

**RELATIONSHIP BETWEEN LEADERSHIP STYLES &
ORGANIZATIONAL COMMITMENT OF
MYANMAR CITIZENS BANK (MCB)**

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

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ABSTRACT

This study focused on relationship between leadership styles & organizational commitment to Myanmar Citizens Bank (MCB). The objectives of the study and learned the employee commitments (affective, continuance, and normative commitment) in MCB Bank. It is known that an individual that have a good in leadership skill can able to change the entire organizational system within the organization. The purpose of this research is to examine or evaluate the effectiveness of leadership style towards the organizational commitment in the banking industry area at MCB Bank. In this research, independent variables such as transactional, transformational, servant and participative leadership are being discussed to determine their correlation or significant relationship with organizational commitment.

There a total of 120 sets of questionnaire had been distributed to banking employees in MCB Bank and total number of 80 sets had been collected. Based from the findings, all independent variable have significant relationship (transformational, transactional, servant and participative) or correlation with dependent variable (organizational commitment).

Furthermore, if studies are to focus on the banking industry, they can emphasize on special banking employees such as top management position who have experience is leading in the banking industry. The most employees, their managers were found which transformational leadership style, transactional leadership style, and participative leadership style are least dominant, servant leadership style which is moderate dominant, This study examined the leadership styles and organizational commitment in MCB Bank which was found that the servant leadership style are most existing leadership style alternative comparing other leadership style. Therefore, the dominant leadership style of MCB bank is the servant leadership style ones.

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Chapter I

Introduction

Organizational commitment has been a vital implication for organization and employees. Organizational commitment is considered as the reliable predictors of employee “work performance, productivity, turnover, job satisfaction of the employees, and efficiency”. The adverse effect associated with employees who less committed in an organization include high turnover and absenteeism (Bennett & Durkin, 2000). Organizational commitment can be defined as the degree of an employee’s identification with participation and involvement in an organization and remains employed in an organization and becoming one of its members (Raja & Palanichamy, 2011).

Committed employees normally tend to devote more time, energy and efforts toward the organization and have high job satisfaction and productivity. Other than that, committed employees also have a willingness to make the changes and less likely to engage in withdrawal behavior (Iverson and Buttigieg, 1998). This can help the organization to achieve the goals and implement business strategies and gain competitive advantage since the employees less resistance to change. Therefore, it is important to leaders emphasize on the significance of the employees organizational commitment (Raja & Palanichamy, 2011).

According to Fang, Chang & Chen (2009), leadership has significant and positive impact on job satisfaction of employees and work performance and influences the employee’s commitment toward an organization. Leadership plays an important character in the company’s management which helps to maximize the efficiency and to lead the organization achieve its goals (Keskes, 2014). The word of leadership has been described in several terms which include position, personality, and influence employees’ “ behavior and direct the group to achieve the goals (Limsila & Ogunlana, 2008)”.

Furthermore, a capable leader able to motivate and support their employees by provides the guidance and direction to them in order to achieve the goals and accomplish the desired outcomes (Voon, Lo, Ngui & Ayob, 2011). Hence, the employees’ behavior can be affected by the leader through using different leadership styles and approaches (Keskes, 2014). According to Nijhof, de Jong and Beukhof

(1998) reveal that apart from the organization make good use of its human capital and competencies that make an organization to be successful, but also how the leader provokes commitment among employees to organization also very important. There are many types of leadership styles such as transactional, transformational, servant and participative leadership.

Businesses need skilled competent and committed employees as an effective team member to succeed. Failure to ensure this by managers or supervisors can lead to the loss of valued employees who place a premium on the success of organization. Employee behavior on the job is influenced by his or her immediate supervisor. Positive influences are essential to strengthening employee commitment. Therefore, the first step in building commitment is to improve the quality of management (Hunt & Morgan, 1994, Meyer et al., 2004).

The workplace is changing dramatically and demands for the highest quality of product and service are increasing. To remain competitive in the face of these pressures, employee commitment is crucial. This reality is applicable to all organizations but it is of particular importance to small and medium sized businesses. Much has been written recently about the need for improving the education, training and development of organizational workforce. Allen & Meyer (1990) also suggest that the continued interest is a result of the belief that if properly managed, employee commitment can result in benefits such as leadership effectiveness, improved employee performance, reduced turnover and absenteeism. This pursue to exploit the potential organizational benefits has resulted in the large number of studies that focus in the nature of employee commitment.

Bank is a place where it acts as a financial intermediary that accepts deposits and makes those deposits into other activities (Hildreth, 2001). Over the last decades, we have witnessed a dramatic mushrooming of private banking sectors in Myanmar institutions were finger counted and owned by the public.

First and above all, after the current government adopted liberalism which was typically characterized by privatization of earlier government owned institutions, different service sectors were freed. Thus, the banking sector became one, among them. Consequently, many investors and academicians started to enroll themselves in to it.

1.1 Rationale of the Study

The main purpose of this study is to identify leadership styles of the Myanmar Citizens Bank (MCB). There is intense competition in the banking industry. High competition makes the banks are offering a comprehensive range of financial services to attract the customers and innovators their available products and services. Besides that, there are high requirements of skilled and knowledge employees for banks because it is important for the banks to have great employees because frontline bank employees need directly interact with the customers. There are three prime banking systems which are commercial bank, investment bank and retail bank in the Myanmar's banking industry that supporting Myanmar business activities and economy. The bank needs to look at the problem of employees' causes and the impact of commitment and to retain skillful employees for long time. Moreover, management should emphasize on leadership styles to determine whether employees are satisfied or not.

Although there are over round about thirty private banks in Myanmar, this paper studies only MCB Bank. MCB Bank had established thirty three branches around the nation since 1992. They have one head office and eight branches in Yangon and they have about sixty employees in each office. Among those employees, most of the employees have over ten year's experiences shows commitment in MCB Bank. Bank employees tend to experience high level of stress and longer working hours.

There are many negative effects that associated with the high turnover rate in banking industry especially in commercial and retail banks which include affect the productivity and service quality because of lack of knowledge and skill employees. Thus, this study is considered important to determine the relationship between leadership styles (i.e. transactional, transformational, Servant leadership and Participative) of MCB Bank and employee commitment (i.e. affective, normative and continuance) of MCB bank.

1.2 Objectives of the Study

1. To identify leadership styles of the Myanmar Citizens Bank (MCB)
2. To analyze the leadership styles and organizational commitment in the Myanmar Citizens Bank (MCB)

1.3 Scope and Method of the Study

The scope of the study is MCB (Myanmar Citizen Bank), focusing on the leadership style and organizational commitment in the MCB (Myanmar Citizen Bank). Then, the 100 Employees 50% of total 200 Employees who have been working in MCB were chosen to find employees' leadership style and organizational commitment in the Myanmar Citizens Bank (MCB).

Descriptive method is used based on primary data collected through systematically developed by five points Likert scale questionnaire. Secondary data collected information from various sources. Personal interview method is applied to collect primary data from authorized persons of MCB. The primary data collection was also made during the period from October 2018 to November 2018 to cover the whole courses. This study discuss the independent and dependent variables to identify the connection for independent and dependent variable.

1.4 Organization of the Study

This thesis paper is organized with five chapters. Chapter 1 is the introduction section. It includes rationale for the study that shows the reason for choosing this title and organization, objectives of the study, method of the study, scope of the study, and organization of the study. Chapter 2 describes literature review & Chapter 3 presents the profile of MCB. Chapter 4 describes analysis of the relationship between leadership style and organizational commitment in the Myanmar Citizen Bank (MCB). The study then concludes with Chapter 5 with the summary of conclusion - findings, suggestions and needs for further studies are given.

CHAPTER II

LITERATURE REVIEW

This chapter states the literature review for the effectiveness for various leadership styles on organizational commitment in banking industry. This chapter conducts the literature review based from journals and articles which are useful for our study project. This chapter also contains several theoretical frameworks, the relationship between leadership (transformational leadership, transactional leadership, servant leadership and participative leadership) and organization commitment in the banking industry.

2.1 Leadership

Leadership style can be the key determinant of the organization's success or failure (Lok & Crawford, 2004). According to Truckenbrodt (2000), the importance of the leadership has influence in many fields such as government, politics, military, and profit or non-profit organization. A successful organization depends on the capacity and ability of the leaders to work with their subordinates by initiating actions and programs in order to achieve the desired organizational goals (Johnson & Bledsoe, 1973).

Leadership has widely definition by many researchers. Leadership is defined as the process in which the leader influence their followers or subordinates show their willingness and enthusiasm by contribute their efforts and abilities to achieve the organizational goals (Doyle & Smith, 2001; Lussier, 2006; Werner, 2001). According to Yukl (1994), leadership is also defined as the process of influence in the subordinate, lead and inspires the subordinate to accomplish the target, maintain cooperation among the group members and achieve the established mission and the support from the external source is obtained.

The management culture and the management style that used by the top management has direct and positive impact on the degree of the employee commitment toward the organization (Niehoff, Enz & Grover, 1990). Many leadership researchers found that there are many leadership styles and variety of ways to lead, therefore the leader should adopt the most appropriate leadership styles to get the employee's participation and commitment. In other words, the importance of understanding employee's situation in order to decide on which leadership styles is

suitable and able to fit the interaction between them in order to achieve the desired organizational goals.

2.2 Leadership Theories

A review of the leadership literature reveals an evolving series of 'schools of thought' from "Great Man" and "Trait" theories to "Transformational" leadership under the followings. Whilst early theories tend to focus upon the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership. The emergence of leadership theories is shown under.

Great Man Theories - Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories.

Trait Theories - The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life.

Behaviorists Theories - These concentrate on what leaders actually do rather than on their qualities. Different patterns of behavior are observed and categorized as 'styles of leadership'. This area has probably attracted most attention from practicing managers.

