both the demographic characteristics of respondents and to summarize the mean values and standard deviations of the observed variables. Specifically, means and standard deviations were calculated for the various dimensions of organizational culture to provide a clear overview of respondents' perceptions.

The research aimed to establish the perceived relationship between the organizational culture dimensions and job satisfaction among UAB employees in

Yangon East Zone I. The culture of UAB was studied through five dimensions, namely organizational supportiveness, emphasis on rewards, performance orientation, innovation orientation and work itself. The interpretation was done based on the following three-point scale: < 2.71 = Disagree, 3.57 – 4.42 Neutral, > 5.29 Agree. A calculated mean value greater than 5.29 for all items is considered acceptable in this study.

#### 4.3.1 Employees’ Perceptions on Supportiveness

This variable is utilized in the study to assess the extent to which respondents perceive support from their immediate supervisors as well as from their colleagues at the same hierarchical level. This section analyzes respondents’ perceptions of supportiveness, based on five survey items. Table 4.7 displays the results related to supportiveness at UAB Bank.

**Table 4.7 Employees’ Perceptions on Supportiveness**

Sr. No.	Descriptions	Mean	SD
1	Having adequate mentoring from the superior	5.83	0.728
2	Supporting the Supervisor in executing the duties	5.85	0.744
3	Being coworkers at work, who are friendly and supportive	5.95	0.828
4	Promoting an active organization that fosters a healthy work-life balance for employees	5.57	1.088
5	Being treated fairly in an organization	5.57	1.071
Overall Mean		5.74	

Source: Survey Data (May,2025)

The analysis of the supportiveness variable reveals respondents’ perceptions regarding the support they receive from supervisors, colleagues, and the organization as a whole, with an overall mean score of 5.74. Among the items, respondents rated the friendliness and supportiveness of co-workers is the highest mean score of 5.95 (SD = 0.828), suggesting a positive peer environment. Respondents generally agreed that they receive adequate mentoring from their immediate superiors, with a mean score of 5.83 (SD = 0.728), indicating a high level of perceived guidance, and the support provided by supervisors in executing job duties was rated similarly high, with a mean of 5.85 (SD = 0.744), reflecting strong supervisory assistance. The perception of the

organization's efforts to promote a healthy work-life balance received a slightly lower mean score of 5.57 (SD = 1.088), and so did the item assess fair treatment within the organization. This is indicating moderate agreement and some variability in responses and reflecting moderate perceptions of organizational fairness.

These results suggest that employees perceive a generally supportive work environment, characterized by strong supervisory and peer support, with some room for improvement in organizational practices related to work-life balance and fairness.

### 4.3.2 Employees' Perceptions on Innovation

Innovation is the process of introducing new ideas, methods, products, services, or business models that create significant value and improvements within an organization or industry. This section examines innovation at UAB using five questionnaire items. Table 4.8 presents the results of the analysis regarding employees' perceptions of innovation within the organization.

**Table 4.8 Employees' Perceptions on Innovation**

Sr. No.	Descriptions	Mean	SD
1	Encouraging and supporting an organization for innovation	4.23	0.774
2	New and improved ways to do work are continually adopted	4.25	0.840
3	Responding well to competitors and other changes in organization	4.16	0.684
4	Cooperating with different parts of the organization to create change	3.98	0.888
5	Doing things in a flexible and easy-to-change way	4.15	0.732
Overall Mean		4.19	

Source: Survey Data (May,2025)

The analysis of the innovation variable highlights respondents' perceptions of their organization's support for innovation, adaptability, and collaborative efforts toward change. The item 'New and improved ways to do work are continually adopted' recorded the highest mean score of 4.25, with a standard deviation of 0.840, indicating that respondents perceive their organization as highly effective in implementing innovative work practices. Different parts of the organization often cooperate to create

change, scoring slightly lower, with a mean of 3.98 (SD = 0.888), indicating that while individual departments or units are innovative, the organization could benefit from enhanced mechanisms for cross-functional collaboration and knowledge sharing.

The overall mean score of 4.19 across all innovation dimensions provides a comprehensive indicator of the organization's innovation climate. This finding suggests that the organization maintains a consistently positive environment for innovation across multiple dimensions, from encouragement and support to implementation and flexibility.

### 4.3.3 Employees' Perceptions on Emphasis on Rewards

Emphasis on rewards can encourage employees to meet or exceed goals, foster engagement, and contribute to organizational success and include stressing their function in motivating specific performance, promoting fairness, enhancing job satisfaction, and supporting a positive work culture. This involves highlighting how rewards such as monetary, non-monetary, or psychological incentives are used to motivate, recognize, and reinforce desired behaviors and performance outcomes. Employee perceptions of the emphasis on rewards at UAB Bank were assessed using five questionnaire items. The results of this analysis are presented in Table 4.9.

**Table 4.9 Employees' Perceptions on Emphasis on Rewards**

Sr. No.	Descriptions	Mean	SD
1	Being equitable in the distribution of rewards	5.49	1.020
2	Being rewarded by employees in proportion to the excellence in the quality of job performance	5.54	1.072
3	Being rewarded in an organization based on excellent work performance	5.66	0.860
4	Meeting rewards received with expectation	5.55	0.964
5	Being rewarded and recognized consistently for individual contributions	5.59	0.951
Overall Mean		5.57	

Source: Survey Data (May,2025)

Table 4.9 presents the mean values for the items measuring emphasis on rewards, indicating that all five items scored above the threshold of 5.29. The overall mean score value of 5.57 indicates that employees generally perceive the reward system

as fair, performance-based, and adequately meeting their expectations. Among the five items, employees agreed that rewards are based on excellent work performance, with a mean score of 5.66 (SD = 0.860), reflecting a positive perception of merit-based recognition. This result suggests that employees perceive a moderate to high level of emphasis on equitable and performance-based rewards within the organization. The least mean score is equity in the distribution of rewards in their organization, with a mean value of 5.49.

These findings suggest that the organization maintains a supportive reward environment, although there may be opportunities to enhance consistency and equity further.

#### 4.3.4 Employees' Perceptions on Performance-Oriented

Performance-oriented refers to a mindset, culture, or organizational approach that prioritizes achieving high levels of success, excellence, and measurable outcomes in tasks and activities. It emphasizes setting clear goals, continually improving work methods, responding effectively to competition and change, and fostering collaboration to drive superior performance. This section utilizes five questionnaire items to assess the performance-oriented culture at UAB. The results of the analysis of employees' perceptions are presented in Table 4.10.

**Table 4.10 Employees' Perceptions on Performance-Oriented**

Sr. No.	Descriptions	Mean	SD
1	Holding the organization together is the emphasis on tasks and goal accomplishment	5.79	0.836
2	Having an ongoing process of performance evaluation	5.77	0.820
3	Being a well-defined criterion in evaluating performance	5.63	0.907
4	Doing a Performance evaluation objectively	5.65	0.893
5	Being a norm to maintain progress and strive towards excellence	5.74	0.809
Overall Mean		5.70	

Source: Survey Data (May,2025)

The analysis of the performance-oriented variable reflects respondents' perceptions of their organization's focus on task accomplishment, performance

evaluation, and continuous improvement. As shown in Table 4.10, the employees strongly agreed that the primary collecting force within their organization is the emphasis on tasks and achieving goals, with a mean score of 5.79 (SD = 0.836), indicating a strong task-oriented culture. There is a well-defined criterion in evaluating performance; the lowest mean score is 5.63, which indicates that most employees agree that clear performance criteria are in place, though with slightly more variability.

The overall mean score of 5.7 signifies a high level of agreement among respondents that the organization is performance-oriented, with a strong focus on evaluation, objectivity, and goal achievement. The relatively low standard deviations across items indicate consistent perceptions among participants.

#### 4.3.5 Employees' Perceptions on Work-Life Balance

Work-life balance is the concept of effectively dividing time and energy between work responsibilities and other important areas of life, such as family, health, and personal interests, it is about achieving a sustainable equilibrium that allows individuals to thrive professionally while enjoying a fulfilling personal life, which benefits both employees and employers alike. Organizations promote work-life balance through supportive policies like flexible work hours, remote or hybrid work options, dependent care, wellness programs, and stress reduction initiatives. This section examines work-life balance at UAB using five questionnaire items. The results of the analysis of employees' perceptions regarding work-life balance are presented in Table 4.11.

