

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE  
MASTER OF BANKING AND FINANCE PROGRAMME**

**THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE JOB  
SATISFACTION IN CO-OPERATIVE BANK (CB Bank)**

**MYAT PHYU PHYU KYAW  
(MBF DAY 1<sup>ST</sup> BATCH)**

**DECEMBER, 2019**

**THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE JOB  
SATISFACTION IN CO-OPERATIVE BANK (CB Bank)**

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

**Supervised by**

**Daw Htay Htay  
Associated Professor  
Department of Commerce  
Yangon University of Economics**

**Submitted by**

**Myat Phyu Phyu Kyaw  
Roll No-45  
MBF- Day 1<sup>st</sup> Batch  
2017-2019**

**DECEMBER, 2019**

## **ABSTRACT**

This study intends to investigate leadership styles (transformational and transactional) and employee job satisfaction in Co-operative Bank. The principal objective of the take a look at is to have a look at consequences of leadership style on employee activity satisfaction. Independent variable is leadership style including transformational and transactional leadership styles, and job satisfaction is dependent variable. In order to obtain this objective in the study, the primary data was collected, 90 respondents in Co-operative Bank (Head Office) by using structure questionnaire. This study used descriptive statistic, correlation and regression analysis. In total participants in the research, 24 staffs are male and the rest of 66 staffs are female. In the questionnaire, there have two separate instruments, namely multifactor leadership questionnaire (MLQ) and job satisfaction questionnaire (JSQ), were used to measure leadership styles and employee's satisfaction respectively. This primary data is collected 2019, July, between 10<sup>th</sup> and 15<sup>th</sup>. According to the survey, this is found that leaders of Co-operative Bank mostly used the transformational leadership style and the employees are moderately satisfied to their work. According to regression analysis, transformational leadership style highest positively contributes to employees' job satisfaction and significant at 1% level. Therefore, leaders of Co-operative Bank should maintain their using transformational leadership style by training and experience.

## **ACKNOWLEDGEMENTS**

Initially, I would like to express my heartiest and sincere gratitude to Prof. Dr Tin Win, Rector, Yangon University of Economics and Prof. Dr Nilar Myint Htoo, Pro-rector, Yangon University of Economics for the concern and encouragement to the participants of MBF Programme.

I also would like to extend my most sincere thanks to Prof. Dr. Soe Thu, Programme Director of the Master of Banking and Finance, Head of Department of Commerce, Yangon University of Economics for her monitoring, kindness, and valuable suggestions in writing this thesis.

And I am highly indebted to my supervisor, Daw Htay Htay, Associate Professor, Yangon University of Economics for her valuable advice, guidance, patience, kindness, assistance and support during the preparation and writing this thesis.

My special deepest thanks to head office of CB Bank. For their kind supports for providing the data and all the information needed in this study. Besides, I thanks also to the friends and classmates of Master of Banking & Finance for sharing spirit of friendship and passing together along the Master programs. And than, I am gratefully respected to my parents, family and my friends for their continuous support and patience throughout the course of my study.

Finally, I would like to thank everybody who was important to the successful realization of thesis, as well as expressing my apology that I could not mention personally one by one.

## **CONTENTS**

	<b>Page</b>	
<b>ABSTRACT</b>	<b>i</b>	
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>	
<b>CONTENTS</b>	<b>iii</b>	
<b>LIST OF TABLES</b>	<b>v</b>	
<b>LIST OF FIGURES</b>	<b>vi</b>	
<b>LIST OF ABBREVIATIONS</b>	<b>vii</b>	
<b>CHAPTER I</b>	<b>INTRODUCTION</b>	<b>1</b>
	1.1 Rationale of the Study	3
	1.2 Objective of the Study	3
	1.3 Scope and Methodology of the Study	4
	1.4 Organization of the study	4
<b>CHAPTER II</b>	<b>LITERATURE REVIEW</b>	<b>5</b>
	2.1 Concept of Leadership	5
	2.2 Leadership Styles	6
	2.3 Job Satisfaction	13
	2.4 The Relationship between Leadership Style on Employee Job Satisfaction	17
	2.5 Previous Research Studies	18
	2.6 Conceptual Framework of the study	20
<b>CHAPTER III</b>	<b>PROFILE OF CB BANK</b>	<b>21</b>
	3.1 Profile of CB Bank	21
	3.2 The Organization Structure of CB Bank	22
	3.3 Bank Products and Services of CB Bank	26

<b>CHAPTER IV</b>	<b>ANALYSIS ON THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE JOB SATISFACTION</b>	<b>30</b>
	4.1 Research Design	30
	4.2 Demographic Profile of the Participants	31
	4.3 Analyzing the Leadership Styles	33
	4.4 Analyzing the Employee Satisfaction	36
	4.5 Analyzing the Effect of Leadership Style on Employee Job Satisfaction	37
<b>CHAPTER V</b>	<b>CONCLUSION</b>	<b>40</b>
	5.1 Findings	40
	5.2 Suggestions	41
	5.3 Needs for Further Study	42
	<b>REFERENCES</b>	
	<b>APPENDIXES</b>	

## **LIST OF TABLES**

Table No	Particulars	Page
2.1	Components of Transformational Leadership (Bass)	8
3.1	Award Achieved By Co-operative Bank	28
3.2	Award Achieved By Co-operative Bank	29
4.1	Demographic Profile of the Participants	31
4.2	Occupational Field Level Classification	33
4.3	Level of Transformational Leadership Style	34
4.4	Level of Transactional Leadership Style	35
4.5	Level of Employee Job Satisfaction	36
4.6	Correlation between Leadership Styles and Employee Job Satisfaction	37
4.7	Regression Analysis of Leadership styles on Job Satisfaction	38

## **LIST OF FIGURES**

Figure No	Particulars	Page
2.1	Conceptual Framework of the study	19
2.2	Conceptual Framework of the previous study	20
3.2	Organization Structure of CB Bank	25



## **LIST OF ABBREVIATIONS**

CB Bank	Co- operative Bank
BOD	Board of Directors
ATM	Automatic Teller Machine
CGI	Credit Guarantee Insurance
JICA TSL	JICA Two Step Loan
IV	Independent Variable
DV	Dependent Variable
MLQ	Multifactor leadership questionnaire
JSQ	Job satisfaction questionnaire

## **CHAPTER I**

### **INTRODUCTION**

Leadership is a technique by which a frontrunner can direct, manual, manage, and affect the behavior and work of others towards accomplishment of precise dreams in a given situation and time. Leadership is that the capacity of a frontrunner to induce the subordinates to parent optimistically and zeal. Leadership is that the capability to steer conduct of others in the work. Leader square degree needed to increase future visions, and to inspire the structure contributors to want to realize the visions. There is agreement inside the literature (Maritz, 1995; Bass, 1997) that management is a crucial element within the success or failure of an agency; terrific companies start with outstanding leadership, and a success groups replicate their management.

The significance of leadership refers to the reality that the efficiently achievements of an agency are heavily depended on the exceptional of its leaders in dealing with level. These leaders play a primary function in making selections and commands that determine organizational objectives and how those objectives can be performed. Their moves are critical in influencing the behavior and potential of the corporation's individuals (Williams, 1978). The power to globalize implies that worldwide agencies want leaders with a worldwide outlook and properly knowledgeable. Next technology leaders must work effectively with diverse agencies inside and out of doors their workplace. Not best is the staff turning into greater diverse via gender, age, ethnicity, colors, and cultural heritage, however leaders also have to deal with bewilderingly dispersed and diverse stakeholders. These elements are combining to supply an surroundings that is wealthy in leadership demanding situations (Meena Surie Wilson and Emily Hoole, 2011, Vikalp).

Leadership has been considered via academicians and practitioners as the most crucial topic within the world of organizational behavior (Rahim 1981). In truth it is considered to be an important view of a success management. Furthermore it has been argued that without management, a success management can not be feasible (Steers, 1981). There are many elements that make an amazing leader, however, one of the important qualities is management. Leadership and control have to go hand in hand, but they're not an equivalent element within the

atmosphere. Leadership and management vicinity unit complementary, however it is necessary to understand, however, they dissent. Leadership is concerning vision and innovation, while control is concerning upkeep of excellence commonplace. A pacesetter innovates and a supervisor administrates at the innovation. A pacesetter focuses on people and conjures up the workers, a manager specializes in structures and structure of the paintings. Leadership is that the art or method of influencing workers to carry out appointed works volitionally, with performance, with performance, and aptly. While not management, a manager merely cannot be powerful. Job satisfaction refers to the overall behavior shown by an individual regarding her or his job that reflects the appropriateness of what's attained and what's believed to be attained in his geographical point. Job satisfaction is a crucial factor in doing construction jobs since it is the connector between the managerial staff and employees to determine the benefits for employees (Yudiawan, Setiawan, Irawanto, & Rofiq, 2017). Job satisfaction can be broadly defined as the extent to which employees are content with their jobs (Mester et al., 2003). A major breakthrough into understanding job satisfaction was through the Hawthorne studies (Olson, Verley, Santos and Salas 2004). Findings of the study discovered that smart operating conditions increased job satisfaction levels among workers within the geographical point. Findings additionally discovered that workers work for functions apart from pay; and moods and emotions square measure core building blocks that type the emotional component of employees' job satisfaction. Job happy workers show higher levels of commitment to their jobs and organizations.