Situational Leadership - This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organization.

Contingency Theory - This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.

Transactional Theory - This approach emphasizes the importance of the relationship between leaders and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers.

Transformational Theory - The central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance (Bolden et al.,2003)

Servant Leadership Theory - Greenleaf first presented the theory in a 1970 essay, "The Servant as Leader." However, numerous other theorists have contributed to our understanding of servant leadership. One theorist, Larry Spears, outlined ten characteristics of servant leaders by analyzing the writings of Greenleaf. These ten characteristics are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, and building community. (Larry Spears, 2003)

Servant leadership is one of the more popular theories of leadership, especially among Christian leaders who vigorously cite Jesus as the penultimate example of servant leadership. However, its effectiveness in organizations is still being debated. Many researchers and theorists argue that servant leaders can become so focused on the needs of their followers that the needs of the organization suffer as a result. In any case, Servant leadership theory has a place within the spectrum of leadership theory, as it represents the strongest emphasis on followers of any theory.

Participative Leadership Theory - One basis of support for the theory is that participation satisfies an employee's higher-level needs. You can readily see the influence of psychologist Abraham Maslow and his hierarchy of needs on participatory leadership. Two of his concepts are important: deficiency-motivation and growth-motivation. (Abraham Maslow, 2005)

Each of these theories takes a rather individualistic perspective of the leader, although a school of thought gaining increasing recognition is that of "dispersed" leadership. This approach, with its foundations in sociology, psychology and politics rather than management science, views leadership as a process that is diffuse throughout an organization rather than lying solely with the formally designated 'leader'.

2.3 Review on Previous Studies

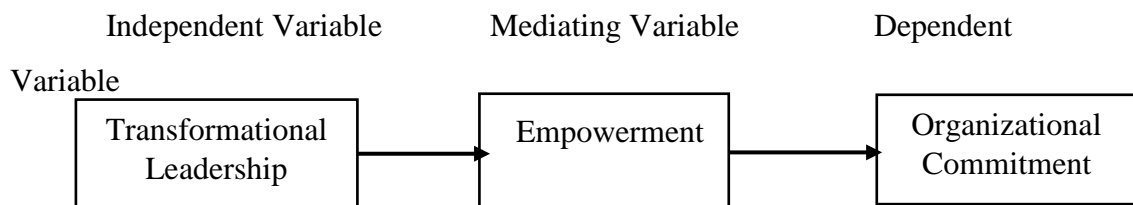
Four types of leadership styles (Transformational, Transactional, Servant and Participative) are cited from the research study, *The Effectiveness of Leadership on Organizational Commitment in Banking Industry*.

2.3.1 Transformational Leadership

Dubinsky, Yammarino, Jolson & Spangler., (1995); Bycio, Hacket & Allen, (1995) stated that transformational leader style carries out the function of the organization may have significantly influence on employee outcomes as well as organizational commitment. Organizational commitment theory is defined as an attitude of work related based on the organizational behavior literature.

Figure 2.1

Relationship between Leadership, Empowerment and Organizational Commitment



Source: Azman Ismail, et al: (2011).

According to Figure 2.2 studied by Azman et al., (2011), the theoretical model above is being generated. In this study, the transformational leadership has significant relationship with the organizational commitment, stated that the significant relationship between transformational leadership and organizational commitment yet it indirectly affected by empowerment.

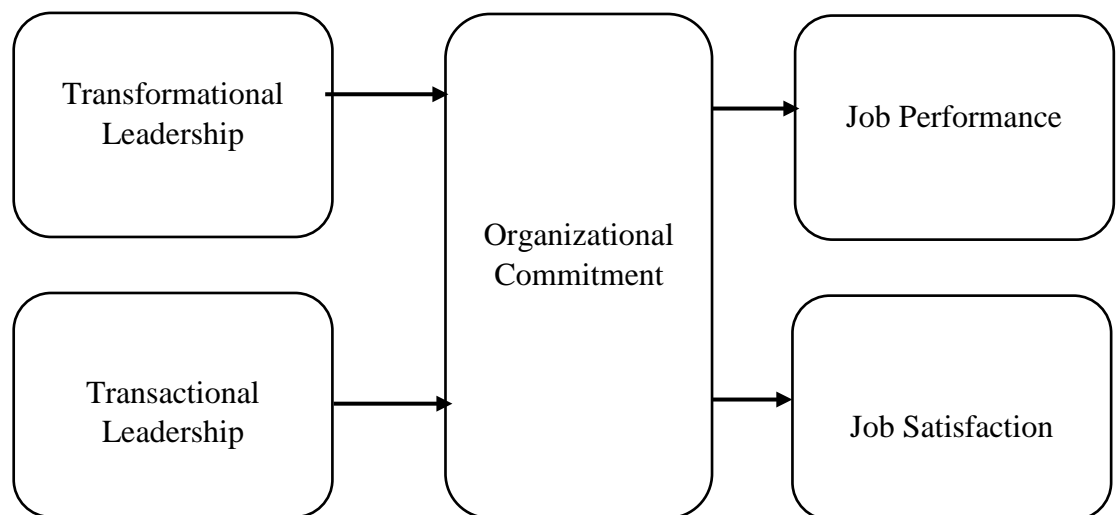
All employees are encouraged to be independent and innovative in term of solving the problem in the organization and they are being treated equitably. Modern style leaders give a positive influence on individuals, groups and organizations (Dess Picken & Lyon., 1998). Whereas, Ismail & Yusuf (2009) studied Transformational leadership defining employees from the organizational commitment and they are the most effective leadership style, they influence their follower commitment and as a conclusion, there is significant positive relation with organizational commitment.

2.3.2 Transactional Leadership

Some researcher proved that transactional leadership can have a direct effect on motivation issues and the level of performance of the employees because transactional leadership plays an important role in the organization in terms of increasing the level of job performance of an employee.

Figure 2.2

Mediating role of organizational commitment among leadership styles and employee outcomes



Source: Anwar, F., & Ahmad, U. N. U. (2012).

According to Anwar & Ahmad (2012), the conceptual framework that stated above consists of transactional leadership and transformational leadership which lead to organizational commitment and two dimensional outcomes - job satisfaction and job performance. There are several studies mentioned that there is a positive relationship between transactional leadership and the organizational commitment which also lead towards the outcome of job performance.

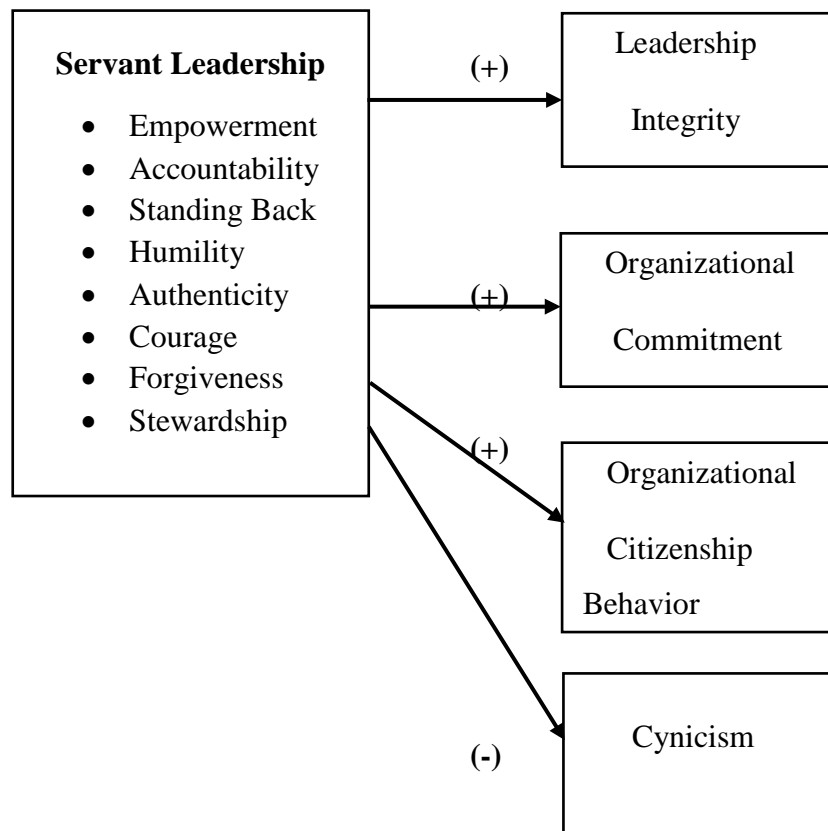
2.3.3 Servant Leadership

Servant leader associated with leadership integrity turn out be the one best leader in trust and the determinant quality relationship between leader and their followers. In this study, they test what extent servant leadership for organizational

commitment which is lower levels of job burnout. The negative correlation between servant leadership and cynicism because of employees distrust pessimism about their job and display of dysfunctional behavior.

Figure 2.3

Servant leadership in Italy and its relation to organizational variables



Source: Bobbio, A., Van Dierendonck, D., & Manganelli, A.M. (2012)

Figure 2.4 states that servant leadership and leadership integrity will be positive correlation. This is because integrity perceptions strongly influencing to employees job satisfaction and intention to leave their company.