**Table 4.11 Employees' Perceptions on Work-Life Balance**

Sr. No.	Descriptions	Mean	SD
1	Believing that there's an implicit expectation to work longer than contracted hours	5.55	1.261
2	Commenting on colleagues or superiors frequently about working hours	5.64	1.011
3	Encouraging the bank culture employees to prioritize personal well-being	5.63	0.994
4	Being comfortable speaking up if the employee feels overwhelmed with work	5.76	0.877

**Table 4.11 Employees' Perceptions on Work-Life Balance (Cont.)**

Sr. No.	Descriptions	Mean	SD
5	Frequently praising or recognizing for maintaining a healthy work-life balance	5.66	0.970
Overall Mean		5.64	

Source: Survey Data (May,2025)

The highest mean value of 5.76 (SD = 0.877) of employees comfortable speaking up if they feel overwhelmed with work, indicating strong employee confidence in communicating workload concerns. "The bank culture encourages to prioritize personal well-being" obtained a mean value of 5.63 (SD = 0.994), reflecting a positive perception that the organizational culture supports employee well-being. The overall mean score of 5.64 reflects a generally favorable view of work-life balance within the organization. The moderate standard deviations indicate some differences in individual experiences but overall consistent perceptions.

The findings suggest that while there may be some implicit expectations regarding extended work hours, the organizational culture largely supports personal well-being and encourages open communication about workload. Recognition for maintaining a healthy work-life balance further reinforces this positive environment. These results highlight that the organization values work-life balance and fosters a supportive atmosphere, which is essential for employee satisfaction and productivity.

**Table 4.12 Overall Mean of Organizational Culture**

Sr. No.	Organizational Culture	Overall Mean
1	Supportiveness	5.74
2	Innovation	4.19
3	Emphasis on Rewards	5.57
4	Performance-Oriented	5.70
5	Work- Life Balance	5.64

Source: Survey Data (May,2025)

According to the results presented in Table 4.12, the overall mean values for organizational culture indicate strong supportiveness and performance orientation. In contrast, relatively lower mean scores were observed for innovation and reward emphasis. The analysis of mean scores demonstrates that the organization excels in

creating supportive work environments ( $M = 5.74$ ) and maintaining performance-focused cultures ( $M = 5.70$ ), while showing moderate effectiveness in work-life balance initiatives ( $M = 5.64$ ) and reward recognition systems ( $M = 5.57$ ). The most notable finding emerges in innovation culture, which trails other dimensions significantly ( $M = 4.19$ ), indicating a potential area for strategic development.

The organizational culture assessment shows a strong foundation in supportiveness, performance orientation, work-life balance, and moderate reward system effectiveness. However, a significant gap in innovation culture presents a challenge for strategic development. To enhance innovation capabilities, the organization should integrate with strong performance orientation and improve reward system effectiveness. Regular cultural reassessments and adaptive strategy adjustments will ensure the organization maintains its strengths while continuously developing opportunities.

#### 4.3.6 Employees' Perceptions on Employee Job Satisfaction

This study assesses the level of employee job satisfaction using a set of ten survey items. The responses from 110 employees at UAB Bank are summarized in Table 4.13.

**Table 4.13 Employees' Perceptions on Employee Job Satisfaction**

Sr. No.	Descriptions	Mean	SD
1	Feeling that supervisor praises employee suggestions that aid in solving organizational problems	5.68	0.877
2	Conducting job performance evaluations by supervisors is fair and based on clear performance standards	5.73	0.866
3	Being compensated fairly for work	5.52	1.064
4	Being a benefit package is equitable	5.47	1.090
5	Working in an environment where there is cooperation and respect	5.64	1.011
6	Addressing problems in the workplace quickly and adequately	5.86	0.772
7	Being delegated work assignments reasonably	5.69	0.955

**Table 4.13 Employees’ Perceptions on Employee Job Satisfaction (Cont.)**

Sr. No.	Descriptions	Mean	SD
8	Having management with an open-door policy, there is always a welcoming feeling present	5.75	0.840
9	Being career growth for employee highly considered by the management	5.55	1.089
10	Improving skills and knowledge through job experience	5.85	0.837
Overall Mean		5.76	

Source: Survey Data (May,2025)

According to Table 4.13, among the results, problems in the workplace are addressed quickly and adequately is the highest range of mean value, and this item received the highest mean score and demonstrated the lowest standard deviation among all items, indicating strong consensus among respondents regarding effective problem resolution practices in the organization. The item with the second highest mean score is “The ability to improve skills and knowledge from my job” which recorded a mean value of 5.85. This score suggests that employees of UAB Bank perceive significant opportunities for professional development and skill enhancement within their roles, which is a key component of job satisfaction and employee retention. The statement that “The benefit package we have is equitable” has the lowest mean value at 5.47. It means that there is greater variability in employee opinions regarding compensation and benefits compared to other aspects of job satisfaction. This variability might reflect differences in employee expectations, roles, or seniority levels within the organization.

The analysis of employee job satisfaction survey data reveals generally high levels of satisfaction across all measured dimensions, with an overall mean score of 5.76 on a 7-point scale. Employees expressed the highest satisfaction with workplace problem resolution processes and professional development opportunities, while compensation and benefits received relatively lower satisfaction ratings. These findings provide valuable insights for organizational leadership to maintain strengths in management accessibility and workplace environment while potentially addressing areas with lower satisfaction scores and higher response variability.

#### 4.3.7 Employees' Perceptions on Employee Performance

In this study, employee performance at UAB Bank was assessed using ten questionnaire items. The survey results, including mean scores and standard deviations, are presented in Table 4.14 to reflect employees' perceptions of their performance.

**Table 4.14 Employees' Perceptions on Employee Performance**

Sr. No.	Descriptions	Mean	SD
1	Achieving the objective of the job	5.91	0.736
2	Managing more responsibility than typically assigned	5.90	0.741
3	Being able to do all tasks which are expected to employee	5.90	0.741
4	Being fulfilled the formal requirements of work performance	5.90	0.716
5	Engaging in the activities which influence evaluation related to job	5.85	0.780
6	Having the motivation to exert more effort into the job I am doing	6.05	0.747
7	Communicating effectively with colleague for problem solving and decision making	5.98	0.690
8	Believing in possessing the necessary skills, sociological readiness, and behavioral abilities to perform tasks	5.93	0.738
9	Seeking methods to enhance performance in the workplace	5.90	0.703
10	Following the organization, a defined job performance measurement criterion is in place	5.88	0.810
Overall Mean		5.95	

Source: Survey Data (May,2025)

The analysis of employee performance based on Table 4.14 shows the overall mean score for employee performance is 5.95, indicating a high level of self-reported performance across the assessed dimensions. Specifically, employees rated their motivation to exert more effort into their job highest, with a mean of 6.05 (SD = 0.747), indicating that employees generally feel highly motivated to put extra effort into their

jobs. This is a positive outcome, suggesting strong intrinsic or extrinsic motivational factors are currently at play. Effective communication with colleagues for problem solving and decision making also scored highly, with a mean of 5.98 (SD = 0.690), indicating that effective communication among colleagues is generally strong and consistent and suggesting that a collaborative environment is conducive to problem solving and decision making.

Employees expressed confidence in possessing the necessary skills, sociological readiness, and behavioral abilities to perform tasks (mean = 5.93, SD = 0.738); employees' strong confidence in their skills and readiness is a valuable asset. By providing growth opportunities, encouraging mentorship, and maintaining performance checks, employee can sustain and enhance this positive trend for organizational success. Engagement in activities influencing job evaluation (mean = 5.85, SD = 0.780) and the organization's adherence to defined employee performance measurement criteria (mean = 5.88, SD = 0.810) also received positive ratings and a generally favorable perception for continuous improvement.

Overall, these results suggest that employees perceive themselves as highly capable, motivated, and engaged in their roles, with effective communication and skill readiness being notable strengths. Employees' strong confidence in their skills and readiness is a valuable asset. The organization can not only sustain the positive perceptions reflected in the current data but also drive further improvements in employee engagement and performance management effectiveness.

#### **4.4 Relationship between Independent and Dependent Variables**

The investigation of this relationship is organized into two parts. The primary objective of this study is to examine the relationship between the dimensions of organizational culture and employee job satisfaction and then the relation between employee job satisfaction and employee performance.

##### **4.4.1 Correlation Analysis for Supportiveness, Innovation, Emphasis on Rewards, Performance-Oriented, Work-Life Balance and Employee Job Satisfaction**

Table 4.15 demonstrates the results of Pearson correlation for supportiveness, innovation, emphasis on rewards, performance-oriented, work-life balance, and employee job satisfaction.