The focus on employees and customers' pride is quite essential for the achievement of the financial institution. That bank personnel should be taken into consideration by means of managers as inner clients. In the banking industry is not possible with out simultaneously focusing on their employees. Employees' negative mindset to work may be attributed to poor leadership style. A right management style is anticipated to direct workers behavior closer to achieving organizational predetermined goals. With respect to this study, this take a look at ambitions to determine leadership styles (transformational, transactional,) and job satisfaction; mainly focusing on the employees of Co-operative Bank.

## **1.1 Rationale of the study**

The banking sector of Myanmar have developed in recent years and most people are desired to enroll in that zone. There can be a number of paper regarding approximately leadership styles in other fields but the quantity of studies performed in personal banking business enterprise is missing in Myanmar. Although there are over twenty non-public banks in Myanmar, this paper examined handiest CB Bank. Because CB Bank had also established many bank branches across the kingdom considering remaining twenty-five years. They have many employees for those branches and head office. Among than, this have a look at will awareness on only head office. Co-Operative Bank Ltd (CB Bank Ltd) became incorporated in twenty first August 1992, the guidelines of Company Act and Myanmar Financial Institutions regulation. CB Bank Ltd is operating as a 100 % privately owned bank underneath the license of Central Bank of Myanmar. In 2014, Co- Operative Bank Ltd trade its criminal enterprise shape into Public Company beneath the Myanmar Companies Act.

CB Bank brand is rainbow. The rainbow is the mixture of 7 shades, which comes out of nature. The rainbow represents the solidarity of various colors, which denotes the indiscrimination of race, faith, color or creed. The bank needs to take a look at the trouble of employees reasons and to preserve skillful personnel for long time. Moreover, management ought to emphasize on leadership patterns to determine whether employees are happy or now not. Myself, due to the fact become certainly inquisitive about know-how that I actually have chosen this subject matter. In order to benefit competitive gain and adapt to the dramatic changing environments it's miles critical for the CB Bank to achieve control efficiency by increasing employee job satisfaction in the CB Bank. Thus, this take a look at is considered critical to determine management styles (transformational and transactional) and worker's job delight of CB Bank Head Office.

## **1.2 Objective of the Study**

This examine intends to gain the following goals:

- (1) To identify the leadership styles of manager in Co-Operative Bank.
- (2) To analyze the effect of leadership style on employee job satisfaction in Co-Operative Bank.

### **1.3 Scope and Methodology of the Study**

This study is the effect of leadership styles on employee job satisfaction in CB Bank. CB Bank has 55 branches including head office in Yangon Region. Among them, the study was selected at head office of CB Bank. This study focus on leadership styles: transformational, transactional and them employee job satisfaction factors includes nature of the work, payment, promotion, fringe benefits, co- worker, supervision, communication, contingent rewards and working condition.

This study applies descriptive statistic, correlation model, and regression model. This study was based on both the primary and secondary data which were collected from respondents who are employees of head office in CB Bank by using structured questionnaires. Primary data are collected from field survey and personal interviews from head office of the Co-operative bank. Totally staff are 120 in head office of CB Bank. Among them, 75% employees was selected to identify the practices of leadership style and analyze the effect of leadership style on employee job satisfaction in Co-Operative Bank by using sample random sampling method. The questioner was distributed from May 2019 to June 2019. Secondary data was collected from annual report, record of the CB Bank, other facts and figures will download from internet websites and pervious research paper.

### **1.4 Organization of the study**

This study is structured in to five chapters. Chapter (1) is the introduction which includes rationale of the study, objectives of the study, method and scope of the study and organization of the study. Chapter (2) describes Literature review of leadership and job satisfaction, the study of conceptual framework. Chapter (3) describes organizational profile of CB bank. Chapter (4) is analysis the effect of leadership style on employee job satisfaction in CB Bank. Chapter (5) is findings, suggestions, and needs for further study.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter consists of the theoretical backgrounds of the study imparting definition of leadership, characteristics of leadership, synthesis of transactional and transformational approximately job satisfaction and conceptual framework.

#### **2.1 Concept of Leadership**

Organizations all around the international are deeply involved with understanding, looking and developing management. Regardless of sort of enterprise, management is discerned to play a important position in organizing excessive appearing groups. Leaders are going through greater demanding situations nature of the organization. If we hint again into records, it becomes environmental needs. The modern-day aren't only needs having a competitive adage and sustained profitability but also the upkeep of ethical standards, complying with civic commitments and establishing a safe and equitable work surroundings. Leadership is one of the vital elements in enhancing organizational performance. Being accountable for the development and deploy organizational resources optimally on the way to deliver out the nice products and offerings inside the pleasant hobby of stakeholders. In short, powerful leadership is the main cause of competitive gain for any kind of company (Zhu et al,2005,Lado et al, Rowe, 2001)

Leadership in enterprise is the capability of a business enterprise's control to set and gain difficult dreams, take rapid and decisive movement whilst needed, outperform the opposition, and inspire others to perform at the highest degree they could. Leadership can outline based on commonplace elements such as vision, motivation, serving, empathy, creativity, thoroughness, handling, group constructing, taking hazard and improving. The role of followers is important inside the management technique. Leadership isn't simplest a method of affect of the leader upon different but additionally an interaction procedure that cloud be have an effect on by means of every body worried. Individuals with sturdy management abilities in enterprise international regularly rise to government positions. Leadership gives course for a business enterprise and its workers. Employees need to know the course in which the employer is headed and who to comply with to reach the vacation spot. Leadership involves showing workers a way to successfully carry out duties, supervising the completion of responsibilities, putting and reaching dreams, taking

action and beating the opposition. Effective leadership involves displaying a sturdy character. Leaders showcase honesty, integrity, trustworthiness and ethics. Leaders act in step with how they speak and earn the right to be liable for others' fulfillment within the enterprise. (Zhu et al, 2005, Lado et al, Rowe, 2001)

Bass (1985) as mentioned by means of Chan (2005) theorized the transactional leaders appeal to the subordinates' self- pursuits. Transactional leaders attempt to meet the current wishes in their subordinates through bargaining and replacing. Both leaders and fans consciousness on reaching the negotiated performance stage. Transformational theories awareness upon the connections shaped among leaders and followers. Transformational leadership is the chief's ability to encourage follower to rise above their personal non-public goals for the more properly of the company (Bass, 1985, 1996 as referred to with the aid of Murphy & Drodge, 2004). Bass (1985) theorized the transformational fashion of management comes from deeply held personal values. Bass declared there have been four varieties of transformational management conduct, namely idealized impact (air of mystery), inspirational motivation, individualized attention, and highbrow stimulation.

## **2.2 Leadership Styles**

Leadership style is the path wherein the followers are led. The range of management patterns has been developing because the management research have developed over the direction of history. If the management style id effective it is able to broaden the organizational and performance and guide the achievement of favored goals or if the leadership fashion is in effective, it will have a bad effect on organizational commitment and opinions of personnel. This sizeable dating among management patterns and organizational commitment brought about many research regarding the component of leadership that resulted in numerous management theories. Each concept functions a distinct leadership fashion and most usually, a mixed set of patterns for the overall performance of the leadership. (Hussain & Hassan, 2016). According to sheng Victor & Soutar (2005), management patterns are drastically impacted through the chief's instantaneous own family – subordinates. There are many kinds of management patterns. In this examine, transformational and transactional management patterns are encompass.

## (1) Transformational Leadership Style

Transformational leadership became originated through James Downton in 1973 and James MacGregor Burns who introduced the term to wider parlance in his classic examine of political leadership inside the 1978 book truly entitled "Leadership" (Bryman, 2011). Transformational leadership fashion can help employer and those to make tremendous adjustments in the way they do matters. Transformational leaders generate commitment of their fans than do folks who use different leadership patterns (Avolio, 1999; Bass, 1998). This form of leaders encourages hassle solving in followers in preference to continuously presenting solutions and instructions and a more pool of information (Buhler, 1995). The transformational management fashion is much like the train style in that it specializes in clean verbal exchange, goal- setting and worker motivation. Instead of setting the general public of the energy into each employee's individual goals, the transformational chief is pushed via a commitment to business enterprise targets. This sort of leaders spends is a good deal in their time on the huge image, this fashion of main is best for teams that could cope with many delegated responsibilities with out regular supervision. Over the beyond two a long time, researchers have committed an increasing stage of attention to the variable of transformational management. Yukl (1989) posited that transformational leaders bring changes inside the attitudes and behaviors of organizational member and induce commitment towards the company's task and goals. Transformational management has been deemed as mainly vital in fields focused on carrier the public (Wright, Moynihan, & Pandey, 2012).