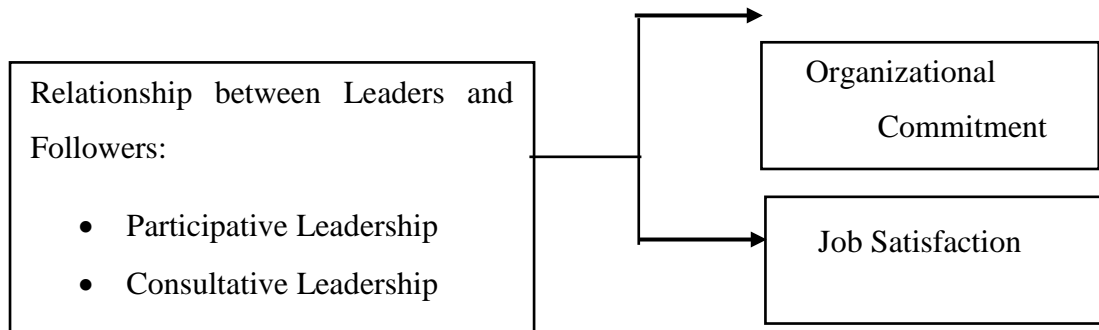
2.3.4 Participative Leadership

A consultative leader appreciates followers voices in building goal settings and task assignments in order to planning and managing organizational functions can result in evoking the employees' commitment toward organization. Due to the appreciation and belief of the leader, followers more likely support the organizational

strategy and achieving goals, so they less likely have intention to leave. In conclusion, this model offers us the understanding of the relationship between participative leadership style and consultative leadership style with the organizational commitment and job satisfaction.

Figure 2.4

A relationship showing leadership, organizational commitment and job satisfaction



Source: Ismail et al., (2010)

This model above shows the relationship between participative leadership style and consultative leadership style, whereas significant relationship organizational commitment and job satisfaction. A participative leader performs participative style in discussion, empowerment, joint decision making and power sharing by involving the participation of the employees can increase the employees' satisfaction and enhance their commitment toward organization.

2.4 Organizational Commitment

Organizational commitment represents an employee work attitude towards their own company, this degree of commitment will affect the employees on their own jobs, if employees are committed will greatly increase their work performance and reduce their intention to leave the company (Rauf, Akhtar , Asim & Moen, 2013).

Mguqulwa (2008) had clearly stated that the definition of the organizational commitment adopts from other researches article. Most of the article defines organizational commitment with individual; one of them is the individual's behavior in an existing group in one company because positive behavior means the organizational commitment of the employee is very high. From the study of the organizational commitment, study try to figure out the meaning of organizational commitment with employee and how to increase it.

There are three dimensions to measure organizational commitment which is affective, continuance and normative (Lo, Ramayah, & Min, 2009). Organizational commitment is the relationship between employer and employee in multidimensional concept that related to the job satisfaction and turnover rate problem in one company (Lo, Ramayah, & Min, 2009). As cited in Lo, Ramayah, & Min, (2009), organizational commitment has positive relationship with the turnover rate in one company, because employee more willing to accept change in the company.

Moreover, organizational commitment is used as variable because some researchers define the organizational commitment as a degree of strength unity and also the degree of feeling in one organization, when one employee has higher level of commitment they will more adopt to the goal of organization and maintain their membership in this organization (Korkmaz, Kihc, Yucel, & Aksoy, 2014). This is the reason organizational commitment is used as variable to determine the intention of employee who want to leave the organization, as a result will show that which aspect can affect the organizational commitment is the aspect has the ability to change the degree of turnover rate in one organization.

2.5 The Dimensions of Employee Commitment Level

The most basic theory of employee commitment is Allen and Meyer's conceptualization. This theory differs from others in the nature of the psychological state being described. They identified three dimensions of employee commitment: affective, continuance, and normative commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined after the former ones (Allen & Meyer, 1990).

Affective commitment is also attitudinal based and in this situation the employee sees him/herself as a part of the organizations. Individuals with high levels of affective commitment continue employment because they want to. Therefore, this is very important for the organizations to have employees feeling affective commitment since strong affective commitment means employees willing to stay in the organization and accepting its objectives and values (Allen & Meyer, 1990).

Continuance commitment is a commitment situation originating from the needs of employees to stay in the organization considering the costs of leaving. It refers to an awareness of the costs associated with leaving the organization as well as the willingness to remain in an organization because of the investment that the

employee has with “non-transferable” investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Allen & Meyer, 1990; Brockner et al., 1992). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Hunt & Morgan, 1994).

In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting. Moreover, continuance commitment is not a negative situation though it is considered to be a negative commitment style by the organizations. Those with high levels of continuance commitment stay with the organization because they need to. Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

The third dimension of employee commitment is normative commitment, which reflects a feeling of obligation to continue employment. Those with high levels of normative commitment stay with an organization because they feel they ought to remain (Allen & Meyer, 1990). It has argues that normative commitment is only natural due to the way are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. Therefore, when it comes to one’s commitment to their place of employment, they often feel like they have a moral obligation to the organization (Meyer et al., 2004).

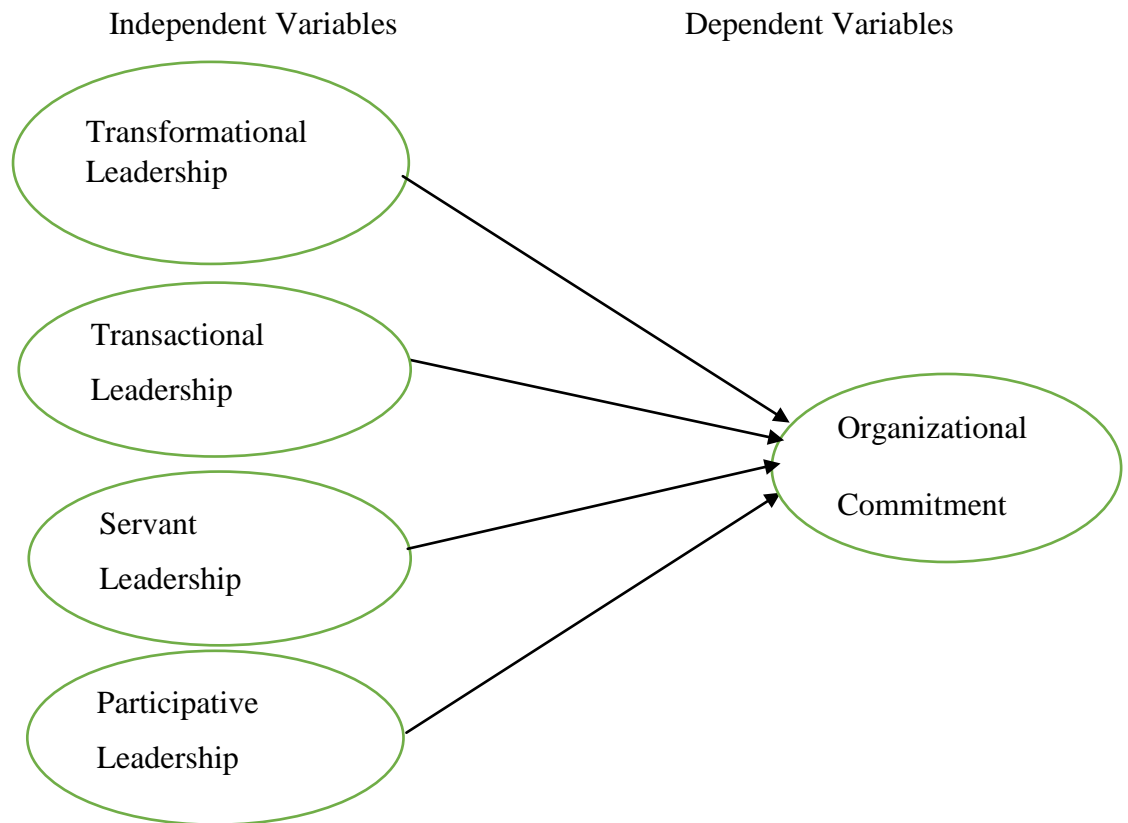
The three components of employee commitment are a psychological state that either characterizes the employee’s relationship with the organization or has the implications to affect whether the employee will continue with the organization. An individual can have similar or different levels of all types of commitment. They are not mutually exclusive. Thus, regardless of the definition, “committed” employees are more likely to remain with the organization (Allen & Meyer, 1990).

Allen & Meyer (1997) [as cited in Meyer et al., 2004] found that employees that have a good relationship with their immediate work group have higher levels of commitment to the overall organization will be higher. Accordingly, they argue that employees must be given numerous opportunities throughout the workplace to feel committed to the organization. Moreover, Ugboro (2006) concluded that workers’ organizational commitment is significantly correlated to their perceived job security.

2.6 Framework by University of TUNKU ABDUL RAHMAN

Leadership Theories captures different kinds of behaviors which make a difference to outcomes for associates of the leader. The range of behaviors starts with transformational leader behaviors to transactional leader behaviors.

Figure 2.5 Framework by University Tunku Abdul Rahman



Source: University of TUNKU ABDUL RAHMAM

According to Figure 2.5 shows the relationships among all the independent variable and dependent variables. In the study, this study still determines the effectiveness of the leadership on organization commitment. The independent variables are represented by the four leadership which consists of transformational, transactional, servant, and participative and the dependent variable is organizational commitment, and it will determine the influences of all the independent variables toward the dependent variable.

CHAPTER III

PROFILE OF MYANMAR CITIZENS BANK

This chapter consists of discussion on general situational of Myanmar Banking Industry which is followed by the profile of the Myanmar Citizens Bank Limited. The profile of the Myanmar Citizens Bank Limited includes the backgrounds of the bank, extension of bank branches, financial services provided by the bank, corporate objectives of the bank, mission vision, and the organization structure of the bank.

3.1 Background of the Myanmar Citizens Bank

MCB is a semi-government public Bank, Myanmar Citizens Bank Ltd was established in 1991, under special company Act registration No (274/1991-1992) on 30rd October 1991, granted by Company Registration Office. Central Bank of Myanmar granted banking license Ma Ba Ba/J(i)-1(5) 1992, dated 25th May 1992, Money Changer License (MC) was granted on 24th October 2011 and Authorized Dealer License (AD) was granted on 17th August 2012 to operate foreign banking services. With the Banking License no: Ma Ba Ba/J (i)-1(5) 1992, granted by central bank of Myanmar on 25th of May 1992. Banks in Myanmar are classified as government bank, semi-government bank and private banks. Among the all types of bank, MCB is the semi-government public bank listed at Myanmar Security Exchange Centre. Now, MCB is a public bank.