**Table 4.15 Relationship between Organizational Culture and Employee Job Satisfaction**

Sr. No.	Independent Variable	Pearson Correlation Coefficient	Sig (2-tailed)
1	Supportiveness	0.705**	0.000
2	Innovation	0.698**	0.000
3	Emphasis on Rewards	0.713**	0.000
4	Performance-Oriented	0.812**	0.000
5	Work-life Balance	0.858**	0.000

Source: Survey Data (May,2025)

The results, as shown in Table 4.15, indicate that there are statistically significant positive correlations between all five organizational culture dimensions and employee job satisfaction ( $p < 0.001$ ). Work-life balance exhibits the strongest association ( $r=0.858$ ), followed by performance-oriented culture ( $r=0.812$ ), emphasis on rewards ( $r=0.713$ ), supportiveness ( $r=0.705$ ), and innovation ( $r=0.698$ ). These findings highlight the organizational culture dimension of work-life balance and performance-oriented as the most significant positive correlation with employee job satisfaction.

#### **4.4.2 Correlation Analysis for Employee Job Satisfaction and Employee Performance**

Table 4.16 illustrates the second finding of the Pearson correlation between employee job satisfaction and employee performance.

**Table 4.16 Relationship between Employee Job Satisfaction and Employee Performance**

Sr. No.	Independent Variable	Pearson Correlation Coefficient	Sig (2-tailed)
1	Employee Job Satisfaction	0.759**	0.000

Source: Survey Data (May,2025)

The results indicate a strong, positive, and statistically significant correlation between employee job satisfaction and employee performance, with a Pearson correlation coefficient of 0.759 ( $p < 0.001$ ). This finding suggests that higher levels of job satisfaction are closely associated with better employee performance. The analysis

was conducted with a sample size of 110 employees, confirming the reliability of the findings within this organizational context.

The findings demonstrate that all five dimensions of organizational culture such as work-life balance, performance-oriented, emphasis on rewards, supportiveness, and innovation are positively and significantly correlated with employee job satisfaction. Among these, work-life balance and performance-oriented culture exhibit the strongest associations, underscoring their critical role in enhancing job satisfaction within the organization. Moreover, the strong, positive, and statistically significant relationship between employee job satisfaction and performance highlights that higher levels of job satisfaction are closely linked to improved performance outcomes. These results emphasize the importance of fostering a supportive organizational culture, particularly by promoting work-life balance and performance accountability, to drive both employee satisfaction and organizational effectiveness.

#### **4.5 Analysis on the Effect of Organizational Culture on Employee Job Satisfaction**

The primary objective of this research is to investigate the influence of organizational factors on employee job satisfaction at UAB Bank. To achieve this, a multiple regression model was applied using data collected from 110 employees of UAB Bank. This section examines explicitly the impact of organizational culture on employee job satisfaction through multiple regression analysis. Five dimensions of organizational culture namely supportiveness, innovation, emphasis on rewards, performance orientation, and work-life balance serve as the independent variables, while employee job satisfaction functions as the dependent variable. The results of the multiple regression analysis are summarized in Table 4.17, highlighting the effects of these organizational culture factors on employee job satisfaction.

**Table 4.17 Effects of Organizational Culture on Employee Job Satisfaction**

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	b	Std. Error	B			
1 (Constant)	0.495	0.319		1.554	0.123	
Supportiveness	0.163**	0.067	0.153	2.417	0.017	2.407
Innovation	-0.004	0.045	-0.003	-0.081	0.935	1.023
Emphasis on Rewards	-0.068	0.069	-0.075	-0.995	0.322	3.465
Performance-Orientated	0.396***	0.071	0.400	5.608	0.000	3.058
Work-Life Balance	0.439***	0.054	0.523	8.150	0.000	2.484
R	0.910					
R <sup>2</sup>	0.827					
Adjusted R <sup>2</sup>	0.819					
F-value	99.651***					

Source: Survey Data (May,2025)

\*\*\* indicates statistical significance at the 1% level,

\*\* indicates statistical significance at the 5% level.

According to the results in Table 4.17, 0.819 indicates that approximately 81.9% of the variability in the dependent variable is explained by the independent variables and the sample size. This high adjusted R<sup>2</sup> suggests that the model is robust and reflects a strong and reliable model fit, demonstrating that the included variables collectively provide a substantial explanation of the outcome. The F-value of 99.651 suggests the overall model is highly significant. Furthermore, the variance inflation factor (VIF) values indicate that there are no multicollinearity issues among the independent variables, as all VIFs are below the threshold of 10.

Among the five organizational culture factors, supportiveness, performance-oriented, and work-life balance exhibit the expected positive relationships with employee job satisfaction. In contrast, innovation and emphasis on rewards display negative relationships. Notably, supportiveness, performance-oriented, and work-life

balance are highly significant predictors at the 1% significance level, underscoring their strong association with employee job satisfaction. This negative relationship of innovation suggests that innovation initiatives neither enhance nor diminish satisfaction in this organizational context. The emphasis on rewards variable had a negative coefficient. This finding indicates that reward systems may not operate as straightforward drivers of satisfaction and might require careful design to avoid unintended consequences.

The regression results indicate that supportiveness, performance-oriented, and work-life balance has a statistically significant effect on organizational performance, whereas innovation, and emphasis on rewards do not have significant effects. The signs of the significant coefficients are interpretable: higher supportiveness, performance culture, and work-life balance relate to higher performance, while the measure of innovation is associated with lower performance. Collinearity diagnostics reveal acceptable VIF values ranging from 1.023 to 3.465, all below the conventional threshold of 4.0, indicating that multicollinearity does not compromise the model's validity. Overall, the model demonstrates a high degree of explanatory power, an  $R^2$  value of 0.827, indicating that the five organizational culture factors collectively explain 82.7% of the variance in employee job satisfaction. and finds out work-life balance and performance-oriented culture as the most influential factors in predicting organizational performance.

#### **4.6 Analysis on the Effect of Employee Job Satisfaction on Employee Performance**

The second objective of this study is to examine the relationship between employee job satisfaction and performance at UAB Bank. To explore this relationship, a linear regression model was employed, utilizing data collected from 110 employees of UAB Bank. In this analysis, employee job satisfaction serves as the independent variable, while employee performance is the dependent variable. The results of the linear regression analysis are presented in Table 4.18, illustrating the effect of employee job satisfaction on employee performance.

**Table 4.18 Effects of Employee Job Satisfaction on Employee Performance**

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	b	Std. Error	B		
1 (Constant)	2.185	0.314		6.964	0.000
Employee Job Satisfaction	0.653***	0.054	0.759	12.103	0.000
R	0.759				
R <sup>2</sup>	0.576				
Adjusted R <sup>2</sup>	0.572				
F-value	146.482***				

Source: Survey Data (May,2025)

\*\*\* indicates statistical significance at the 1% level,

According to the results presented in Table 4.18, the adjusted R<sup>2</sup> value is 0.572. This suggests that the dependent variable and employee job satisfaction account for approximately 57.2% of the variance. The correlation coefficient indicates a strong positive relationship between the predictor and outcome variables. Furthermore, the F-value of 146.482 signifies that the regression model is statistically significant overall, indicating that at least one predictor variable has a non-zero coefficient. The p-value indicates that the model is statistically significant at the 0.01 level, suggesting that employee job satisfaction is a significant predictor of the dependent variable.

From the result of Table 4.18, employee job satisfaction is expected to show positive signs and highly significant coefficient values at the 1 percent level. This positive relationship suggests that employee performance increases with an increase in employee job satisfaction. These findings strongly suggest a positive relationship between employee job satisfaction and employee performance. This finding has important implications for workplace management and employee relations, suggesting that interventions targeting employee satisfaction could potentially yield significant improvements in the measured outcome.

The evidence supporting the significant positive relationship between employee job satisfaction and performance indicates that it's vital for organizations like UAB Bank to prioritize effective management strategies that enhance employee well-being.

By fostering a supportive work environment, implementing recognition programs, and providing opportunities for professional development, UAB Bank can significantly boost employee morale. Furthermore, promoting work-life balance through flexible hours or remote work arrangements not only caters to the diverse needs of employees but also further reinforces their organizational commitment. Establishing regular feedback mechanisms ensures that employees feel valued and heard, reinforcing their sense of belonging within the workforce. Collectively, these measures contribute to a culture of appreciation and engagement, ultimately leading to increased job satisfaction and improved organizational performance. As such, investing in employee well-being is not merely an ethical obligation but a strategic imperative that can yield substantial benefits for both employees and the organization as a whole.