Bass & Avolio (1991) outline that folks who work for transformational leaders may willingly enlarge their job descriptions as they expand a more thought of the enterprise as an entire. Also Bass and Avolio (2000) define transformational leadership by means of five dimensions; (a) Idealized influence (attribute), (b) Idealized influence (conduct), (c) Inspirational motivation, (d) Intellectual stimulation and (e) Individualized attention.

(a) **Idealized have an impact on** ; the capacity of the chief to be seemed as a role version because of the private characters or air of mystery which is regarded as moral behaviors of the person leaders.

(b) **Inspirational motivation** ; the capacity of leader to offer a clean feel of mission which leaders in flip convey to member and develop a sense of loyalty and commitment.



(c) **Individualized consideration** ; the leader’s remedy of every member as a unique man or woman and the leader’s willingness to delegate tasks to individual member, which stimulate and create getting to know experiences.

(d) **Intellectual stimulation** ; the leader provision of opportunities for organization member to rethink traditional approaches and examine situations in new and novel methods. Such management style is considered as a way of improving institutional effectiveness at a time of trade.

Table 2.1 – Components of Transformational Leadership (Bass)

Idealized influence	<p>Instill delight in followers(charismatic)</p> <p>Goes beyond their self-hobby for the extra precise of the business enterprise. Displays a sense of energy and self -belief</p> <p>Talk about their most important values and ideals</p> <p>Emphasize collective assignment</p>
Inspirational motivation	<p>Talk with a bit of luck about destiny</p> <p>Articulate a compelling imaginative and prescient for the future</p> <p>Talk approximately what wishes to be performed; specific confidence that desires could be performed</p> <p>Creates thrilling image of what is important to recall</p> <p>Encourages team-spirit, standard enthusiasm</p>
Intellectual stimulation	<p>Seeks differing views</p> <p>Gets others to examine problems from differing angles</p> <p>Encourage non-conventional thinking</p> <p>Suggest new approaches of searching at completing challenge</p> <p>Re-look at critical assumptions</p>
Individualized consideration	<p>Spend time training and teaching fans</p> <p>Promote self-improvement</p> <p>Treat team individuals as people</p> <p>Identify differing desires, talents, and aspirations for group members</p> <p>Listen to others ‘worries. Help increase others’ strengths</p>

Source: Bass & Avolio (1991)

## **Pros and Cons of Transformational Leadership**

Bass stated that the transformational chief's task makes an alignment of the organization pursuits and its member's necessities (Bass, 1999). Transformational leadership style has each sturdy and susceptible aspect. However, evidence from literature shows that vulnerable side is "susceptible" than strong side. This management style changed the concept regular "boss and subordinate" relationship. The transformational management style gives emphasis to moral standards, teamwork and community in including together to the privileged human ethics. The general idea of Transformational Leadership includes a few most important points. First, the leader's capability to motivate fans through focusing at the desires of precept as a result better-order, ethics, and morality (Bass, 1985; Burns, 1978; Yukl, 1998).

Secondly, it generates and articulates a purpose which is imaginative and prescient-associated. It also gives strength to others to transport in the path of the shared intention and concentrate to the issues and beneficial needs of organizations (Robbins, 1996). There are a few factors of transformational leaderships, which can be promising but didn't obtain a whole lot interest.

They are (a) the potential of transformational leaders to opposite choices taken through followers (O'Connell, 1995). (b) The follower's capacity to contract with difficulty, uncertainty and lack of confidence (Robbins, 1996). (c) The transformational chief's favoritism in the route of motion (Bennis, 1985). Yukl observed a few fundamental obstacles of Transformational management (Yukl, 1999). Sometimes uncertainty is sizeable in this leadership patterns strategies. The most important interest of this management theory discovered to make clear a pacesetter's straight have an impact on over people (Yukl, 1999).

The theory additionally wishes to consist of the leader authority on group or organizational procedure. Yukl also observed that lapse of some transformational behaviors from the unique transformational management concept, which include inspiring, growing and empowering. Another challenge of this management principle is the inadequate dimension of situational variables. A number one statement of transformational leadership idea is that the fundamental management strategies and consequences are efficaciously the same in all situations (Yukl, 1999).

The principle does no longer without a doubt apprehend any condition where transformational leadership is adverse. Lastly, similar to most leadership theories, transformational management concept believes the gallant leadership label.

Successful performance through one man or woman or group, or organization is unspecified to depend on leadership with the aid of an individual with the capacity to find out the correct course and stimulate others to get hold of it. However, Yukl additionally shows some hints to expand Transformational Leadership concept (Yukl, 1999):

- a. Build up a difficult and hanging vision, at the same time with the fans.
- b. Attach the vision to a policy for its achievement.
- c. Develop the imaginative and prescient, perceive and provide an explanation for it to procedures.
- d. Express dedication and hopefulness about the imaginative and prescient and its execution.
- e. Before full implementation of the plan attempt to recognize the imaginative and prescient through small deliberate steps and small achievements.

## **(2) Transactional Leadership Style**

One of the leadership patterns carried out via leaders is transactional management which First defined in 1947 with the aid of Max Weber. It additionally referred to as managerial leadership. This Practice is targeted on the management manner that entails controlling, organizing and Short-time period making plans. Transactional leadership is both idea and style of leadership that makes a specialty of the supervision and organization of people and responsibilities as well as the usage of overall performance. Transactional leadership issues the energy to perform certain obligations and praise or punish for employees performance (Burns, 1978). The pioneer of transactional leadership is Burns (1978) and describes transactional management as exchange the relationship among leader and subordinates. Major attention of transactional leaders is follower role clarification and leaders must realize approximately the needs of employee which require meeting the organizational desires. It gives the possibility to leaders to lead the personnel and they comply with observe their leaders to accomplish the goals. Bass and Stogdills (1990); and Avolio, et al. (2004) speak the characteristic of transactional management in two approaches, first is contingent rewards and other is management by exception. In fashionable, active leadership is found to be more effective than passive leadership. Transactional management is based on 3 primary components; (a) contingent reward, (b) active management by using exception and (c) passive control by using exception.

(a) **Contingent Reward**; Managers who use the contingent reward management display the standards, and inspire their employees to perform nicely due to the fact the leaders will permit their personnel understand the rewards they may receive if their performance level is excessive. Subordinates are promised rewards for true performance however if the performance is bad they'll acquire the punishment (Bass, 1985, Avolio, et al., 1999)

(b) **Management by Exception (Active)**; Management-with the aid of-Exception (lively) takes place while leaders make corrective criticisms or use negative reinforcement. This leadership behavior video display units employees carefully for you to pick out errors and mistakes. Leaders with Management-by Exception with “active” behaviors are characterized as tracking fans’ performances and taking corrective motion if deviations from the set standards arise. These leaders enforce guidelines errors.

(c) **Management by Exception (Passive)**; In this management style, leaders use Management-with the aid of-Exception (passive), only interfere when goals have now not been met or a trouble arises. The Management-by means of-Exception leader with a “passive” behavior could not get worried till troubles grow to be severe. The Management-by means of-Exception (passive) leaders wait to do so until errors are delivered to their attention. Laissez-faire behaviors normally involve the postponement of choices and capitulation of duty. Laissez-faire leaders offer no comments or aid to the follower (Avolio and Bass, 1991).

Under this fashion, the supervisor establishes predetermined incentives commonly inside the shape of financial praise for achievement and disciplinary action for failure, Transactional leaders are centered on mentorship, practise and training to gain desires and enjoy the rewards. Transactional leader is great for organizations or groups tasked with precise dreams. It isn't always the first-class management fashion for riding creativity. Leaders who are extra pleasing to their followers and who are greater effective as leaders are greater transformational and much less transactional (Avolio and Bass, 1991).

### **Pros and Cons of Transactional Leadership**

It is genuine that transactional management fashion is easy to put into effect and deliver directions. Punishment and praise, those phrases are key of this management fashion. Because human beings encourage easily for work with the rule

of "rewards and punishments", and transactional management simply put it to use in place of job. Leaders do no longer want plenty training, in quick run there may be minimal want to teach leaders. Leaders simply need to inform fans to follow the rules for rewards otherwise they may get punishment. A well-defined chain of command wishes to be established, wherein everybody knows whom the leader is and who's following. Employee's do their obligation or accomplish desires all through organizational goals; they are aware about the leader and each organizational member leaves their all self-dedication and manage. In place of work, transactional leaders deal with their followers as subordinates, while transformational leader deal with as fans. Subordinates simply need to obey their chief in paintings place; nothing extra is crucial. It is easy and handy to present rewards and punishments, best want to look at that how properly subordinate obeys. Transactional leadership theories don't want to reflect on consideration on the problem of divergence in intelligence, passions, or undertaking trouble ( Bass,1998).