MCB bank's shares had been owned by joint-venture corporations and the public until all joint-venture corporations were liquidated in 1998. And all the shares formerly owned by the joint-venture corporations were bought by governmental department of Ministry of Commerce. The maximum paid-up capital of Myanmar Citizens Bank Ltd is approved up to MMK 75000 million as per instruction no. (1/2013), dated 2nd January 2013, by Ministry of National Planning and Economic Development. Out of MMK 52004.930 million of paid-up capital, Ministry of Commerce holds the shares worth MMK 5117.055 million and general public holds the shares worth MMK 46887.875 million. Since 1992-1993, the year MCB was established, the Bank has been contributing taxes to state revenue and paying out the proper dividends to the shareholders on the basis of profit before Tax during 26 years is MMK 34.38 Billion and contributed Income Tax is MMK 8.66 Billion in total so far. The amount of Dividend paid-out is 13.6 Billion.

Myanmar Citizens Bank Ltd started its banking business at No.383 Mahar Bandoola Road, Kyauktada Township Yangon on 2nd June 1992. Myanmar Citizens Bank has tenure of over 26 years providing a wide range of banking services in Myanmar. As the bank's mode of services increased, development has also accelerated. MCB, simple and single branch in Twentieth Century, has now become a full-grown tree with 33 branches. To expand internal remittance and provide other banking services such as receiving deposits and offering loans to the customers who lived in various parts of the country. Myanmar Citizens Bank always continued its efforts to increase number of branches throughout nationwide.

3.2 Vision, Mission and Objectives of MCB

As one of the first public bank and leading banks in Myanmar, Myanmar Citizens Bank (MCB) is dedicated to providing efficient banking services and to ensure a trust worthy, reliable and successful relationship with all stakeholders, Myanmar Citizens Bank is committed to generating value for our customers. MCB's Vision and Mission as follows:

Vision of MCB

- To exist as the most reliable public bank and financial services provider in Myanmar by complying the law and regulations.

Mission of MCB

- To ensure stability and sound growth whilst enhancing the value of shareholder's investments.
- To promote the segment of public ownership in shareholder's equity.
- To develop the human resource sector of all hierarchy levels in order to provide excellent and quality customer services.

Objectives of MCB

The main objective of Myanmar Citizens Bank is to provide financial assistance to entrepreneurs for development of all business sectors. Motto of the Myanmar Citizens Bank is “To have relationship once is for the eternity”.

Myanmar Citizens Bank Limited aims to accomplish the following during 2018-2019 Financial Year.

- (a) To enlarge the bank’s network by opening 75 to 100 branches until 2018-2019 and 2019-2020 financial years.
- (b) Being as the first listed public company among the banks in Myanmar, we are establishing the development in the nation’s financial sector by fulfilling our customers’ needs and providing efficient banking services for the interests of our employees and related bodies. To accomplish MCB’s detailed future 3 years strategic plans and procedures set out by Board of Directors together with Management Team in reaching this goal.
- (c) To commence IFRS after some discussions with external consultants as this study are in need of international accounting standards for MCB’s future success.
- (d) Human resources development, fast and effective banking services, risk management procedures and systematic operations are our keys for MCB’s achievement in long term and developing IT systems is fundamental of all. To continue our ongoing tasks and business prospects such as building Core Banking and Primary & Recovery Data Centers, hiring local and global professionals and experts, improving the employees’ abilities, Process Reengineering Rebranding and Marketing and reordering the payroll and benefits.
- (e) To develop Digital Banking System with the use ICT for the mobile payments so that citizens in branchless rural areas can make banking transactions and payments handily.
- (f) To expand more banking services such as Mobile Banking, Internet Banking and Mobile Wallet in additional to providing Debit Card, Credit Card and Prepaid Card as Consumer Banking services so that our banking activities are widely known and used.

- (g) To reanalyze our current Visa Card, Master Card, UPI, JCB, MPU Acquiring & Issuing procedures to be the better ones.
- (h) To develop MCB's Trade Financing by expanding services concerning LC/TT services for Export/ Import business, Bank Guarantees and Foreign Exchange.
- (i) To increase the amount of Deposits for wider network of banking operations.
- (j) To develop and comply with the risk analysis and management systems to provide the most reliable and efficient loans.
- (k) To expand providing short term loans in 7 crucial sectors of business such as industry, trading, transportation, construction, agriculture, livestock and general on yearly basis with the aim of contributing the economic development in the nation and supporting local entrepreneurs financially.
- (l) To participate in bringing the development of SME business by providing loans under Two Steps Loan Phase II program contributed by JICA.
- (m) To develop and exploit Corporate Banking services which meet the needs of businesses.
- (o) To boost international banking services in collaboration with international money transfer agencies so that citizens working in foreign countries can make transactions handily.
- (p) To collaborate with other financial institutions and foreign banks in fulfilling the needs of our customers and clients.
- (q) To make progress in other banking services which meet the needs of customers (such as arranging the payments for the salaries of employees at private companies).

3.3 Organization Structure of MCB Bank

Myanmar Citizens Bank has a proper organization structure which is started below. The Board of Directors sits on the very top of the organization chart which directly goes down to Managing Director (MD).The MD is supported by only one

Deputy Managing Director in second tier who are in-charge of different departments. The Bank's Management Board (or Board of Directors) consist of 14 members.

In Board of Directors, the Chairman is the head above 12 directors. These Directors are responsible at proper roles in forming 7 Committees, each of which consisting 4-or-5 of Directors and Members. According to sources, Myanmar Citizens Bank consists of four committees in organizational structure. They are management risk committee, credit committee, remuneration committee and audit committee.

The Committees present their findings and issue analysis from their respective meetings to Board of Directors' meetings for discussion and decision making in implementing the operations. The number of Bank's staff reached total (650) at 26th August 2016. At the Bank's Head Office, there are seven departments, such as International Banking Department, SME Department, IT Department, Account Department, Loan Department, and Administration Department.

3.4 Financial Services of MCB Bank

Operating under the uniform regulation of Central Bank of Myanmar, there is little variation in the range of products offered by the private commercial banks in Myanmar. MCB provide truly valuable financial services to it respected shareholders and high-esteemed customers as follows:

- Accepting current, saving, call and fixed deposits in local currency.
- Accepting foreign currency current deposits.
- Domestic and international remittances.
- Mortgage loan business in local currency.
- Card business (Visa, Master and MPU)
- Providing Automated Teller Machines (ATM)
- Buying and selling of foreign currencies.
- Facilitating international business through export and import financing.

Financial services provided by MCB can divided into seen Department such as deposits management which include saving account, current account and fixed

account, Cash service include payroll and collection. Overdraft and loans services are available under bank loans. Other services such as bank guarantee, Money changer and hire purchase are also provided by MCB.

3.4.1 Financing Loans

MCB offer commercial loans and pledge loans and extend various guarantees such as trade guarantees and bank performance guarantees. Such services are offered to various business segments such as industrial, transport, trading, general business, services, construction, agricultural and etc. MCB's priority is to advance loans to trading, industrial and services enterprise where risk is minimal.

3.4.2 Domestic Transfer Services

As for domestic remittance, customers can transfer money within a very short time to and from among MCB, branches and can also remit between MCB and other private banks such as small and median Industrial Development Bank, Myawaddy Bank, Myanmar Oriental Bank, Construction & Housing Development Bank, Ayeyarwady Bank, Rural Development Bank, Asia Yangon and Cooperative Bank.

3.4.3 Hire Purchase

Hire purchase is a service provided by MCB Bank starting in October, 2012 in association with 25 big companies financing products. MCB could manage financing agricultural machines, condominiums, luxury automobiles, industrial vehicles and construction machines with no loss so far. Our major financing products in 2017-2018 financial year are agricultural machinery purchased by 10519 farmers in every states and divisions in the nation and our income is MMK 8467.01 million. In providing Hire Purchase scheme, MCB is trusted by entrepreneurs and demanded by customers for our effective and fast services. MCB not only finance agricultural machinery under HP scheme for the development of agricultural sector, also provide fertilizers and crop protection products under SME Finance scheme in every states and divisions starting in November 2017 .In 2017-2018 financial year, MCB are also increasing our market share by financing home and office (electric) appliance under HP scheme with the aim of developing living standard of different classes in the nation.

3.4.4 SME Loans

As MCB is selected as the Participant Financial Institutions for JICA (Japan) Two Step Loan program for the growth of Small & Medium Enterprise (SMEs), MCB could provide loan amount of MMK 6.37 Billion to 19 entrepreneurs in 2016-2017 financial year and loan amount of MMK 2.47 Billion to 9 entrepreneurs in 2017-2018 financial year. In total, MCB offered MMK 8.84 Billion to 28 entrepreneurs in Yangon, Mandalay, Bago, Ayeyarwady, Tanintharyi and Rakine. At upcoming Two-Step Loan Phase II, MCB will try to provide loans to both small business and others producing value added goods in different states and divisions.

3.4.5 ATM & POS

Myanmar Citizens Bank Ltd, one of the founding members of Myanmar Payment Union consisting of 23 Banks, is only and most significant payment network in Myanmar. As members of MPU, MCB issues MPU cards and at the same time, acquires MPU cards as well as China Pay Union (CPU) and JCB cards. IT department furnishes above mentioned payment network with 22 ATMs and above 70 POS devices. Apart from that, collaboration with MPSS, a local software firm, MCB is already in the process of pilot testing of Mobile Money services under the name of #663. Central Bank of Myanmar, granted Mobile Payment System on 22nd May 2015.