#### **4.7 Checking for Assumption**

The assumptions of the multiple linear regression and simple linear regression models were checked, and the results were shown in Appendix C. In these results, the relationship between the independent variables and dependent variable is assumed to be linear in both multiple and simple linear regression that can be evaluated using scatter plots and residual plots. The histograms show a distribution that appears roughly bell-shaped and centered around zero, suggesting that the residuals are approximately normally distributed. Homoscedasticity was checked by the scatter plot; there are no obvious funnel shapes that would indicate heteroscedasticity. The random distribution of residuals in the scatterplots indicates that the assumption of linearity is reasonably met. To check for multicollinearity, the VIF values for each variable were not higher than 10, indicating that there was no multicollinearity problem in these analyses. Thus, the results obtained from the multiple linear regression and simple linear regression models were valid.

#### **4.8 Achieving of Hypotheses Testing**

Multiple regression analysis is conducted to examine the five independent variables namely supportiveness, innovation, emphasis on rewards, performance orientation, and work-life balance which significantly explain employee job satisfaction among UAB Bank employees in Yangon. Consequently, work-life balance is identified as the primary predictor with the strongest influence on employee job satisfaction,

indicated by a standardized beta of 0.523, followed by performance-oriented (0.400), supportiveness (0.153), innovation (-0.003), and emphasis on rewards (-0.075).

A significant effect is observed in the relationship between work-life balance and employee job satisfaction ( $\beta = 0.523$ ,  $p = 0.000$ ). Thus, hypothesis H<sub>5</sub> is accepted in this study. The organization continues to strengthen and promote work-life balance initiatives that play a crucial role in enhancing employee job satisfaction.

A significant effect occurs in the linkage between performance-oriented and employee job satisfaction ( $\beta = 0.400$ ,  $p = 0.000$ ). Thus, hypothesis H<sub>4</sub> is accepted in this study. Organization is advised to continuously preserve and strategically advance their performance-oriented organizational practices to sustain and enhance employee job satisfaction.

A significant effect is observed in the relationship between supportiveness and employee job satisfaction ( $\beta = 0.153$ ,  $p = 0.017$ ). Thus, hypothesis H<sub>1</sub> is accepted in this study. Employees believe that the organization is actively promoting a supportive work environment to further improve their job satisfaction.

There is no significant effect of innovation on employee job satisfaction ( $\beta = -0.040$ ,  $p = 0.181$ ). Thus, hypothesis H<sub>2</sub> is rejected in this study. The organization reassesses its innovation initiatives and aligns them more closely with employees' needs and job satisfaction to enhance their effectiveness.

There is no significant effect of emphasis on rewards on employee job satisfaction ( $\beta = -0.040$ ,  $p = 0.181$ ). Thus, hypothesis H<sub>3</sub> is rejected in this study. The organization should review and improve its reward system to better address employee expectations and positively influence job satisfaction.

Simple regression analysis is conducted to examine the independent variable of employee job satisfaction, significantly explaining employee performance among employees of UAB Bank in Yangon. A significant effect occurs in the linkage between employee job satisfaction and employee performance ( $\beta = 0.759$ ,  $p = 0.000$ ). Thus, hypothesis H<sub>6</sub> is accepted in this study. The organization should prioritize strategies to enhance employee job satisfaction, as it has a strong positive impact on improving employee performance.

## **CHAPTER V**

### **CONCLUSION**

This research aims to examine the influence of organizational culture on employee job satisfaction and to analyze the effect of employee job satisfaction on employee performance at UAB Bank in Yangon East Zone I. This chapter provides a summary of the key findings and results derived from the data analysis presented in Chapter Four. It also presents a discussion of the findings, practical suggestions and recommendations, implications of the study, and directions for future research based on the results obtained.

#### **5.1 Findings and Discussions**

This research focuses on examining organizational culture, employee job satisfaction, and employee performance among employees at UAB Bank in Yangon East Zone I. The demographic profile of employees indicates that there are more females than males at UAB Bank in Yangon East Zone I. The high proportion of female employees aligns with trends observed in the banking sector in many regions, where females often constitute a large segment of the workforce, particularly in customer service and administrative roles. This demographic characteristic could impact workplace dynamics, communication styles, and motivational factors.

UAB Bank's workforce, predominantly young to middle-aged adults aged between 18 and 35 years, possesses dynamism, adaptability, and technological proficiency, making them valuable assets in the rapidly evolving banking sector. The study reveals that there has a smaller proportion of employees who are above 46 years old. The organization's young, recently expanded workforce, with a significant proportion of employees who have under 2 years of working experience, requires effective onboarding and integration programs for effective performance. It is found that there is a considerable proportion of employees with over 9 years of experience, demonstrating a core group with valuable institutional knowledge, enhancing organizational performance through mentorship and knowledge sharing.

Regarding the organizational culture, supportiveness, performance-oriented, and work-life balance received the highest mean value, indicating that UAB Bank's culture emphasizes supportiveness, fostering collaboration and mutual respect. This

aligns with organizational behavior theories, leading to increased job satisfaction, commitment, and improved performance in banking. The high mean value for a performance-oriented culture reflects its success in motivating employees through clear expectations and recognition of achievements, aligning with goal-setting theory, driving individual accountability, and enhancing organizational competitiveness. UAB Bank's efforts to provide flexible working conditions and promote employee well-being have clearly resonated with staff. This finding supports contemporary research that links work-life balance initiatives to reduced burnout, higher morale, and increased retention rates.

Among the organizational culture factors, emphasis on rewards recorded the lowest mean score. The finding indicates that at present, these cultural elements are not strong drivers of engagement or motivation for UAB Bank employees. UAB Bank's low innovation mean value suggests a traditional, risk-averse organizational culture, hindering adaptability to changing technologies and competitive pressures. This may be due to insufficient training, resources, or leadership support for creative initiatives. The low rating for rewards suggests employees feel undervalued, possibly due to inconsistent policies, limited career advancement opportunities, or extrinsic rewards that don't align with intrinsic motivations, which can lead to decreased morale and higher turnover intentions. While UAB Bank employees see the formal reward system (bonuses, recognition, incentives) positively, it is slightly less pronounced than other cultural factors. The bank must make efforts and emphasize the reward system. From an HR perspective, UAB might consider refining its incentive programs (e.g., linking rewards to innovation or team goals) to ensure that this cultural element fully supports performance objectives without overshadowing intrinsic motivators.

The primary objective of this study is to examine the effect of organizational culture on employee job satisfaction. Using a multiple regression model, the analysis reveals that among the organizational culture dimensions, supportiveness, performance orientation, and work-life balance have a statistically significant impact on employee job satisfaction at UAB Bank. In contrast, innovation and emphasis on rewards do not show a significant effect on job satisfaction. This result indicates that in the highly competitive banking sector, UAB Bank prioritizes innovation as a means of fostering continuous improvement. However, the demand for real-time development of new plans can adversely affect employee job satisfaction, as it often leads to increased workloads, feelings of stress, extended working hours, perceived pressure from

supervisory expectations, the current political situation, and electricity and internet networking problems. And the reward systems that contribute to its lack of significance on job satisfaction include issues of fairness, transparency, alignment with employee needs, and the balance between intrinsic and extrinsic rewards. Consequently, employees at UAB Bank experience significant dissatisfaction with the reward system, leading to a scenario in which their efforts are not adequately recognized or compensated, thereby diminishing their job satisfaction.

The second objective of this study is to examine the impact of employee job satisfaction on employee performance. According to the findings, employee performance is significantly impacted by job satisfaction. The findings suggest that implementing strategies to enhance employee satisfaction is a key determinant in improving overall organizational productivity and efficiency. Organizational culture that contributes to job satisfaction, such as supportiveness, performance-oriented and work-life balance, can create a satisfying workplace for bank employees, leading to improvements in bank employee performance. As a result, UAB Bank's supportive culture, performance-oriented culture, and work-life balance promote positive interpersonal relationships, high standards, and accountability, enhancing job satisfaction and performance, ultimately leading to improved productivity.

## **5.2 Suggestions and Recommendations**

According to the findings mentioned above, understanding organizational culture and job satisfaction at UAB Bank in Yangon's East Zone I is crucial. Specifically, a comprehensive understanding of employee job satisfaction within this organization contributes to enhanced employee performance. Based on the extensive research conducted on organizational culture, employee job satisfaction, and employee performance at UAB Bank, several key recommendations have been identified to enhance the overall effectiveness of the organization. UAB Bank needs to customize its supportiveness dimension to more effectively meet the specific needs of employees, particularly by identifying and addressing areas where additional mentoring and assistance are necessary.