A transactional leader does now not generally try and find out subordinates true work or they don't supply compliments for predicted exact work. This is the nature of transactional leaders; their view for task is surely exchange. Exchange of work for money. A transactional leader in no way feels the vital to offer compliments or praise his subordinates when they do properly. Sometimes wonderful performance observed and rewarded by the chief. A transactional chief is inflexible in his expectancies approximately the running dating; he considers subordinates responsibility is most effective comply with the instructions. Transactional leader apply his respectable energy to coach subordinates on what to do, and he best consider the conventional organizational hierarchy. Therefore, subordinates should comply with their leaders plan or commands without asking question and that they must realize their position. The dependence in this one-way approach makes transactional leaders unwilling to speak approximately personal thoughts or bear in mind others concept. This attitude keeps away transactional leaders to find out his creativity; even it takes away the capability to think something new whilst things are not going as plan ( Bass,1998).

The transactional chief does now not accept any duty whilst obligations are not going as envisioned. Leader's duty is assigned the project and gives instructions only. After assigning the venture if anything is going incorrect, subordinates might be responsible for that. Because this form of leader infrequently will admire or

provide thank, however usually equipped guilty the employee for something happened incorrect. No doubt, that this leadership style makes subordinates sense annoyed, unsecured and depressing. However, transactional chief do now not supply significance to subordinates emotions, all he want is whole the assignment. Transactional leaders have to usually be gift to assure that the paintings gets achieved well ( Bass,1998).

Transactional management, by using its genuine personality, does now not places leadership and the subordinates on identical facets. Continuous stress of punishment for any fault may additionally by chance cause manipulation and sport gambling with the aid of subordinates in intention to shop them from punishment. This makes subordinate sticky in place of business, whilst the chief is absent. Subordinates don't apprehend the significance of shared aim, because the chief focused on task most effective. This is the motive of subordinate's unawareness approximately corporations challenge. When subordinates paintings without any motivation, they work simplest for rewards or to avoid punishment, this addiction kills their creativity. They paintings most effective to comply with instructions, no longer with love and recognize for work ( Bass,1998).

### **2.3 Job Satisfaction**

Job pleasure is defined as one's response to diverse sides of the paintings environment (Wheless, Wheless and Howard, 1983, p. 146). Lucas (1994) indicated that personnel are motivated when they're feeling that they may be perceiving possibilities for non-public and expert increase and whilst they may be taking part in selection making sports. These motivational wishes are addressed thru the personnel and bosses interaction which could contribute to job satisfaction. Success of an enterprise is structured on the manner personnel sense approximately their paintings and how glad they are approximately it. As a result, Herzberg's idea of motivation is taken as a base for studies of satisfaction.

Job satisfaction is typically diagnosed as a multifaceted assemble that includes worker emotions approximately a range of each intrinsic and extrinsic task elements. It encompasses particular components of pleasure associated to pay, blessings, promotion, work situations, supervision, organizational practices and relationships with co-employees (Misener et al., 1996). Numerous elements have an impact on worker process pride, which includes: salaries, fringe blessings,

achievement, autonomy, reputation, communication, running conditions, activity significance, co-workers, diploma of professionalism, organizational weather, interpersonal relationships, working for a reputable business enterprise, supervisory help, nice affectivity, task protection, place of work flexibility, operating within a team environment and genetic elements. Sources of low satisfaction are associated with working with unskilled or inappropriately educated body of workers, exhausting obligations inclusive of documentation, repetition of responsibilities, tensions inside position expectancies, position ambiguity, position war, task care, feeling overloaded, the increasing need to be to be had for time beyond regulation, relations with co-workers, personal factors and organizational elements (Navaie-Waliser et al., 2004; Koustelios et al., 2003; De Loach, 2003; Ilies and Judg, 2003; Gigantesco et al., 2003; Blegen, 1993; Chu et al., 2003; McNeese-Smith, 1999; Toyer, 2003).

Job satisfaction is often a reference to ones mindset in work. It may be described as a advantageous emotional reaction from the evaluation of a task or specific aspects of a process. An quantity to which a person is gratified or fulfilled through his or her work (Spector, 1994; McKenna, 2012).Sempane, Rieger and Roodt (2002) describe task delight as a relation on one character's personal evaluation on job in opposition to the priority that topics to them and those emotions concerned will considerably have an have an impact on on this man or woman's paintings mind-set. Spector (1997) located that employees who find their process gratifying, have a tendency to be more satisfied with their job and described task delight as a fulfilling or emotional nation ensuing from the appraisal of 1's process revel in (Spector, 1997; Newstrom & Pierce, 2011). Edwin A. Locke's Range of Affect principle (1976) is possibly the most well-known activity delight model. The primary principle of this theory, is that satisfaction is decided through a discrepancy among what one has in a process and what one wants in a activity. The concept also states, that when a person values a specific side of a activity, his pleasure is more substantially impacted, as compared to one that does no longer value that facet (Newstrom & Pierce, 2011).

Spector (1997) referred to that activity pride is a topic of huge interest to each people who paintings in companies and those who have a look at them. Job pleasure is described as truely how human beings experience about their jobs and different aspects of their jobs (Spector, 1997). It is the extent to which humans like (are

glad with) or dislike (are upset with) their jobs. Earlier research has associated activity pride, dedication, and attempt to transformational and transactional leaders (Bass, 1985; Bass et al., 1987; Waldman et al 1987).

### **Factors that Affects Job Satisfaction**

Job satisfaction is concerned with several attitudes consisting of attitudes approximately the job traits, reimbursement and advantages, reputation, social protection, development opportunities, technological demanding situations and recognize (Tella A., Ayeni CO., & Popoola SO 2007).The most widely used factors of job pride are work, pay, promotion, supervision and coworkers (Luthans F 2005).. The factors conducive to activity satisfaction are: pay, work, environment, co-workers. (Robbins SP 1998). Similarly, “having ok work equipment, sources, and education opportunities and an equitable workload distribution – additionally drastically and positively have an effect on worker activity satisfaction.”(Ellickson MC, Logsdon K 2001).

Many research display that process delight has been associated with co-employees and supervisors behaviors, advertising and income or pay and additionally the extent of equity within the business enterprise in well known.

### **Working environment and Job Satisfaction**

Since employees spent most in their instances at work place. A wholesome working environment consists of cooperative colleagues, supportive seniors, open verbal exchange, etc. In line with (Denton, Z., 2005) environment plays an important position in employees in staying or leaving the employer.

### **Pay and Promotion and Job Satisfaction**

Payment is any other component that plays critical function in pleasing an worker. An worker who receives proper amount of price according to their task is prompted to retain working. But, while personnel are paid inadequately they're disillusioned with the task and can even stop working in a long run.

### **Job Security and Job Satisfaction**

Job safety is the chance that a person or an worker will preserve his or her job.



### **Relationship with Co-workers and Job Satisfaction**

The social interplay in the paintings places performs a vital role. A opposed surroundings with rude and unsightly coworkers is one of the primary factors that develops poor mindset in the direction of place of job, while the opposite is known to have glad employees to a higher quantity as there is very much less threat of conflicts and grievances in administrative center which has personnel with excessive morale.

### **Relationship with Supervisor and Job Satisfaction**

According to (Hussami, M.A., 2008) employees need supervisors who've a bond with them and who accept as true with them, apprehend them and display equity. According to (Williams, E., 2004) supervisors play such an crucial function in jobs that it would not be incorrect to say that employees depart their bosses, no longer their activity.

(Buckingham & Coffman, 1999) have determined that the proficient worker can also be part of an corporation for many purpose, however how lengthy that employee stays and how productive he/she is while there is decided by way of the connection with the immediately supervisor.

### **Level of Fairness and Job Satisfaction**

(Noor, M.S., 2009) there exist a terrific and advantageous relationship between fairness of work guidelines, coverage policies and running hours and task pleasure through a direction of movement primarily based on paintings-lifestyles precept.

- According to (Locke, 1976) Locke labeled jobs into 9 dimensions.
- Work range, possibilities for boom and studying, quantity, difficulty. Pay --amount, equity, method of payment.
- Promotion--fairness, opportunities for.
- Recognition--celebrations, praise, criticism.
- Benefits--pension, leave time, vacations, health.
- Working conditions--hours, breaks, physical layout, temperature, location.
- Supervision--style, skill, ability, human relations.

- Co-workers--friendliness, competence, support.
- Communication --employee relations, benefit packages.

#### **2.4 The Relationship between Leadership Style on Employee Job Satisfaction**

In a historic overview of the concept of activity pride, (Holland1989) cautioned that satisfaction with one's particular job is a derivative of meeting exclusive motivational wishes within the employee. (Holdank, Harshand Bushardt1993) labeled leadership conduct as one of the patterns located in the Ohio State research, both attention (relational) or initiating structure (project). Then, they compared leadership fashion with job delight and located correlations: a fantastic relationship between consideration conduct and pride and an inverse relationship between initiating structure and activity satisfaction.