3.4.6 Foreign Exchange

The bank is now providing money changer service in Yangon, Mandalay, Naypyitaw, Muse and so on. MCB was amongst the first to carry out the business of foreign currency exchange in 1994, until this was stopped by order of the government in 1998. Money changers were once again permitted in October 2011 & MCB was issued with a money changer license on 24 October 2011 and recommenced with the provision of this service. MCB currently provide such foreign exchange services at the following branches, and inspect of USD, EURO and SGD.\

3.4.7 International Banking

MCB was issued with an Authorized Dealer License on 17 August 2012, and are permitted to carry out foreign currency banking transactions with foreign countries. MCB became a member of (SWIFT) on 5 January 2013: and has, since the,

established correspondent bank relationships with United Overseas Bank (UOB), Oversea Chinese Banking Corporation (OCBC), and United Bank of India, Krung Thai Bank, Malayan Banking Berhad (May Bank), DBS Bank, Commerz Bank, ICBC Bank, Maruhan, Kasikorn, Industrial Bank of Korea. MCB provide foreign currency services as Foreign Currency Current Account, Export/ Import fund transfer, Cash disbursement, Providing of Bank Guarantee, Account Transfers, Foreign Exchange Market activities. CBM has liberalized Foreign Exchange Transaction allowing all banks to issue international debit and prepaid cards to foreign currency users, MCB proudly introduced MCB's Citizens Card in year 2015.

CHAPTER IV

Analysis of Leadership Styles and Organizational Commitment of MCB Bank

This chapter is concerned with the demographic characteristics of respondents, responding the results of the survey that includes exploration of leadership style and organizational commitment of MCB bank, the effect of different leadership styles on organizational commitment. This chapter is divided into five sections. Research methodology, demographic characteristics of respondents, analysis on different leadership styles, organizational commitment and effect of leadership styles on organizational commitment is explained in this chapter.

4.1 Research Design

This study identifies the leadership styles of the MCB and analyzes the effect of leadership styles on organizational commitment of the MCB bank. To support these study, the required data were collected through sample survey. As a survey instrument, a structured questionnaire was used. The questionnaires instrument includes three main parts.

The first part includes the questions on the general background of the customers, namely gender, age, education, marital status, income range, and experience of employment. The second part included the exploring the different leadership style namely transformational leadership, transactional leadership, servant leadership and participative leadership. The last part is the employee's perception about three type of organizational commitment namely affective commitment, continuance commitment and normative commitment. These two part made up of five-point Likert scale (ranking from "strongly disagree =1", "disagree = 2", "Neither agree nor Disagree = 3", "Agree = 4" to "5 = strongly agree").

The simple random sampling method was employed in this study. In the process of sampling, 80 employees who have been working in MCB are selected randomly. The chosen employees were requested to complete the questionnaire. All 80 customers kindly responded to the questionnaires. After collecting the required data, the data were analyzed by using the SPSS (Statistical Package for Social Sciences) software of version 22.

4.2 Demographic Characteristics of Respondents in MCB

Table (4.1)
Demographic Characteristics of Respondents

Particular	No. of Respondents	Percentage
Gender		
Male	39	48.8
Female	41	51.2
Age		
18 – 20	2	2.5
21 – 25	14	17.5
25 – 30	17	21.3
31 – 35	20	25.0
>35	27	33.7
Education		
Under Graduate Level	3	3.8
Graduate	48	60.0
Post Graduate and above level	28	35.0
Vocational Training	1	1.2
Marital Status		
Single	22	27.5
Married	58	72.5
Income Range (Kyats)		
200001 – 300000	22	27.5
300001 – 400000	44	55.0
400001 – 500000	14	17.5
Experience		
Below 5 years	47	58.8
5 – 7 years	14	17.5
7 – 8 years	12	15.0
8 – 10 years	6	8.7

Sources: Survey Data, 2018

This section presents the demographic characteristics of the respondents who had participated in the survey. The demographic characteristics cover the gender, age, education, marital status, income range and experience of employment in the banking industry. Table (4.1) presents the background information of the respondents who had participated in the survey.

The respondents are made up of 39 male employees and 41 female employees as percentage of 48.8% male and 51.2% female respectively. They are classified into five age groups including age between age ranges 18 – 25 are 2.5%, 21 – 25 years are 17.5, 25 – 30 years are 21.3%, 31 – 35 years are 25% and remaining more than 35 years are 33.8%. In the level of education, 3.8% of employees are undergraduate, graduated employees are 60%, 35% have post graduated or master education level and only one employee is vocational training. Furthermore, in accordance with employees marital status, most of the employees got married with 72.5% and remaining 27.5% are single. All of the employees who had participated in the survey got between 2 and 5 lakhs income range. Moreover, regarding with employees experience in the banking industry, 58.8% are below five years of experience, and remaining 41.2% of the employees have experience years between 5 and 10.

4.3 Analysis of Leadership Style of MCB

In the study, the styles of leadership of MCB are measure by transformational leadership, transactional leadership, servant leadership and participative leadership style. Each leadership style had five statement that are influencing that leadership style and its own statements that the respondents describe their self-perceived level on these statements by Five-Point Likert Scale. The following tables describe mean score of each category of each leadership style and if mean value of each item of leadership styles indicates above 3, it can be assumed that employees practices this kind of leadership style in his work to follow their manager. However, if mean value is below 3, employee seem not to perceive this kind of leadership style in their bank.

4.3.1 Transformational Leadership Style

The transformational style of leadership encourages and motivates the followers through a leader's persuasive vision, developing and promoting creativity, and empowering and sharing responsibility with the followers to achieve high aims.

The mean value for each statement regarding transformation leadership style is describe in following Table (4.2).

Table (4.2)
Transformational Leadership Style

No.	Statement	Mean Value	Standard Deviation
1	My leader has a clear understanding of the progress of the group	2.65	.943
2	My leader paints an interesting picture of the future for the group	2.90	.976
3	My leader is always seeking new opportunities as a supervisor of the organization	2.93	.991
4	My leader provides a good model to follow	2.93	.978
5	My leader gets the group to work together for same goal	2.90	1.051
Overall Mean Value		2.86	

Sources: Survey Data, 2018

Table (4.2) describes the employee's perception on transformational leadership style of their manager. In a transformational style, there is generally a sense of purpose and a feeling of family. Leaders and followers share mutual interests and a sense of shared fates and interdependence. They go beyond their self-interests or expected rewards for the good of the team and the good of the organization. The each statement mean value of the employee's perception on transformational leadership style are calculated between 2.65 and 2.93. Therefore, according to the employees perception, the perceived managers has a clear understanding of the progress of the group than other statement of transformational leadership style since it is mean value is lowest. The overall mean value for transformational leadership style is 2.86. Therefore, it is set up that the most employees assumed that their manager has transformational leadership style which is least dominant.

4.3.2 Transactional Leadership Style

Transactional leadership focuses on the role of supervision, organization, and group performance. Leaders who implement this style focus on specific tasks and use rewards and punishments to motivate followers. The mean value for each statement regarding transformation leadership style is describe in following Table (4.3).

Table (4.3)
Transactional Leadership Style

No.	Statement	Mean Value	Standard Deviation
1	My leader gives positive feedback when the employees perform well	2.90	1.132
2	My leader gives special recognitions for a high level performances	2.94	1.011
3	My leader commends when the productivity goals exceeded	2.96	1.163
4	My leader frequently does acknowledge for good performance	3.05	1.030
5	My leader lets know when performing poorly	2.96	1.119
Overall Mean Value		2.96	

Sources: Survey Data, 2018

Table (4.3) describes the employee's perception on transactional leadership style of their manager. In a transactional style, there is generally a sense of purpose and a feeling of family. Leaders and followers share mutual interests and a sense of shared fates and interdependence. They go beyond their self-interests or expected rewards for the good of the team and the good of the organization. The each statement mean value of the employee's perception on transactional leadership style are calculated between 2.90 and 3.05. Therefore, according to the employees perception, the perceived managers always gives positive feedback when the employee perform well than other statement of transactional leadership style since it is mean value is lowest. The overall mean value for transaction leadership style is 2.96. Therefore, it is set up that the most employees assumed that their manager has transactional leadership style which is least dominant.

4.3.3 Servant Leadership Style

Servant leadership is an individual interacts with others – either in a management or fellow employee capacity – with the aim of achieving authority rather than power. The authority figure intends to promote the well-being of those around him or her. Servant leadership involves the individual demonstrating the characteristics of empathy, listening, stewardship and commitment to personal growth toward others. The mean value for each statement regarding servant leadership style is describe in following Table (4.4).

Table (4.4)
Servant Leadership Style

No.	Statement	Mean Value	Standard Deviation
1	My leader can tell if something work related is going wrong	3.95	.991
2	My leader makes my career development a priority	3.93	.897
3	My leader emphasizes the importance of giving back to the community	3.13	.600
4	My leader puts my best interest ahead of his or herself	3.88	.295
5	I would seek help from my leader if I had personal problem	3.09	.138
Overall Mean Value		3.60	

Sources: Survey Data, 2018

Table (4.4) describes the employee’s perception on servant leadership style of their manager. In a servant style, it seeks to move management and personnel interaction away from “controlling activities” and toward a more synergistic relationship between parties. It focused on more authoritarian relationships between employers and employees. The statement mean value of the employee’s perception on servant leadership style are calculated between 3.09 and 3.95. Therefore, according to the employees perception, the perceived managers seek help from their leader if they had personal problem than other statement of servant leadership style since it is mean value is lowest. The overall mean value for servant leadership style is 3.60. Therefore, it is set up that the most employees assumed that their manager has servant leadership style which is moderate dominant.