The findings indicate that UAB Bank's notably positive supportiveness represents positive team dynamics, consistent supervisory support, and uniform mentoring experiences contribute to organizational growth and change initiatives, demonstrating the effectiveness of well-structured management practices. The

organization faces a significant challenge due to disagreement among employees regarding work-life balance policies, which may suggest issues with implementation or communication. UAB Bank should implement structured mentorship programs, regular meetings, open-door policies, and suggestion boxes to create a supportive work environment. These measures should promote knowledge transfer, build strong relationships, and encourage open communication. Additionally, cross-functional project teams, collaboration across banking functions, and peer support groups can strengthen interpersonal bonds and complement formal management structures.

The findings of this study suggest that the organization exhibits a moderate level of effectiveness in the implementation of innovation initiatives. However, variations in adoption across departments or teams highlight inconsistencies in execution. Even so, leadership appears to be committed to fostering innovation. The area displaying the most consistent performance indicates that the organization has established dependable mechanisms for adapting to external market dynamics and competitive challenges. UAB Bank needs to improve its innovation efforts by fostering employee motivation and engagement through targeted training initiatives. The bank's efforts are limited due to increased workload, stress, technological stress, lack of resources, and insufficient training. To manage these issues, UAB should provide adequate support, invest in resources, create cross-functional innovation teams, link innovation to recognition and rewards, encourage employee involvement, and regularly assess the impact of these initiatives.

It is necessary to redesign the reward system to better align with employee expectations and preferences while maintaining transparent communication regarding salary increment decisions, bonuses, and incentives, even in challenging business circumstances. UAB Bank should conduct a comprehensive review of its reward system to identify gaps between employee expectations and current offerings. Enhance transparency and communication to build trust and improve perceived fairness. Customize rewards to employee preferences, emphasizing intrinsic rewards like public recognition and professional growth opportunities. Link rewards closer to performance outcomes to enhance motivation and reinforce desired behaviors. Attention must be given to ensuring that the connection between innovation and the systems of recognition and reward remains robust and effective. The implementation of structured and continuous feedback systems is essential for fostering employee engagement and increasing satisfaction levels. The proposed plan involves redesigning the reward

framework, training managers to recognize employee contributions, continuously assessing its impact on job satisfaction and performance, and aligning the reward system with the bank's supportive organizational culture.

For the performance-oriented aspect, this represents a significant advantage and a notably positive outcome. UAB Bank should implement a performance management system with clear goals, quarterly reviews, and individual development plans. These will align performance expectations with career advancement opportunities, increase motivation, and maintain engagement. Additionally, stretch assignments and challenging projects for high-performing employees will enhance their capabilities. UAB Bank should implement comprehensive training programs for technical and soft skills development, including workshops on new technologies, regulatory changes, and customer service excellence. Cross-training initiatives in multiple areas of banking operations will enhance individual performance capabilities and create versatile employees. Implementing performance-based incentive programs, including monetary and non-monetary rewards, can foster a performance-oriented culture, ensuring clear pathways for promotion and career advancement for high performers.

The findings indicate that work-life balance, identified as one of the most positively significant outcomes for UAB Bank, is a key organizational strength that effectively supports employee job satisfaction. Some recommendations for UAB Bank are that the bank implement strategies to ensure the sustained maintenance of this beneficial practice. UAB Bank should implement flexible working hours, remote work, and job-sharing arrangements to accommodate personal responsibilities and preferences. Implement comprehensive wellness programs, regular workload assessments, and time management training to improve work-life balance. Policies protecting employee personal time and limiting after-hours communications demonstrate the organization's commitment to work-life balance.

UAB Bank should communicate its vision and mission statements to all employees, aligning organizational culture with job satisfaction. Managers should understand the dimensions of organizational culture and their relationship to job satisfaction. Senior managers should support junior employees, reward staff based on contributions, and ensure merit-based, equitable rewards. Implementing an effective organizational culture system, including flexible work arrangements, wellness programs, regular feedback, transparency, diversity training, employee involvement in

decision-making, recognition programs, team-building activities, and 360-degree feedback, can improve job satisfaction and performance.

In conclusion, the analysis of UAB Bank's organizational culture, employee job satisfaction, and employee performance highlights the importance of a supportive work environment. Effective management of innovation-related stress, workload, and resource allocation, along with robust training and wellness initiatives, can strengthen employee satisfaction. Implementing flexible work arrangements, promoting wellness, enhancing fairness through transparent policies, and encouraging employee involvement in decision-making should cultivate a positive organizational culture. Recognition programs, team-building activities, and comprehensive feedback mechanisms should further foster a supportive and collaborative workplace. Collectively, these strategic recommendations provide a roadmap for UAB Bank to improve employee job satisfaction and performance, ultimately driving organizational effectiveness and sustainable success. By prioritizing these initiatives, UAB Bank can create an empowering environment that attracts, retains, and nurtures talent, positioning itself as a leading and innovative financial institution in Yangon.

### **5.3 Implications of the Study**

The study makes significant theoretical contributions to organizational behavior literature by examining the relationships between organizational culture, job satisfaction, and performance within the specific context of Myanmar's banking sector. The research provides valuable insights into the multidimensional nature of organizational culture and its differential effects on employee attitudes and behaviors. The finding that not all cultural dimensions equally influence job satisfaction challenges simplistic assumptions about culture-performance relationships and contributes to a more nuanced theoretical understanding. The study's identification of innovation and emphasis on rewards as less influential factors provides important theoretical insights into cultural factors that may have limited impact in certain organizational contexts.

The study's findings have substantial practical implications for UAB Bank management and broader banking sector leadership in Myanmar. Bank managers can prioritize the organizational cultural dimensions when designing organizational development programs and performance management systems. The findings suggest that investments in supportive organizational practices will yield measurable returns through improved employee satisfaction and performance outcomes. The importance

of supportive management practices in enhancing employee satisfaction and performance suggests that investments in supportive organizational practices will yield measurable returns through improved employee satisfaction and performance outcomes. And the result of findings suggests that UAB Bank can enhance employee satisfaction and performance by implementing comprehensive work-life balance initiatives that address the diverse needs of banking sector employees. These findings are particularly relevant as the banking industry faces increasing pressure to attract and retain skilled employees in competitive labor markets. The performance-oriented culture research suggests that well-designed performance systems, focusing on clear goals, fair evaluation, and meaningful feedback, can enhance employee satisfaction and performance in the banking sector.

The study's findings have important implications for banking regulation and policy in Myanmar, highlighting the need to incorporate organizational development and employee satisfaction into regulatory frameworks to enhance sector stability and effectiveness. Additionally, the research underscores the value of integrating organizational culture and employee satisfaction management into management education and professional development programs for banking leaders. Furthermore, the study offers evidence-based insights for international development and technical assistance initiatives, emphasizing the critical role of organizational development alongside technical and regulatory improvements in emerging market banking contexts.

#### **5.4 Needs for Further Study**

This study examined the impact of five organizational culture dimensions—supportiveness, innovation, emphasis on rewards, performance orientation, and work-life balance—on employee job satisfaction, as well as the relationship between job satisfaction and employee performance at UAB Bank in Yangon East Zone I. Other aspects of organizational culture that may influence employee job satisfaction and work performance were beyond the scope of this study. Therefore, future research should explore alternative organizational culture models and utilize larger sample sizes to provide a more comprehensive analysis. Such studies should extend beyond UAB Bank branches across the country to include various banking sectors and other industries for broader generalizability. And also, another study should be carried out to establish the relationship between organizational culture and organizational performance. This

broader approach would offer deeper insights into organizational culture, employee job satisfaction, and employee performance.

Moreover, the study's exclusive focus on the organization's headquarters may limit the generalizability of the findings to other branches or subsidiaries. As a result, the outcomes may not fully capture the experiences of employees across all branches or within the broader banking sector in Myanmar. Expanding future research to encompass diverse geographical locations and varying cultural contexts would enhance the applicability of the findings and provide more comprehensive insights relevant to the broader business environment.

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QUESTIONNAIRE

This questionnaire is only for MBA thesis focusing on organizational culture, job satisfaction on work performance. The research is conducted solely for academic purposes, and will not be used for any other purpose and will be handled confidentially. Your participation is greatly appreciated.