Leadership styles is an critical determinant of employee activity delight. The reactions of personnel to their leaders will usually depend on the traits of the personnel as well as on the traits of the leaders (Wexley & Yukl 1984).Employee task pride is prompted via the internal employer surroundings, which includes organizational weather, management types and employees relationships (Seashore and Taber 1975). The satisfactory of the chief-worker dating – or the shortage there of - has a brilliant influence on the employee's shallowness and activity pride (Chen & Spector 1991; Brockner 1988; December 2003).

Employees are more happy with leaders who are thoughtful or supportive than with folks that are both detached or vital closer to subordinates (Yukl 1971). As (Wilkinson & Wagner 1993) argued, it's far demanding for employees to paintings with a leader who has a opposed conduct and is unsupportive. If subordinates are not capable of identifying a way to perform the work with the aid of themselves they may decide upon a frontrunner who will offer good enough steerage and commands (Wexley & Yukl 1984).

Negative leader-employee family members reduce productiveness and growth absenteeism and the turnover to the organization can be pretty excessive (Keashly, Trott, & MacLean 1994; Ribelin 2003). According to (Robbins 2003), the worker surrender charge with transformational leadership is less than with transactional leadership. Improving the personnel' running conditions, pleasurable their desires,

and supporting them perform better are undoubtedly related to transformational leadership (Liu et al. 2003).

According to Bass, transformational management is an extended version of charismatic leadership. Thus, it is about the chief as a character. The charismatic leader is an idol, a hero, or maybe a spiritual parent. While this will also be proper of the transformational chief, it is not sufficient. To be transformational, agree with, recognize, and empowerment should also be a part of the artwork. In the latter, focus is on management as a system, which may additionally very well be shared among the leader and the followers (Bass 1994; Yukl 1989). This point is congruent with the unique message from Burns that leadership may be exhibited by means of anyone in the agency in any form of function (Yukl 1989).

Ever considering that its introduction, various attempts were made to criticize, test, and/ or broaden the content material of the Full Range Model in addition to the Multi Factor Questionnaire (MLQ) on which it's miles based (Rost 1991; Tracey 1998). Some fighters conceive it as an crucial weak point that more factors measuring transformational management seem to be correlated, while others spotlight the truth that elements measuring transactional leadership are missing inside the MLQ questionnaire (Yukl 1989). More widely it's been mentioned whether transformational leadership can, as discovered with the aid of Bass, be displayed at all degrees in an organization or if it is simplest executives who show transformational leadership (Yukl 1989).

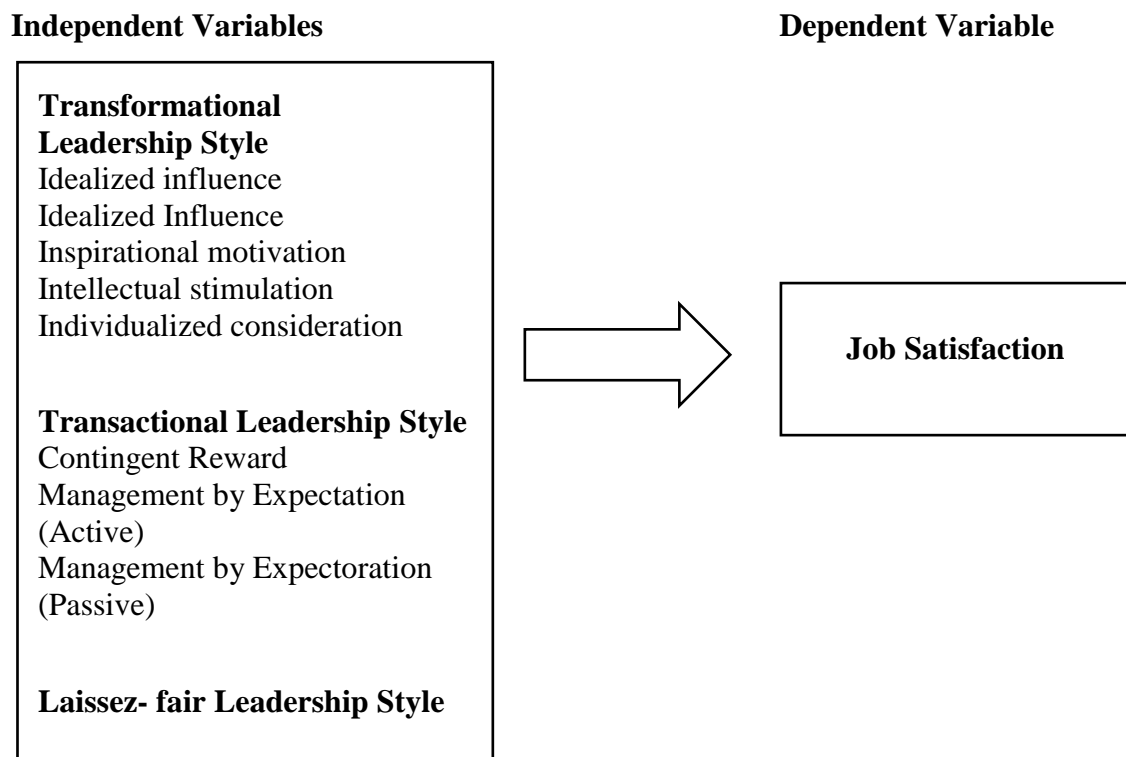
## **2.5 Previous Research Study**

There are various studies within the reading the effect of leadership styles on job satisfaction. This have a look at done the results of leadership fashion on activity delight at Heineken Ethiopia that's analyzed through Bezawit Mulugeta Fulas (June, 2017). Bass and Riggio's (2006) based totally on the leadership patterns on job pleasure. The version shows that 3 leadership styles are associated with process pride at Heineken Ethiopia. The three patterns are transformational, transactional and laissez-faire management patterns and then job delight includes pay, promoting, supervision, fringe blessings, contingent rewards, operating conditions, coworkers, nature of labor and communication.

This examine located that transformational management was visible to have a fine effect at the giant subscales of activity pride. Transactional management also had a advantageous impact on the substantial subscales of task satisfaction and laissez-faire management had a high quality impact as properly at the sizeable subscales of job satisfaction. The subscales of leadership style were that were sizable to Job satisfaction. And the suitable combinations of the management styles that would achieve the organizational dreams collectively with the man or woman goals or goals of the personnel and then confirmed that Heineken to enterprise hiring transformative leaders because their characters boom employee process delight, Bezawit Mulugeta Fulas (June, 2017).

This observe advised that Heineken to enterprise hiring transformative leaders because their characters growth employee job delight even as it is a wake-up name to corporation no longer to discard transactional leadership in want of different styles, but alternatively improve on supervision of employees throughout production system, to make sure that business enterprise goals are met in time. This framework are shown in table (2.1).

**Figure (2.1) Conceptual Framework of the previous research study**

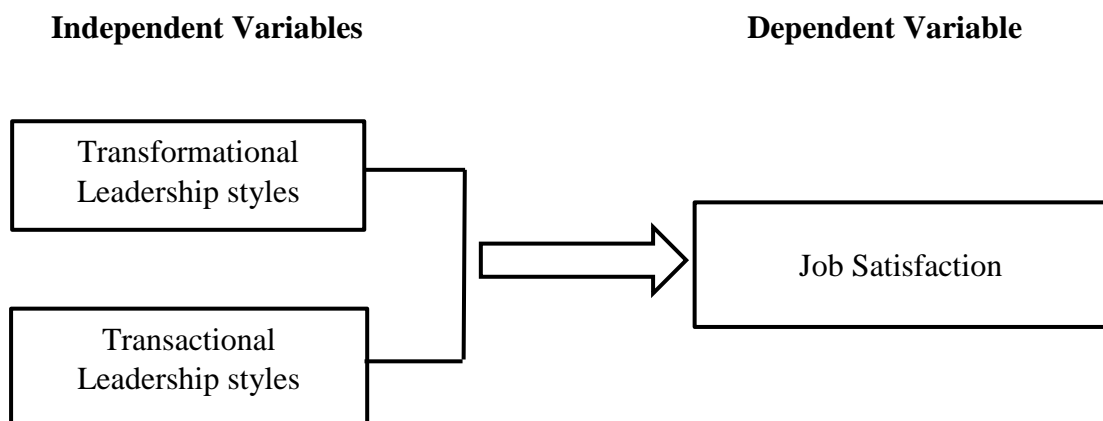


Source: Bezawit Muludeta Fulas (2017)

## 2.6 Conceptual Framework of the study

Miles and Huberman (2014) outline the conceptual framework as a visible or written product that explains inside the shape of a narration; graph of what's to be studied as the principle component. The framework became formed after taken into consideration the studies question, goal and review of literature. Therefore, this framework specializes in the effect of management patterns on of job pride in decided on CB Bank. The framework turned into construct adapted from Bass and Riggio's (2006). The unbiased variables are transformational, transactional, mission-orientated, and those-orientated leadership patterns, whereas, the dependent variable is of activity pleasure. Job satisfaction consists of Nature of work, Payment, Promotion, Fringe Benefits, Co-employee, Supervision, Communication, Contingent Rewards, and Operating Procedures. Transformational management is a leadership fashion wherein leaders inspire, inspire and inspire personnel to innovate and create alternate so one can assist develop and form the destiny achievement of the business enterprise along with corporate way of life, worker ownership and independence inside the place of work. Transactional management is a style of management in which leaders sell compliance with the aid of fans thru each rewards and punishments. Based on the literature evaluate, the conceptual framework of the study is proven in table (2.2).