4.3.4 Participative Leadership Style

Participative leadership involves all team members in terms of identifying important goals as well as developing strategies and procedures to achieve the goals. From this point of view, participative style of leadership can be perceived as a leadership style that rely primarily on functioning as facilitator that the one who simply issues commands or orders or making assignment for each member of the team. This kind of leadership style could be utilized in volunteer setting, business setting and even in home. The mean value for each statement regarding servant leadership style is describe in following Table (4.5).

Table (4.5)
Participative Leadership Style

No.	Statement	Mean Value	Standard Deviation
1	My supervisor asks subordinates for their suggestion	2.80	.999
2	Before taking action, my supervisor consults with subordinates	2.89	1.055
3	Before making decision, my supervisor considers what his/her subordinates have to say	2.64	.984
4	When faced with a problem, my supervisor consults with subordinates	2.83	.952
5	My supervisor listen to subordinates' advice on which assignment should be make	2.68	1.240
Overall Mean Value		2.77	

Sources: Survey Data, 2018

Table (4.5) describes the employee's perception on participative leadership style of their manager. In a participative leadership style, it permits the skills and talents of every member of the team to be employed in arriving to the best decision, which is beneficial. Even though the team leader is typically responsible for making the best final decision, which shares the function within the team, sharing ideas, opinions, skills and talent is still effective for the whole team to be efficient and

successful. The statement mean value of the employee's perception on participative leadership style are calculated between 2.64 and 2.89. According to the employees perception, the perceived managers considers what their subordinates have to say than other statement of participative leadership style since its mean value is lowest. The overall mean value for participative leadership style is 2.77. Therefore, it is set up that the most employees assumed that their manager has participative leadership style which is least dominant.

All the (a) alternatives of the questionnaire refer to a leadership style called the transformational leadership style; (b) Transaction; (c) alternatives describe the leadership based on servant; and the (d) alternatives describe a participative (Tunku Abdul Rahman). The analysis on perceived leadership style is shown in Table (4.6).

Table (4.6)
Analysis of Perceived Leadership Style

Leadership Style	Mean
Transformational	2.86
Transactional	2.96
Servant	3.60
Participative	2.77

Source: Survey Data 2018

In order to find out what the employee's perceived leadership style in MCB, the mean rating level of each leadership style are calculated in Table (4.6). According to the Table (4.7), the mean score of servant culture is 3.60, it can be said that the employees of MCB answered that the servant leadership style are most existing leadership style alternative comparing other leadership style. Therefore, the dominant leadership style of MCB bank is the servant leadership style ones.

4.4 Analysis on Employee Commitment

In this study, leadership style outcomes are measured by three types of commitment namely affective commitment, continuance commitment and normative commitment. The following table describe mean score of each category of each leadership outcome and if mean value of each item of organizational commitment indicates above 3, organizational commitment exist. However, if mean value is below 3, it can be assumed that employee commitment are not influence by leadership behavior of manger. Therefore, this part analyze the three employee commitments: affective, continuance and normative commitment of employees in the MCB.

4.4.1 Affective Commitment

The affective commitment of employees is analyzed in Table (4.7). The affective commitment of employees is the employee's positive emotional attachment to the organization.

According to Table (4.7), there are eight statement to measure the employee's perceived value of affective commitment. Among them, the statement of the employees who want to discuss about the organization with people outside, has the meanest value of 3.99. The employees perceived that they enjoy discussing about their organization outsider. The statement that employees don't feel like part of the family at the organization, is the second mean value with 3.94. The statement that describes the feeling about a strong sense of belonging to organization, is the third response rate.

Table (4.7)**Affective Commitment**

No.	Statement	Mean Value	Standard Deviation
1	I would be very happy to spend the rest of my I career with their organization	3.81	.057
2	I enjoy discussing about my organization with people outside it	3.99	.045
3	I really feel as if this organization's problems are my own	3.86	.978
4	I think that I could easily become as attached to another organization as I am to this one	3.84	.906
5	I do not feel like part of the family at my organization	3.94	.184
6	I feel 'emotionally attached' to the organization	3.66	.090
7	This organization has a great deal of personal meaning for me	3.82	.200
8	I do not feel a 'strong' sense of belonging to my organization	3.92	.100
Overall Mean Value		3.86	

Sources: Survey Data, 2018

Therefore, mean value of the employees enjoying the discussion the organization with outsiders is 3.99 and the most value among other variables and it can be assumed that the influence of affective commitment factors relies on the employees' enjoying the discussion the organization with outsiders is the employees' affective commitment in this study is the enjoyment that is acquired by discussion the organization with outsiders.

4.4.2 Continuance Commitment

The continuance commitment of employees is analyzed in Table (4.8). The continuance commitment of employees is the gains versus losses of working in an organization.

Table (4.8)

Continuance Commitment

No.	Statement	Mean Value	Standard Deviation
1	I am not afraid of what might happen if I quit my job without having another one lined up	3.35	1.031
2	it would be very hard for me to leave my organization right now, even if I wanted to	2.85	.943
3	Too much in my life would be disrupted if I decided to leave my organization now	2.71	1.093
4	It wouldn't be too costly for me to leave my organization	2.58	1.053
5	Right now, staying with my organization is a matter of necessity as much as desire	3.32	1.042
6	I feel that I have very few options to consider leaving this organization	3.29	1.034
7	One of the few serious consequences of leaving this organization would be the scarcity of available alternative	3.16	1.267
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal considerable personal sacrifice	3.30	1.077
Overall Mean Value		3.07	

Sources: Survey Data, 2018

According to Table 4.7, there are eight statements to measure the employee's perceived value of continuance commitment. Among them, the statement that the employees do not fear what might happen if an employee quits the job without having another one lined up, is the highest mean value of 3.29. The employees perceived that they needn't take care quitting the job without having another one. The statement of employees remaining with my organization is a matter of necessity as much as desire, is the second meanest value of 3.32. They feel that it is necessary for them to remain in their organization.

Mean value of the employees not fearing what might happen if employee quit the job without having another one lined up, is 3.39 and the most value among other variables and it can be stated that the influence of continuance commitment factors relies on "Not fear what might happen if an employee quits the job without having another one lined up". The employees' continuance commitment in this study is that quitting the job without having another one enables them not to worry about anything.

4.4.3. Normative Commitment

The normative commitment of employees is analyzed in Table (4.9). The normative commitment is the feelings of obligation, the last component of organizational commitment. These feelings may obtain from a strain on an individual before and after joining an organization.

It was found out in Table (4.8) that there are eight variables of normative commitment. Among the questionnaire, the fact that the employees continuing to work for this organization is that loyalty is important and it means a moral obligation to remain here is the highest mean value of 3.74. The employees realized that loyalty is important and it has a feeling of moral obligation for continuing to work in this organization. Mean value of the statement that things were better in the old days when people stayed with one organization for most of their careers are the second most which mean value of 3.54. They assume that things were better in the old days when people stayed with one organization for most of their careers. The employees' statement that do not believing a person must always be loyal to the organization has the third most response rate.

Table (4.9)**Normative Commitment**

No.	Statement	Mean Value	Standard Deviation
1	I think that people these day move from company too often	2.74	.088
2	I do not believe that a person must always be loyal to his or her organization	3.41	.959
3	Jumping from organization to organization does not seem at all unethical to me	2.72	.231
4	One of the major reasons I continue to work in this organization is that I believe loyalty is important	3.74	.133
5	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	2.73	.914
6	I was taught to believe in the value of remaining I loyal to one organization	3.00	.955
7	Things were better in the days when people stayed in one organization for most of their careers	3.54	.105
8	I do not think that to be a company man or company woman is sensible anymore	3.13	.226
Overall Mean Value		3.13	

Sources: Survey Data, 2018

The value of Normative Commitment Scale for the questionnaire, “Continuing to work for this organization is that loyalty is important and it means a moral obligation to remain here” is 3.74 and it is the most response rate among other variables and it can be understood that the influence of normative commitment factors relies on this questionnaire. The employees' normative commitment in this study is loyalty and moral obligation.

4.5 Analysis on Relationship between Perceived Leadership Style and Organizational Commitment

In this subsection, to investigate the relationship between present leadership styles and organizational commitment of MCB. In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is an appropriate methods that can be applied. In this study, interval scales were used. Interval scale is a ranking or a rating data that normally uses integers in ascending or descending order. They are merely numerical labels based on Likert scale and find the average scores of employee's commitment and average employees' perceived level of present leadership style. Therefore, Pearson's correlation is used to determine the relationship between present leadership style and employee's commitment of MCB.

Pearson's product moment correlation coefficient is that assesses the strength of the relationship between two variables. The significance level is 0.05 in the Pearson's correlation test, which means there is 95% of confidence level. Therefore, the hypotheses only can be accepted if the significant p-value is less than 0.05 (Malhorta, 2010). The relationship between present leadership style and employee's commitment of the MCB is presented in Table (4.9).

Table (4.10)
Analysis on Relationship between Transformational Leadership Style and
Commitments

	Transformational Leadership
Affective Commitment	
Pearson Correlation	.110
Sig. (2-tailed)	.120
Continuance Commitment	
Pearson Correlation	.199**
Sig. (2-tailed)	.005
Normative Commitment	
Pearson Correlation	.335**
Sig. (2-tailed)	.000

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

Sources: Survey Data, 2018

Through studying the relationship between transactional leadership and three kinds of commitments, there is weak and direct relationship between transactional leadership and affective commitment. The resulted P value (0.159) is more than $\alpha=0.05$ (5% level of significant). This means that correlation coefficient between the transactional leadership and affective commitment is insignificant at 5% level of significance. Moreover, there is weak and inverse relationship between transactional leadership and continuance commitment. The resulted P value (0.719) is more than $\alpha=0.05$ (5% level of significant). This means that correlation coefficient between the transactional leadership and continuance commitment is insignificant at 5% level of significance. And, there is weak and direct relationship between transactional leadership and normative commitment. The resulted P value (0.599) is more than $\alpha=0.05$ (5% level of significant). This means that correlation coefficient between the transactional leadership and normative commitment is insignificant at 5% level of significance.