I. Respondent Profile Please specify your answer by placing a (√) on the relevant answers provided.

1. Kindly indicate your gender:

Male  Female

2. What is your age group?

Under 25 years  25-35 years old

35-45 years old  Above 46 years

3. What is your level in UAB Bank?

Senior Manager  Manager  Assistant Manager

Senior Executive  Executive  Associative

4. Please state your academic qualification:

Under graduate  Graduated  Post graduate

5. How many years have you worked with UAB Bank?

Less than 2 years  2 to 5 years

5 to 8 years  Above 8 years

## II. Organizational Culture

Please rate the following statements related to your organization using the scale provided below.

1 = Strongly Disagree      2 = Disagree      3 = Partially Disagree  
 4 = Neutral    5 = Partially Agree      6 = Agree      7 = Strongly Agree

Organizational Culture								
Sr. No.	Supportiveness	1	2	3	4	5	6	7
1	People have adequate mentoring from the superior.							
2	Supervisor supports me in executing my duties.							
3	My Co-workers at work are friendly and supportive.							
4	My organization actively promotes a healthy work-life balance for employees.							
5	People are treated fairly in my organization							
Innovation		1	2	3	4	5	6	7
1	The organization encourages and supports innovation.							
2	New and improved ways to do work are continually adopted.							
3	I respond well to competitors and other changes in my organization.							
4	Different parts of the organization often cooperate to create change.							
5	The ways things are done is very flexible and easy to change							
Emphasis on Rewards		1	2	3	4	5	6	7
1	In my organization there is equity in the distribution of rewards.							
2	Employees are rewarded in proportion to the excellence in quality of job performance.							

3	Rewards in my organization is based on working skills.							
4	In my organization the rewards that I receive meets my expectation.							
5	Reward and recognition consistent with individual contribution							
	<b>Performance-Oriented</b>	1	2	3	4	5	6	7
1	The glue that holds my organization together is the emphasis on tasks and goal accomplishment.							
2	My organization has an ongoing process of performance evaluation.							
3	In my organization there is a well-defined criterion in evaluating performance.							
4	Performance evaluating is done in an objective manner.							
5	In my organization there is a norm to maintain progress and strive towards excellence.							
	<b>Work Life Balance</b>	1	2	3	4	5	6	7
1	I believe there's an implicit expectation to work longer than my contracted hours.							
2	My colleagues or superiors frequently comment on my working hours.							
3	My organization believes in having healthy work life balance practice.							
4	I am comfortable speaking up if I feel overwhelmed with work.							
5	I am frequently praised or recognized for maintaining a healthy work-life balance.							

### III. Employee Job Satisfaction

Please rate the following statements related to your organization using the scale provided below.

1 = Strongly Disagree      2 = Disagree      3 = Partially Disagree  
 4 = Neutral      5 = Partially Agree      6 = Agree      7 = Strongly Agree

Sr. No.	Descriptions	1	2	3	4	5	6	7
1	I feel that my supervisor praises employee suggestions that aid in solving organizational problems.							
2	I satisfy that job performance evaluations done by my supervisor are fair and based on clear performance standards.							
3	I satisfy that I feel fairly compensated for my work.							
4	I satisfy that the benefit package we have is equitable.							
5	I satisfy that I work in an environment where there is cooperation and respect.							
6	I satisfy that problems in the workplace are addressed quickly and adequately.							
7	I satisfy that work assignments are delegated fairly.							
8	I satisfy that our management has an open-door policy and there is always a welcoming feeling present.							
9	I satisfy that career growth for employee is highly considered by the management.							
10	I satisfy that ability to improve skills and knowledge from my job.							

#### IV. Employee Performance

Please rate the following statements related to your organization using the scale provided below.

1 = Strongly Disagree      2 = Disagree      3 = Partially Disagree

4 = Neutral    5 = Partially Agree      6 = Agree      7 = Strongly Agree

Sr. No.	Descriptions	1	2	3	4	5	6	7
1	I can achieve the objective of the job.							
2	I could manage more responsibility than typically assigned.							
3	I can do all tasks which are expected to me.							
4	I fulfilled the formal requirements of work performance.							
5	I have engaged in the activities which influence my evaluation related to job.							
6	I have the motivation to exert more effort into the job I am doing.							
7	I communicate effectively with my colleague for problem solving and decision making.							
8	I believe in possessing the necessary skills, sociological readiness, and behavioral abilities to perform tasks.							
9	Seeking methods to enhance performance in the workplace.							
10	Organization follows a defined job performance measurement criterion.							

**Thank you so much for your precious time and enthusiastic participation.**

## Statistical Outputs

## Demographic Factor

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	13	11.8	11.8	11.8
	Female	97	88.2	88.2	100.0
	Total	110	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	32	29.1	29.1	29.1
	26-35 years	46	41.8	41.8	70.9
	36-45 years	27	24.5	24.5	95.5
	over 46 years	5	4.5	4.5	100.0
	Total	110	100.0	100.0	

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Manager	6	5.5	5.5	5.5
	Manager	13	11.8	11.8	17.3
	Assistant Manager	22	20.0	20.0	37.3
	Senior Executive	27	24.5	24.5	61.8
	Executive	21	19.1	19.1	80.9
	Associate	21	19.1	19.1	100.0
	Total	110	100.0	100.0	

		Edulevel			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under graduate	22	20.0	20.0	20.0
	Graduated	87	79.1	79.1	99.1
	Post graduate	1	.9	.9	100.0
	Total	110	100.0	100.0	

### Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2 yr	37	33.6	33.6	33.6
	2-5 year	24	21.8	21.8	55.5
	6-9 year	21	19.1	19.1	74.5
	above 9 year	28	25.5	25.5	100.0
	Total	110	100.0	100.0	

### Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
S1	110	2	7	5.83	.728
S2	110	2	7	5.85	.744
S3	110	1	7	5.95	.828
S4	110	1	7	5.57	1.088
S5	110	1	7	5.57	1.071
I1	110	1	7	5.79	.791
I2	110	1	7	5.87	.718
I3	110	1	7	5.78	.850
I4	110	1	7	5.73	.866
I5	110	1	7	5.53	1.073
E1	110	1	7	5.49	1.020
E2	110	1	7	5.54	1.072
E3	110	1	7	5.66	.860
E4	110	1	7	5.55	.964
E5	110	1	7	5.59	.951
PO1	110	1	7	5.79	.836
PO2	110	1	7	5.77	.820
PO3	110	1	7	5.63	.907
PO4	110	1	7	5.65	.893
PO5	110	1	7	5.74	.809
WLB1	110	1	7	5.55	1.261
WLB2	110	1	7	5.64	1.011
WLB3	110	1	7	5.63	.994
WLB4	110	1	7	5.76	.877
WLB5	110	1	7	5.66	.970
JS1	110	1	7	5.68	.877
JS2	110	1	7	5.73	.866

JS3	110	1	7	5.52	1.064
JS4	110	1	7	5.47	1.090
JS5	110	1	7	5.64	1.011
JS6	110	1	7	5.86	.772
JS7	110	1	7	5.69	.955
JS8	110	1	7	5.75	.840
JS9	110	1	7	5.55	1.089
JS10	110	1	7	5.85	.837
EP1	110	1	7	5.91	.736
EP2	110	1	7	5.90	.741
EP3	110	1	7	5.90	.741
EP4	110	1	7	5.90	.716
EP5	110	1	7	5.85	.780
EP6	110	1	7	6.05	.747
EP7	110	1	7	5.98	.690
EP8	110	1	7	5.93	.738
EP9	110	1	7	5.90	.703
EP10	110	1	7	5.88	.810
Valid N (listwise)	110				

## Reliability

### Supportiveness

#### Reliability Statistics

Cronbach's Alpha	N of Items
.844	5

#### Item Statistics

	Mean	Std. Deviation	N
S1	5.83	.728	110
S2	5.85	.744	110
S3	5.95	.828	110
S4	5.57	1.088	110
S5	5.57	1.071	110

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S1	22.95	9.135	.671	.812
S2	22.93	9.646	.523	.843
S3	22.82	8.480	.715	.797
S4	23.20	7.116	.744	.787
S5	23.20	7.574	.661	.814

### Innovation

#### Reliability Statistics

Cronbach's Alpha	N of Items
.894	5

#### Item Statistics

	Mean	Std. Deviation	N
I1	4.23	.774	110
I2	4.25	.840	110
I3	4.16	.684	110
I4	3.98	.888	110
I5	4.15	.732	110