**Figure (2.2) Conceptual Framework of the study**



Source: Adapted from Bezawit Mulugeta Fulas (2017)

## **CHAPTER III**

### **PROFILE OF CB BANK**

This bankruptcy describes the profiles of CB Bank in which includes the history of the CB Bank, vision, undertaking and values of CB Bank, the organizational shape provide the banking offerings.

#### **3.1 Profile of CB Bank**

Nowadays there are 28 home banks working in Myanmar. This quantity includes 4 country- owned banks, three banks owned by means of municipal government, 10 semi- private banks that alternate privately but are partially owned by way of or intently related to authorities agencies and 14 privately owned banks. Among the privately owned banks, the so- known as “Big Three” dominate the market. Combined, Kanbawza Bank (KBZ), Ayeyarwady Bank (AYA), and Co-operative Bank (CB) manage approximately - thirds of all loans, - thirds of all deposits and further than 50 percentage of all financial institution branches in the usa. The Big Three are also growing more swiftly than smaller banks.

CB Bank is one of the earliest and large personal quarter banks in Myanmar, using over 8000 employees. CB Bank has enterprise lines in retail banking, company banking and SME banking. CB Bank gives services in consumer financing, card & service provider offerings, company finance & advisory, worldwide change, treasury and transaction banking. CB Bank has 227 branches, 350 cell banking agents. More than 800 ATMs are positioned and general MPU machines are over 3646 all around the united states of America. CB is likewise the most important international card issuing bank and holds the most marketplace percentage within the POS merchant acquisition in Myanmar. Co-Operative Bank Ltd (CB Bank Ltd) turned into included in twenty first August 1992 thru the rules of Company Act and Myanmar Financial Institutions laws. CB Bank Ltd is running as a a hundred % privately owned Bank below the license of Central Bank of Myanmar. In 2004, Co-operative Bank Ltd modified its prison enterprise structure into Public Company below the Myanmar Companies Act.

The brand of CB bank is rainbow and it method the combination of 7 hues which comes out of nature. The rainbow represents the team spirit of different colours which denotes the indiscrimination of race, religion, shades or creed. The

emblem takes the shape of a rainbow, comprising of 7 colorations and its 4 dominant colorations viz, pink, yellow, green and blue. CB bank has very sturdy moto: Let's Win-Win Together! The vision is to become one of the top-notch main banks in Myanmar with stable foundation, tremendous performance, superb image and recognition. Mission of CB Bank is to serve the customer, workforce, shareholders and the surroundings with the finest values of comfort and whole pride. CB Bank targets to establish a first-rate financial institution with modern-day generation leading to a international fashionable bank which to improve efficiency and balancing of team of workers performance and imperative control of CB Bank. In consideration of financial institution's threat control coverage financial institution instructs Compliance Department to observe the rules and guidelines and submit file in actual time in conformity with converting surroundings.

Our imaginative and prescient is to grow to be one of the pinnacle-notch leading banks in Myanmar with stable basis, tremendous overall performance, notable picture and recognition. Our Mission is to serve the clients, workforce, Shareholders and the surroundings with the finest values of consolation and entire delight. They have many product and services. These services are E-Banking, Personal Banking and Business Banking. E-Banking covered Merchant Services, iBanking, Easi Travel, Easi Mobile, MPU-JCB Card, Credit Card, CB Pay...and many others. Personal Banking protected Saving Account, Current Account, Fixed Deposit Account, Other Services...and so forth. Business Banking covered Loans, Fund Transfers, Trade Service, Cash Management, Treasury Services...and so forth.

### **3.2 Organization Structure of CB Bank**

Responsibility of the Board of Directors : The responsibilities and duties of Board of Directors in undertaking the enterprise are to satisfy the objectives of the Bank in addition to satisfy BOD resolutions. The Board is composed of govt administrators, non-executive directors and impartial directors. The quantity and the composition of the board might be adjusted as vital to correspond to the converting circumstances and situations. The Board of Directors is made of outstanding figures reputable for their leadership with various instructional backgrounds, expertise and capabilities.

The Board has the obligations and duties of providing a imaginative and prescient, regulations and route in accomplishing and monitoring the Bank's

enterprise to be consistent with the law, the Bank's targets and guidelines, and the resolutions of the shareholders' conferences. The Board of Directors convenes everyday conferences each (1) month and might call for added meetings as vital and suitable. During every Board of Directors' assembly, the directors are in a position to talk about, inquire and explicit evaluations freely. CB Bank limits the sports of the businesses own by means of its Directors and the President in accordance with CB Bank's requirements.

**Management and Human Resources Committee:** Under the management and route of the Board of Directors, CB Bank has been capable of function itself as one the most well-known and reliable banks in Myanmar. Board of director are Chairman (Chairman of Myanmar Banks Association), Executive Vice Chairman & CEO (Head of Executive Management Committee), Vice Chairman (three), Director (eight). Under the management and route of the Board of Directors, CB Bank has been capable of role itself as one the maximum widely recognized and reliable banks in Myanmar. They are Management and Human Resources Committee, The Credit and Assets Management Committee, IT and Banking Business Development Committee, Internal Audit Committee, New Branch establishing committee, Staff Ideology and Education Committee. In the operation of the Bank, the perfection of the determination, capability and functionality competences of the body of workers coupled with the compliance of the rules and rules play an important element. With this view in sight the Management, fashioned Human Resources Committee to provide the vital instructions and approaches. Thus the committee is functions systematically.

**The Credit and Assets Management Committee:** The achievement and increase of banking business in particular depends at the popularity of relies upon and gratefully of qualified won. Aiming at this objective the Credit and Assets Management Committee is formed permit the financial institution to run correctly and effectively and to look at the management of credit score constantly.

**IT and Banking Business Development Committee:** From traditional banking together with attractiveness of deposits, problem of mortgage, and economic services are reformed. Security and offerings are conducted in correct, set off, right way. As the community of Banking commercial enterprise becomes wider and wider, progressive services are brought to fit changing with changing of the time. Online Banking has been brought at some stage in the u . S . A .. CB bank introduced using



ATM (Automatic Teller Machine) to the Public. This committee turned into shaped in an effort to release new product along with credit card whilst possibility takes place to be in time global monetary condition. In this manner new idea, new gadget and plan are usually idea of every time such possibility is open to the Bank in time with global monetary situations.