Table (4.11)
Analysis on Relationship between Transactional Leadership Style and
Commitments

	Transactional Leadership
Affective Commitment	
Pearson Correlation	.100
Sig. (2-tailed)	.159
Continuance Commitment	
Pearson Correlation	.226
Sig. (2-tailed)	.719
Normative Commitment	
Pearson Correlation	.338
Sig. (2-tailed)	.599

*. Correlation is significant at the 0.05 level (2-tailed).

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

Sources: Survey Data, 2018

Regarding the relationship between servant leadership style and three commitments, there is strong and direct relationship between servant leadership style and affective commitment. The resulted P value (0.003) is less than $\alpha=0.01$ (1% level of significant). This means that correlation coefficient between the servant leadership style and affective commitment is significant at 1% level of significance. There is moderate and direct relationship between servant leadership style and continuance commitment. The resulted P value (0.005) is more than $\alpha=0.01$ (1% level of significant). This means that correlation coefficient between the servant leadership style and continuance commitment is significant at 1% level of significance. Moreover, there is strong and direct relationship between servant leadership style and normative commitment. The resulted P value (0.002) is more than $\alpha=0.01$ (1% level of significant). This means that correlation coefficient between the servant leadership and normative commitment is significant at 5% level of significance.

Table (4.12)**Analysis on Relationship between Servant Leadership Style and Commitments**

	Servant Leadership
Affective Commitment	
Pearson Correlation	.724**
Sig. (2-tailed)	.003
Continuance Commitment	
Pearson Correlation	.625**
Sig. (2-tailed)	.005
Normative Commitment	
Pearson Correlation	.812**
Sig. (2-tailed)	.002

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

Sources: Survey Data, 2018

Table (4.13)**Analysis on Relationship between Participative Leadership Style and Commitments**

	Participative Leadership
Affective Commitment	
Pearson Correlation	-.266
Sig. (2-tailed)	.353
Continuance Commitment	
Pearson Correlation	.116
Sig. (2-tailed)	.825
Normative Commitment	
Pearson Correlation	-.183
Sig. (2-tailed)	.247

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

Sources: Survey Data, 2018

By means of the relationship between the participative leadership style and three kinds of commitments, there is weak and inverse relationship between participative leadership style and affective commitment. The resulted P value (0.353) is more than $\alpha=0.05$ (5% level of significant). This means that correlation coefficient between the participative leadership style and affective commitment is insignificant at 5% level of significance. There is weak and direct relationship between participative leadership style and continuance commitment. The resulted P value (0.825) is more than $\alpha=0.05$ (5% level of significant). This means that correlation coefficient between

the participative leadership style and continuance commitment is insignificant at 5% level of significance. Moreover, there is weak and inverse relationship between participative leadership style and normative commitment. The resulted P value (0.247) is more than $\alpha=0.05$ (5% level of significant). This means that correlation coefficient between the participative leadership style and normative commitment is insignificant at 5% level of significance.

CHAPTER V

CONCLUSIONS

This chapter consists of discussions based on the findings, requirements and suggestions for further study are presented.

5.1 Findings

The main objective of this study was to examine the leadership styles and organizational commitment in MCB Bank. According to the analysis results and discussion of the study, conclusions are made on the nature, the style of leadership and the level of organizational commitment. The mean score of servant culture, the employees of MCB answered that the servant leadership style are most existing leadership style alternative comparing other leadership style. Therefore, the dominant leadership style of MCB bank is the servant leadership style ones.

Consistent to other findings, affective commitment has highest mean score followed by normative commitment, and then continuance commitment has the least score. Therefore, it can be said that employees' perceptions of organization commitment is positive. These mean scores suggest that some employees felt more about wanting to stay followed by obligation to stay and less about having to stay with MCB Bank.

According to the results of the study, there is a significant relationship between the servant leadership style and normative commitment. Moreover, there is a significant relationship between servant leadership style and affective commitment in MCB bank in Yangon. It can be assumed that there is no relationship between other organizational culture and other employee commitments except servant leadership style, and affective commitment is significant.

5.2 Suggestions

It is clear that owners and managers want their organizations to have sustainable development and growth. One of the ways to achieve this is to create favorable conditions to employees. Based on the finding of this study suggests the following points to MCB Bank and for further study.

Although leadership functions may vary by organizational level or discipline, the study presented here suggests that the interaction of servant leadership styles is potentially important point of influence in affecting attitudes toward commitment to the organization.

Servant leadership is an individual interacts with others – either in a management or fellow employee capacity – with the aim of achieving authority rather than power. The authority figure intends to promote the well-being of those around him or her. Servant leadership involves the individual demonstrating the characteristics of empathy, listening, stewardship and commitment to personal growth toward others.

To improve the lowest mean score of continuance commitment, MCB Bank should try to improve their payments and other benefit systems to develop employee commitment otherwise they need not stay there.

From the managerial perspective, this study implies to the policy makers and leaders at the bank that they can focus in developing their employees, by tapping their potentials, inspiring them, promoting collaboration, motivating and reinforcing positive attitudes towards commitment to organization.

Based on the findings that revealed the significant of the leadership styles and the employee commitment, it is imperative to establish a sound system of benefits, promotion, and development in order to increase employees' organizational commitment and then raise productivity by reducing labor turnover. These are major factors which influence the decisions of employees about want to, need to or ought to stay in the current organization.

5.3 Needs for Future Study

In future study, it would be interesting to assess causal relationship and consider alternative modes of enquires such as employing the longitudinal design (e.g. observations or interviews) to determine if the findings tested are likely to be sustained.

Future studies can benefit by including leadership styles and other variables such as loyalty or self-efficacy beliefs in determining employee commitment. The findings of this study may not be generalized to the whole banking industry or to other types of organizations in the country. Generalization of the present findings should, therefore, be examined in future study in banking institutions.

Furthermore, researchers might further examine the particular circumstances under which leadership behaviors might influence continuance commitment. Emphasis in this area could improve leaders' ability to have a positive influence on employees who stay with the organization because they feel they have no other choice.

The suggestions for further study offer additional opportunities to further investigate the amount of variance that the three leadership styles explain in all types of organizational commitment.

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APPENDIX I
Yangon University of Economics
Master of Banking and Finance (MBF) Program

**Questionnaire of the Study on Leadership Styles & Organizational Commitment
of MCB Bank**

Dear Sir/ Madam

This research is being conducted as part of the requirements for a master's thesis at the Yangon University of Economics. Your response is very important.

These questionnaire is designed to know your option and to determine the most significant factors of Staff's commitment and Leadership style in this organization. You requires to choose are best option from as set of scales under satisfaction level. Hence, it will take a few minutes to answer.

Please answer all of the questions. You can answer freely as this survey is totally anonymous. Data from this survey will be kept confidential and be used only for the academic purposes.

Ma Saw Yu Nwe

Roll No. 16

MBF 4th Batch

Section-I Respondents' Profile

1. Gender of Respondents

- Male Female

2. Age of Respondents

- Under 18 years 18 to 20 years 21 to 25 years
 25 to 30 years 31 to 35 years above 35 years

3. Educational Background of Respondents

- Illiterate under High School Level
 High School Graduate under Graduate Level
 Graduate Post Graduate and above level
 Vocational Training Others. Please specify, -----

4. Marital status

- Single
 Married
 Others: _____ (Please Specify)

5. Your income range

- Under 200,000 MMK 200,001 – 500,000 MMK
 500,001 – 1,000,000 MMK above 1,000,001 MMK

6. Experience of employment in the banking industry

- Below 5 years
 5-10 years
 11-15 years
 16-20 years
 21-25 years
 26-30 years
 31 years and above

Section II. Analysis of influencing of leadership style on organizational commitment.

Survey scale – 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5-strongly agree

Transformational Leadership

Sr.	Influencing Factors	Perception Level				
		1	2	3	4	5
1	My Leader has a clear understanding of the progress of the group.	1	2	3	4	5
2	My leader paints an interesting picture of the future for the group.	1	2	3	4	5
3	My leader is always seeking new opportunities as a supervisor of the organization.	1	2	3	4	5
4	My leader provides a good model to follow.	1	2	3	4	5
5	My leader gets the group to work together for same goal.	1	2	3	4	5

Transactional Leadership

Sr.	Influencing Factors	Perception Level				
		1	2	3	4	5
1	My leader always gives positive feedback when the employees perform well.	1	2	3	4	5
2	My leader gives us special recognitions for a high level performances.	1	2	3	4	5
3	My leader commends when the productivity goals exceeded.	1	2	3	4	5
4	My leader frequently does acknowledge to us for good performance.	1	2	3	4	5
5	My leader lets us know when performing poorly.	1	2	3	4	5

Servant Leadership

Sr.	Influencing Factors	Perception Level				
		1	2	3	4	5
1	My leader can tell if something work related is going wrong.	1	2	3	4	5
2	My leader makes my career development a priority.	1	2	3	4	5
3	My leader emphasizes the importance of giving back to the community.	1	2	3	4	5
4	My leader puts my best interest ahead of his or herself.	1	2	3	4	5
5	I would seek help from my leader if I had personal problem.	1	2	3	4	5

Participative Leadership

Sr.	Influencing Factors	Perception Level				
		1	2	3	4	5
1	My supervisor asks subordinates for their suggestion.	1	2	3	4	5
2	Before taking action, my supervisor consults with subordinates.	1	2	3	4	5
3	Before making decision, my supervisor considers what his/her subordinates have to say.	1	2	3	4	5
4	When faced with a problem, my supervisor consults with subordinates.	1	2	3	4	5
5	My supervisor listen to subordinates' advice on which assignment should be make.	1	2	3	4	5