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I1	16.55	7.130	.760	.866
I2	16.53	6.729	.789	.859
I3	16.62	7.835	.670	.886
I4	16.80	6.528	.783	.862
I5	16.63	7.484	.712	.877

## Emphasive on rewards

### Reliability Statistics

Cronbach's Alpha	N of Items
.935	5

### Item Statistics

	Mean	Std. Deviation	N
E1	5.49	1.020	110
E2	5.54	1.072	110
E3	5.66	.860	110
E4	5.55	.964	110
E5	5.59	.951	110

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
E1	22.34	11.767	.872	.911
E2	22.29	11.896	.793	.928
E3	22.16	13.166	.803	.926
E4	22.28	12.498	.805	.924
E5	22.24	12.182	.878	.911

## Performance Oriented

### Reliability Statistics

Cronbach's Alpha	N of Items
.933	5

### Item Statistics

	Mean	Std. Deviation	N
PO1	5.79	.836	110
PO2	5.77	.820	110
PO3	5.63	.907	110
PO4	5.65	.893	110
PO5	5.74	.809	110

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PO1	22.79	9.561	.799	.922
PO2	22.81	9.367	.867	.910
PO3	22.95	8.943	.853	.912
PO4	22.93	9.096	.836	.916
PO5	22.85	9.857	.764	.929

**Work-life balance**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.939	5

**Item Statistics**

	Mean	Std. Deviation	N
WLB1	5.55	1.261	110
WLB2	5.64	1.011	110
WLB3	5.63	.994	110
WLB4	5.76	.877	110
WLB5	5.66	.970	110

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WLB1	22.69	12.656	.795	.941
WLB2	22.60	13.637	.899	.914
WLB3	22.61	13.928	.870	.920
WLB4	22.47	15.151	.799	.934
WLB5	22.57	14.063	.876	.919

**Employee Job Satisfaction**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.936	5

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
JS1	5.68	.877	110
JS2	5.73	.866	110
JS6	5.86	.772	110
JS7	5.69	.955	110
JS8	5.75	.840	110

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	23.03	9.476	.853	.916
JS2	22.98	9.523	.856	.916
JS6	22.85	10.407	.772	.931
JS7	23.02	9.229	.811	.926
JS8	22.96	9.650	.862	.915

## Employee Performance

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.972	10

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
EP1	5.91	.736	110
EP2	5.90	.741	110
EP3	5.90	.741	110
EP4	5.90	.716	110
EP5	5.85	.780	110
EP6	6.05	.747	110
EP7	5.98	.690	110
EP8	5.93	.738	110
EP9	5.90	.703	110
EP10	5.88	.810	110

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EP1	53.28	36.223	.786	.971
EP2	53.29	35.254	.901	.967
EP3	53.29	35.382	.885	.968
EP4	53.29	35.511	.903	.967
EP5	53.35	35.659	.801	.971
EP6	53.15	35.538	.858	.969
EP7	53.21	35.745	.910	.967
EP8	53.26	35.260	.904	.967
EP9	53.29	35.584	.912	.967
EP10	53.31	35.206	.819	.970

### Overall Mean

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Supportiveness	110	1	7	5.74	.750
Innovation	110	1	6	4.19	.736
Emphasis	110	1	7	5.57	.883
Performance	110	1	7	5.70	.808
WLB	110	1	7	5.64	.955
JS	110	1	7	5.76	.801
EP	110	1	7	5.95	.689
Valid N (listwise)	110				

## Correlation (Organizational Culture and Employee Job Satisfaction)

		Correlations					
		Supportiveness	Innovation	Emphases	Performance	WLB	JS
Supportiveness	Pearson Correlation	1	.092	.729**	.640**	.672**	.705**
	Sig. (2-tailed)		.339	.000	.000	.000	.000
	N	110	110	110	110	110	110
Innovation	Pearson Correlation	.092	1	.113	.036	.087	.062
	Sig. (2-tailed)	.339		.241	.713	.368	.522
	N	110	110	110	110	110	110
Emphasis	Pearson Correlation	.729**	.113	1	.784**	.695**	.713**
	Sig. (2-tailed)	.000	.241		.000	.000	.000
	N	110	110	110	110	110	110
Performance	Pearson Correlation	.640**	.036	.784**	1	.714**	.812**
	Sig. (2-tailed)	.000	.713	.000		.000	.000
	N	110	110	110	110	110	110
WLB	Pearson Correlation	.672**	.087	.695**	.714**	1	.858**
	Sig. (2-tailed)	.000	.368	.000	.000		.000
	N	110	110	110	110	110	110
JS	Pearson Correlation	.705**	.698	.713**	.812**	.858**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	110	110	110	110	110	110

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

### Correlation (Employee Job Satisfaction and Employee Performance)

#### Correlations

		JS	EP
JS	Pearson Correlation	1	.759**
	Sig. (2-tailed)		.000
	N	110	110
EP	Pearson Correlation	.759**	1
	Sig. (2-tailed)	.000	
	N	110	110

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

### Regression (Organizational Culture and Employee Job Satisfaction)

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	WLB, Supportiveness, Performance, Emphasis, Innovation <sup>b</sup>		Enter

a. Dependent Variable: JS

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 <sup>a</sup>	.827	.819	.341

a. Predictors: (Constant), WLB, Innovation, Supportiveness, Performance, Emphasis

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.792	5	11.558	99.651	.000 <sup>b</sup>
	Residual	12.063	104	.116		
	Total	69.855	109			

- a. Dependent Variable: JS  
 b. Predictors: (Constant), WLB, Innovation, Supportiveness, Performance, Emphasis

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.495	.319		1.554	.123		
	Supportiveness	.163	.067	.153	2.417	.017	.415	2.407
	Innovation	-.004	.045	-.003	-.081	.935	.978	1.023
	Emphasis	-.068	.069	-.075	-.995	.322	.289	3.465
	Performance	.396	.071	.400	5.608	.000	.327	3.058
	WLB	.439	.054	.523	8.150	.000	.403	2.484

a. Dependent Variable: JS

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	(Constant)	Variance Proportions				
					Supportiveness	Innovation	Emphasis	Performance	WLB
1	1	5.935	1.000	.00	.00	.00	.00	.00	.00
	2	.035	12.938	.01	.00	.56	.02	.01	.03
	3	.011	23.350	.55	.02	.37	.01	.00	.23
	4	.008	26.987	.10	.00	.03	.33	.04	.65
	5	.006	30.581	.05	.65	.00	.00	.38	.00
	6	.004	39.596	.29	.32	.05	.63	.57	.09

a. Dependent Variable: EJS

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Supportiveness	Innovation	Emphasis	Performance	WLB
1	1	5.962	1.000	.00	.00	.00	.00	.00	.00
	2	.015	19.825	.62	.00	.00	.04	.01	.13
	3	.008	26.790	.03	.00	.01	.31	.07	.59
	4	.007	29.662	.12	.38	.07	.00	.32	.06
	5	.004	38.251	.22	.05	.14	.62	.53	.17
	6	.003	42.601	.00	.57	.79	.04	.08	.06

a. Dependent Variable: EJS

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.54	6.97	5.76	.732	110
Residual	-1.160	.972	.000	.324	110
Std. Predicted Value	-5.776	1.647	.000	1.000	110
Std. Residual	-3.492	2.927	.000	.977	110

a. Dependent Variable: JS

**Regression (Employee Job Satisfaction and Employee Performance)**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 <sup>a</sup>	.576	.572	.451

a. Predictors: (Constant), JS

b. Dependent Variable: EP

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.743	1	29.743	146.482	.000 <sup>b</sup>
	Residual	21.929	108	.203		
	Total	51.673	109			

a. Dependent Variable: EP

b. Predictors: (Constant), JS

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta	t	Sig.		
1	(Constant)	2.185	.314		6.964	.000		
	JS	.653	.054	.759	12.103	.000	1.000	1.000