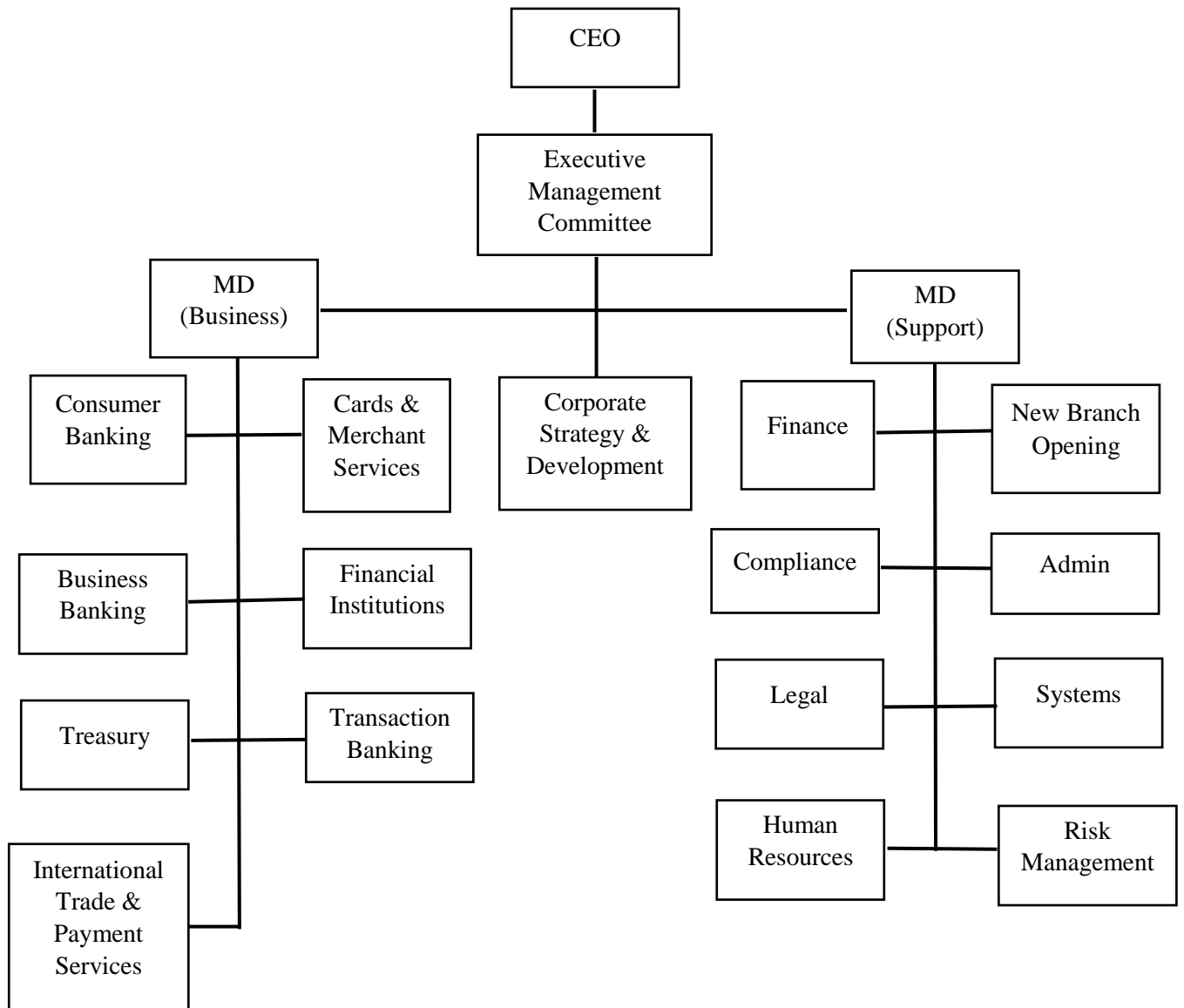
**Internal Audit Committee:** This Committee was fashioned to oversee whether operation of banking business and cash management are strictly adhered to the bank procedures and making sure that regulations and regulation are determined and guided for this reason.

**New Branch opening committee:** New department starting committee was fashioned to reveal in commencing new branches in appropriate location within the united states in actual time. Staff Ideology and Education Committee: In accordance with BOD decision No. Five exceeded by using the Board of Directors, this committee became formed to educate the workforce to be morally sturdy, dedicated, and to discharge the responsibility with integrity.

**Internal Control and Risk Management:** CB Bank will establish an inner manage machine to make certain that the financial institution meets applicable requirements. The Audit and Inspection Division, under the supervision of the Audit Committee, is chargeable for auditing the running structures, statistics and the operation of diverse working devices inside the Bank to make sure that they agree to the law of the government and the Bank, as well as assessing the adequacy and efficiency of the Bank's Internal manipulate device.

CB Bank has set up an internal working unit to help the Risk Management Committee and to help regulate the Bank's threat control gadget to be constant with modifications in situations as suitable. CB Bank acknowledges the significance of the disclosure of records so as to make sure the proper and timely disclosure of data. CB Bank prepares financial reports in accordance with commonly normal accounting standards. It additionally appoints an independent certified auditor to audit and gives critiques on the financial reports according with the account and auditing standards. Organizational structure of CB Bank is show in figure 3.1.

**Figure (3.1) Organization Structure of CB Bank**



Source: Co-operative bank, 2019

### **3.3 Bank Products and Services of CB Bank**

CB Bank offers customers variety of offerings. These offerings are retail banking, small & medium enterprise banking (SME Banking) and business banking. Moreover, each provider also has sub-provider.

#### **Retail Banking**

CB Bank's Retail Banking gives a extensive variety of banking products and services to our valued retail customers. Their technique is based totally at the relied on relationship between their Retail Bankers and CB Bank's clients. Retail Banking are covered cutting-edge account, saving account, fixed deposit, remittance service, safety deposit lockers, licensed cheque and payment order and so on.

#### **Small and Medium Enterprise Banking (SMEs)**

CB Bank is devoted to assisting SME improvement in Myanmar. CB Bank gives tremendous varieties of SME loans for Myanmar SMEs to acquire sustainable increase and improvement for Myanmar SMEs. CB Bank's SME Loans are SME-Credit Guarantee Insurance Loan (SME CGI Loan), SME Long Term Investment Loan powered by means of JICA, SME Business Expansion Loan powered by using KfW and SME Term Loan. Their mortgage has been made to SME with an average mortgage length of 500 Million. SME CGI Loan is collateral- loose loan of up to maximum loan amount of 20 million MMK. Repayment period of one 12 months. Interest charge is thirteen% p.a. This mortgage can have Myanmar Insurance Premium Fee. With collateral is 2% for 1 year and without collateral is three% for 1 yr. Requirements are holders of SME advice letter and SME member card. Must be a local business/ organization and own by means of Myanmar citizen. Minimum 2 years of business operation.

To observe for SME JICA TSL, will want immovable assets which includes residence and land as collateral. The loan tenor is from 1 to five years. The most mortgage amount is 500 million MMK. The principal standards of JICA loan is to spend money on fixed asset for at least eighty% of overall loan amount and 20% for working capital use. Suitable for businesses that are as a minimum 2 years old who're aiming to put money into Capital Investment along with constructing manufacturing facility (or) warehouse, upgrading machines, buying new machines, increasing the restaurant, and so on. Repayment length of

as much as 5 years. Borrow as much as 500 million MMK. Interest price is 8.5% p.a.

KfW SME Fixed Assets Loan is supported by using KfW Development Bank with an purpose to offer sustainable and want-based totally financing to neighborhood SMEs aiming to assist with their funding wishes. The reason of the mortgage is to provide financing for funding in constant property along with shopping new machineries, manufacturing unit creation, factory preservation, restaurant growth and extra. The invested constant belongings can also be pledged as collateral. Loan applicant required to make a dedication of 10% to 20% of the total investment value. Requirements are appropriate for start-usage companies as young as 6 months. Easy to manage your cash float with amortization repayment. Borrow as much as a hundred million MMK. Flexible repayment period of up to 3 years. Flexible hobby rate from 8.5% to thirteen% p.a. (primarily based on the character of your enterprise). Collateral may be buy of fixed assets.

SME Term mortgage is a type of mortgage appropriate for businesses which can be aiming to reinforce their working capital. Example: Suitable for companies which can be aiming now not best to spend money on capital investment including constructing factory (or) warehouse, upgrading machines, buying new machines, expanding the eating place however additionally for working capital usage.

Suitable for business that is at the least 2 years antique. Borrow up to 650 million MMK. Repayment duration of up to a few years. Interest price is thirteen% p.a. They are particularly pleased that lots of these loans had been made outdoor of the more advanced industrial centers of Yangon and Mandalay assisting broad boom across Myanmar.

### **Business Banking**

CB Bank has proportion a superb journey with human beings of Myanmar. We understand that making an investment and growing a commercial enterprise in today's dynamic marketplace is a complex and sensitive challenge. In their business banking department, the subsequent offerings are covered; Corporate Banking, International Banking, Trade Finance, Hire Purchase and Currency Exchange.

Co-operative financial institution done many awards. CB Bank have awards approximately (38) awards. Among then, this table will show some awards. They are described inside the flowing two tables by means of year to year. Table (3.1) is from 2013 to 2016 and table (3.2) is from 2017 to 2019.

**Table (3.1) Award Achieved By Co-operative Bank From 2013 to 2016**

In 2013	The industry Leadership Award for First Travel Prepaid Card in Myanmar October- 2013
In 2014	Best Initiative In Mobile Payments: Cards & Electronic Payments International Asia Trailblazer Awards 2014
	Best Merchant Acquiring: Cards & Electronic Payments International Asia Trailblazer Awards 2014
	Award in Recognition of the Transformational Use of Information Technology
	Retail Banker : Product Excellence in Debit Cards Highly Commended ,Asia Trailblazer Award 2014
	Global Banking & Finance Review : Best Customer Service Bank Myanmar Award 2014
	Global Banking & Finance Review : Best Corporate Banking Services Myanmar Award 2014
	Best Corporate Bank In Myanmar
In 2015	Best Bank (Myanmar) 2015 by Global Finance
	Myanmar Domestic Cash Management Bank of the Year by using Asian Banking & Finance Wholesale Banking Awards 2015
2016	Best Bank In Myanmar 2016(GLOBAL FINANCE)
	Best Contactless Card Initiative - CB Easi Travel Prepaid MasterCard Contactless Card
	Myanmar Domestic Cash Management Bank of the Year '2016 Asian Banking & Finance
	Myanmar Domestic Trade Finance Bank of the year '2016 Asian Banking & Finance
	Best Digital Bank - Myanmar - 2016 and Best Mobile Banking Application - Myanmar – 2016