Section III- Analysis on the characteristics of leadership influencing organizational commitment. (Affective Commitment)

Sr.	Influencing Factors	Perception Level				
1	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2	I enjoy discussing about my organization with people outside it.	1	2	3	4	5
3	I really feel as if this organization's problems are my own.	1	2	3	4	5
4	I think that I could easily become as attached to another organization as I am to this one.	1	2	3	4	5
5	I do not feel like part of the family at my organization.	1	2	3	4	5
6	I do not feel 'emotionally attached' to the organization.	1	2	3	4	5
7	This organization has a great deal of personal meaning for me.	1	2	3	4	5
8	I do not feel a 'strong' sense of belonging to my organization.	1	2	3	4	5

Section IV Employee Opinion Survey – Continuance Commitment Questionnaire

Sr.	Influencing Factors	Perception Level				
1	I am not afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5
2	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
3	Too much in my life would be disrupted if I decided to leave my organization now.	1	2	3	4	5
4	It wouldn't be too costly for me to leave my organization.	1	2	3	4	5
5	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
6	I feel that I have very few options to consider leaving this organization.	1	2	3	4	5
7	One of the few serious consequences of leaving this organization would be the scarcity of available alternative.	1	2	3	4	5
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here.	1	2	3	4	5

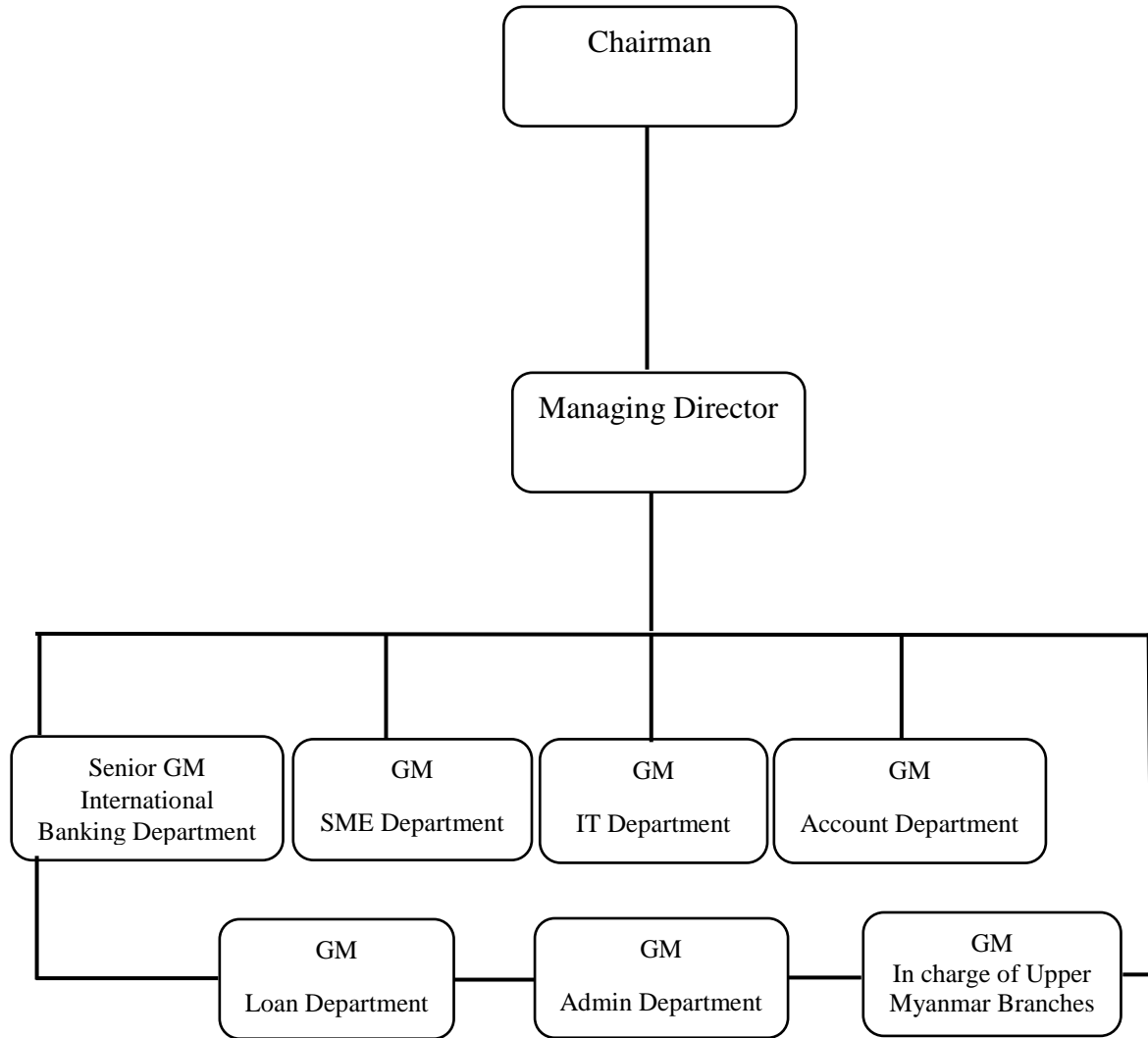
Section V Employee Opinion Survey – Normative Commitment Questionnaire

Sr.	Influencing Factors	Perception Level				
		1	2	3	4	5
1	I think that people these days move from company too often.	1	2	3	4	5
2	I do not believe that a person must always be loyal to his or her organization.	1	2	3	4	5
3	Jumping from organization to organization does not seem at all unethical to me.	1	2	3	4	5
4	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4	5
5	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	1	2	3	4	5
6	I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5
7	Things were better in the days when people stayed in one organization for most of their careers.	1	2	3	4	5
8	I do not think that to be a company man or company woman is sensible anymore.	1	2	3	4	5

THANK YOU FOR YOUR KIND PARTICIPAITON

APPENDIX II

Figure 3.1 Organizational Structure of Myanmar Citizens Bank (MCB)



Sources: Myanmar Citizens Bank (MCB)

APPENDIX III

SPSS Output

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Descriptive Statistics

	N	Mean	Std. Deviation
My leader has a clear understanding of the progress of the group	80	2.65	.943
My leader paints an interesting picture of the future for the group	80	2.90	.976
My leader is always seeking new opportunities as a supervisor of the organization	80	2.93	.991
My leader provides a good model to follow	80	2.93	.978
My leader gets the group to work together for same goal	80	2.90	1.051
Valid N (list wise)	80		

Descriptive Statistics

	N	Mean	Std. Deviation
My leader always gives positive feedback when the employees perform well	80	2.90	1.132
My leader gives special recognitions for a high level performances	80	2.94	1.011
My leader commends when the productivity goals exceeded	80	2.96	1.163
My leader frequently does acknowledge for good performance	80	3.05	1.030
My leader let know when performing poorly	80	2.96	1.119
Valid N (list wise)	80		

Descriptive Statistics

	N	Mean	Std. Deviation
My leader can tell if something work related is going wrong	80	3.95	.991
My leader makes my career development a priority	80	3.93	.897
My leader emphasizes the importance of giving back to the community	80	3.13	.600
My leader puts my best interest ahead of his or herself	80	3.88	.295
I would seek help from my leader if I had personal problem	80	3.09	.138
Valid N (list wise)	80		

Descriptive Statistics

	N	Mean	Std. Deviation
My supervisor asks subordinates for their suggestion	80	2.80	.999
Before taking action, my supervisor consults with subordinates	80	2.89	1.055
Before making decision, my supervisor considers what his/her subordinates say	80	2.64	.984
When faced with a problem, my supervisor consults with subordinates	80	2.83	.952
My supervisor listen to subordinates' advice on which assignment should be make	80	2.68	1.240
Valid N (list wise)	80		

Descriptive Statistics

	N	Mean	Std. Deviation
I would be very happy to spend the rest of my I career with their organization	80	3.81	.057
I enjoy discussing about my organization with people outside it	80	3.99	.045
I really feel as if this organization's problems are my own	80	3.86	.978
I think that I could easily become as attached to another organization as I am to this one	80	3.84	.906
I do not feel like part of the family at my organization	80	3.94	.184
I do not feel 'emotionally attached' to the organization	80	3.66	.090
This organization has a great deal of personal meaning for me	80	3.82	.200
I do not feel a 'strong' sense of belonging to my organization	80	3.92	.100
Valid N (list wise)	80		

Descriptive Statistics

	N	Mean	Std. Deviation
I am not afraid of what might happen if I quit my job without having another one lined up	80	3.35	1.031
it would be very hard for me to leave my organization right now, even if I wanted to	80	2.85	.943
Too much in my life would be disrupted if I decided to leave my organization now	80	2.71	1.093
It wouldn't be too costly for me to leave my organization	80	2.58	1.053
Right now, staying with my organization is a matter of necessity as much as desire	80	3.32	1.042
I feel that I have very few options to consider leaving this organization	80	3.29	1.034
One of the few serious consequences of leaving this organization would be the scarcity of available alternative	80	3.16	1.267
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	80	3.30	1.077
Valid N (list wise)	80		

Descriptive Statistics

	N	Mean	Std. Deviation
I think that people these day move from company too often	80	2.74	.088
I do not believe that a person must always be loyal to his or her organization	80	3.41	.959
Jumping from organization to organization does not seem at all unethical to me	80	2.72	.231
One of the major reasons I continue to work in this organization is that I believe loyalty is important	80	3.74	.133
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	80	2.73	.914
I was taught to believe in the value of remaining I loyal to one organization	80	3.00	.955
Things were better in the days when people stayed in one organization for most of their careers	80	3.54	.105
I do not think that to be a company man or company woman is sensible anymore	80	3.13	.226
Valid N (list wise)	80		