a. Dependent Variable: EP

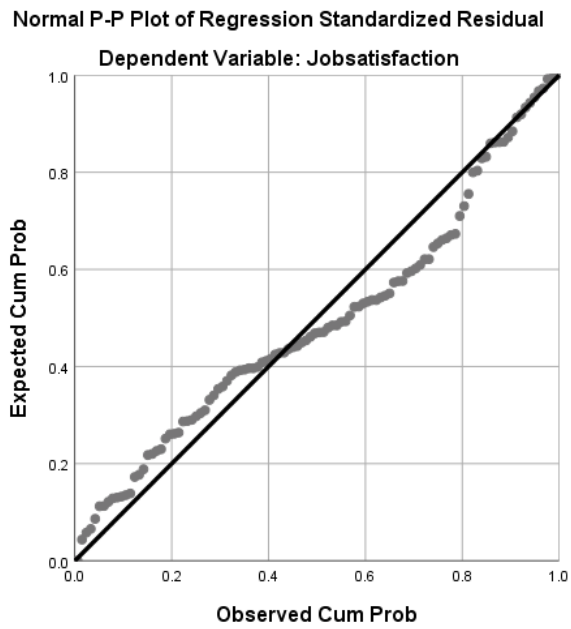
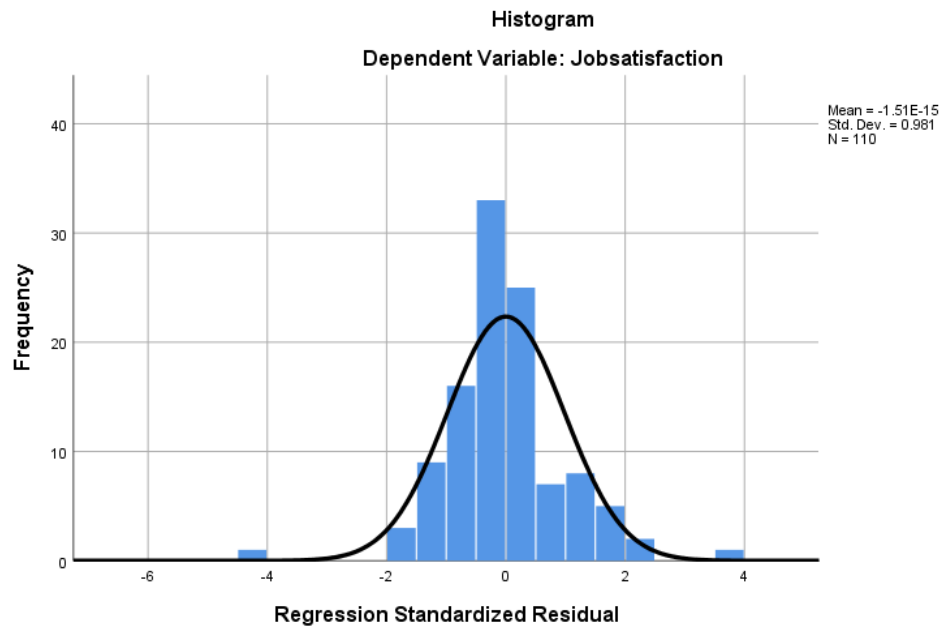
Collinearity Diagnostics <sup>a</sup>						
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	JS	
1	1	1.991	1.000	.00	.00	
	2	.009	14.534	1.00	1.00	

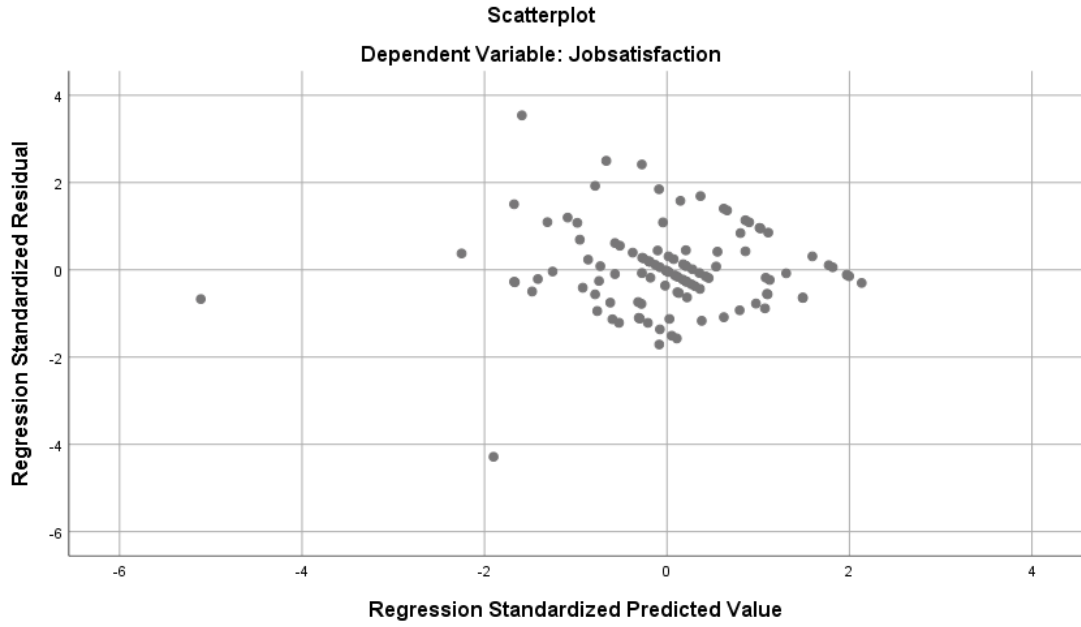
a. Dependent Variable: EP

Residuals Statistics <sup>a</sup>					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.84	6.75	5.95	.522	110
Residual	-1.837	1.205	.000	.449	110
Std. Predicted Value	-5.951	1.544	.000	1.000	110
Std. Residual	-4.077	2.675	.000	.995	110

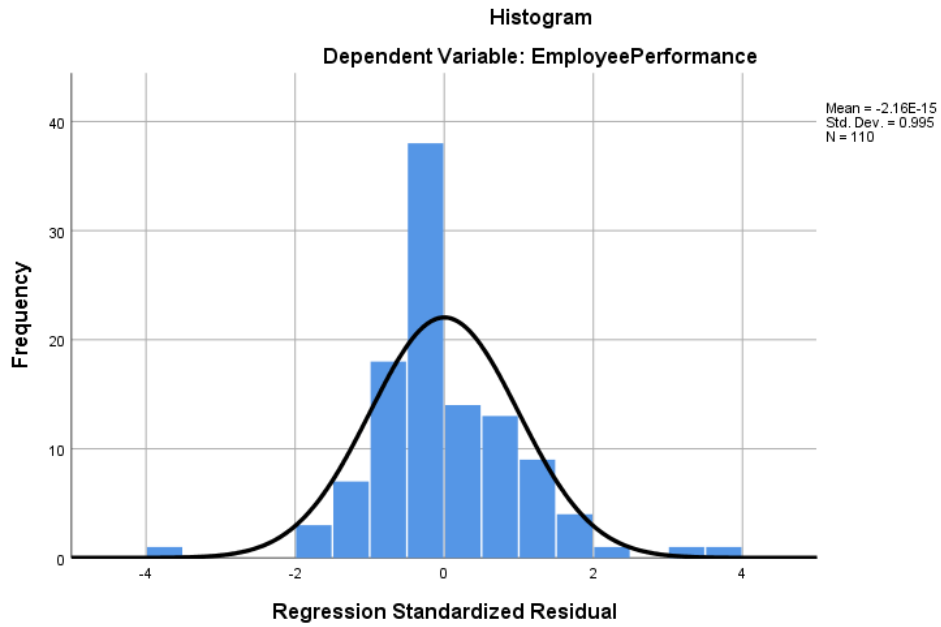
a. Dependent Variable: EP

Organizational Culture and Employee Job Satisfaction

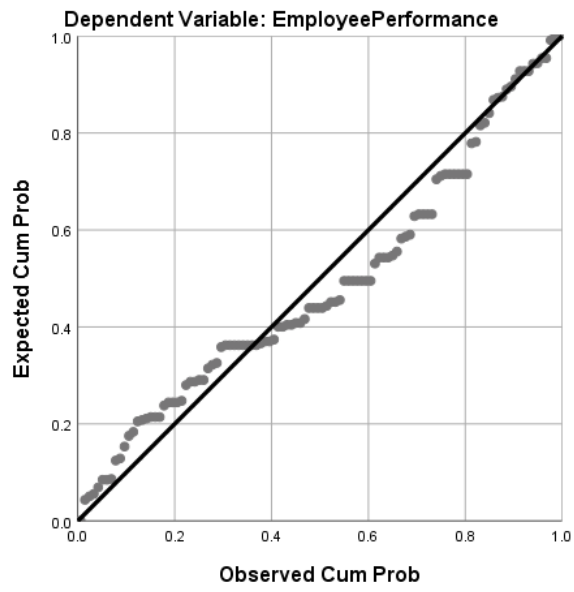




Employee Job Satisfaction and Employee Performance



Normal P-P Plot of Regression Standardized Residual



Scatterplot