Source: Co-operative bank, 2019

**Table (3.2) Award Achieved By Co-operative Bank From 2017 to 2019**

In 2017	Best Structured Trade Finance in Myanmar – 2017
In 2018	The Best Trade Finance Bank in Myanmar – 2018
	The Best Cash Management Bank in Myanmar – 2018
	Best Trade Finance in Myanmar – 2018
	Best Bank In Myanmar 2018 (GLOBAL FINANCE)
	Best Digital Bank in Myanmar – 2018
	Best Corporate and Investment Bank in Myanmar – 2018
	Best Bank For SMEs in Myanmar – 2018
In 2019	Global Finance The Innovator 2019 (Special Honors)
	Best Digital Bank – 2019
	Best Mobile Banking (CB Pay)
	Best Bank in Myanmar – 2019
	Best Corporate & Investment Bank in Myanmar – 2019
	Best for Premium Banking Service – 2019
	Best Service Provider - Trade Finance Myanmar - 2019

Source: Co-operative bank, 2019

**CHAPTER IV**  
**ANALYSIS ON THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE**  
**JOB SATISFACTION**

This bankruptcy offers records on number one statistics amassed from respondents on the effect of leadership patterns on worker job satisfaction in Co-operate Bank. The records had been offered in tables and different statistical illustration the use of Statistical Package for Social Science (SPSS). Interpretations given have been on processed facts gathered from the field that needed to establish the effect of leadership patterns on worker process pleasure in CB Bank.

**4.1 Research Design**

Cross-sectional descriptive take a look at with analytical in nature. This examine is aimed at examining the management style practices and the effect of such practices at the employees' delight of surveyed banks. The required data amassed via sample survey to aid the evaluation. The information for this have a look at was drawn from two essential sources; number one and secondary statistics. The questionnaires are divided into phase one and section two.

The cause of this section designed is to collect the demographic and private statistics from the respondents in surveyed banks. There are five questions in phase one. Section one collects the respondents' demographic data which includes factors inclusive of call of department, gender, age, running enjoy and education qualification. There are 48 questions in segment and measured with the aid of 5 factor Likert scales that's used to achieve the respondents possibilities or degree of relation settlement. Respondents usually select from five options, which are rated from 1- five: 1- strongly disagree, 2-disagree, 3-neither agree nor disagree or can not decided, four- agree and 5- strongly agree. Sections of questionnaires had been designed to identify worker activity satisfaction about transformational management and transactional management. The respondents blanketed 90 employees from head office of CB bank. In this have a look at, employees are the operation stage within the financial institution.

## 4.2 Demographic Profile of the Respondents

The general characteristics of the respondents are analyzed by using demographic factors which involve gender, age, training, function, level in and department of all respondents. The information output information are proven as follow.

**Table (4.1) Demographic Profile of the Participants**

<b>No.</b>	<b>Gender</b>	<b>No. of employees</b>	<b>Percentage (%)</b>
1.	Male	24	26.67
2.	Female	66	73.33
		<b>90</b>	<b>100</b>
<b>No.</b>	<b>Age (Year)</b>		
1	Under 25	63	70
2	25-34	27	30
3	35-44	-	-
4	45-54	-	-
5	54over	-	-
	<b>Total</b>	<b>90</b>	<b>100</b>
<b>No.</b>	<b>Education Level</b>		
1	Bachelor	85	94.44
2	Master	5	5.56
3	Ph.d	-	-
	<b>Total</b>	<b>90</b>	<b>100</b>
<b>No.</b>	<b>Working Experience Level (Year)</b>		
1	Under 1 year	1	1.11
2	1over – 3	46	51.11
3	3 over – 5	12	13.33
4	5 over – 7	31	34.45
	<b>Total</b>	<b>90</b>	<b>100.0</b>

Source: Survey Data from CB Bank- 2019



### **Gender of Respondents**

Demographic profile of gender was collected from the 80 employees from head office of CB Bank. Above table (4.1) presents that most of the employees are females because the nature of the job is suitable for female. 73.33% of the employees are female and 26.67% of them are male.

### **Age Level Classification**

All of the employees of age level classification are shown in table (4.1). These respondents are divided into five groups: under 25, 25- 34, 35- 44, 45- 54 and 54 over. The type of age level that the highest 63 respondents representing 70% are under 25 in head office of CB bank. 27 respondents representing 30% are between 25 years to 34 years. 35 to 44 years, 45 to 54 years and 54 years over are not including in this bank. This indicates that CB Bank's employees are dominated by adult people.

### **Education Levels of Respondents**

In table (4.1), education level of respondents is described. Education of respondents is divided into three groups: bachelor, master and Ph.D.

Most of the employees of CB bank were holding bachelor degree with a total number of 85 respondents representing 94.44% and 5 respondents representing 5.56% are master degree.

### **Working Experience Levels of Respondents**

In table (4.1), experience level of respondents is showed. This level included four steps is under 1 year, from 1 over to 3 years, from 3 over to 5 years, from 5 over to 7 years.

Table above shows the experience range of employees in head office of CB Bank. The result shows that the largest experience group of respondents is between 1 over and 3 years which contributes 51.11%, consists of 46 respondents. This followed by 34.45% second experience group of respondents are between 5 over and 7 years which are 31 respondents. The respondent from the experience group between 3 over and 5 years contains 13.33% which are 12 respondents. The latest experience group of respondent from under 1 year is 1 respondent representing 1.11% in these banks.

### **Occupational Field Level Classification**

In Table (4.2), the occupational field level of respondents is described. The range of occupational field level for respondents are departments.

**Table (4.2) Occupational Field Level Classification**

<b>No.</b>	<b>Occupational Field Level</b>	<b>No. of employees</b>	<b>Percentage (%)</b>
1	SME Banking Dept.	26	28.89
2	Audit Dept.	10	11.11
3	IT Dept.	9	10
4	Cooperate Dept.	20	22.22
5	HR Dept.	10	11.11
6	Research Dept.	15	16.67
	Total	90	100.0

Source: Survey Data from CB Bank- 2019

Above table (4.2) shows that 26 respondents representing 28.89% are SME Banking department, 10 respondents representing 11.11% audit department, 9 respondents representing 10% are IT department, 20 respondents representing 22.22 % are Cooperate department, 10 respondents representing 11.11%, 15 respondents representing 16.67 % are research department.

### **4.3 Analyzing the Leadership Styles**

The descriptive statistics was used as a way to examine the mean, standard deviation and other information which are not apparent in the raw data. Questionnaires or leadership styles to identify the leaderships styles in the bank. Table (4.3) below contains descriptive data (mean and standard deviation) for the transformational leadership subscales from employees and as indicated by the respondents.

**Table (4.3) Level of Transformational Leadership Style**

No.	Statement	Mean	Standard Deviation
1	Instills pride in me for being associated with him/her	3.91	.86
2	Goes beyond self-interest for the best of the group.	3.94	.81
3	Talks about their most important values and beliefs.	3.57	0.88
4	Specifies the importance of having a strong sense of purpose.	3.64	0.85
5	Talks optimistically about the future.	3.59	0.92
6	Talks enthusiastically about what needs to be accomplished.	3.67	0.88
7	Re-examines critical assumptions to question whether they are appropriate.	3.69	1.02
8	Seeks differing perspectives when solving problems.	3.74	0.91
9	Gets me to look at problems from many different angles.	4.00	.77
10	Spends time teaching and coaching.	3.93	.79
11	Treats me as an person instead of just as a member of a set.	3.96	.81
12	Considers me as having different needs, abilities, and aspirations from others.	3.90	.73
Over All Mean		3.79	

Source: Survey Data from CB Bank- 2019

Table (4.3) described the employee view on transformational leadership style. Transformational management is a management fashion wherein leaders inspire, encourage and motivate employees to innovate and create trade that will help develop and form the future fulfillment of the employer which includes corporate lifestyle, worker possession and independence in the place of work. The overall mean value is 3.79 by employee view. By result, leaders in CB bank practice transformational leadership style because its mean score is above 3. According to employees view, leaders more let them to look at problems from many different angles, its mean score is 4.00.

**Table (4.4) Level of Transactional Leadership Style**

<b>No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Provides me with assistance in trade for my efforts.	3.16	1.12
2	Discusses in unique terms who's chargeable for accomplishing overall performance targets.	3.67	.72
3	Makes clear what you possibly can count on to get hold of when performance desires are achieved.	3.78	.72
4	Expresses satisfaction when I meet expectations.	3.86	.59
5	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.	3.89	.75
6	Concentrates his/her full attention on dealing with mistakes, complaints, and failures.	3.90	.71
7	Keeps track of all mistakes.	3.87	.82
8	Directs my attention toward failures to meet standards.	3.96	.71
9	Fails to interfere until problems become serious.	3.94	.88
10	Waits for things to go wrong before taking action.	3.77	.90
11	Shows that he/she is a firm believer in "If it isn't broke, don't fix it.".	3.81	1.04
12	Demonstrates that problems must become chronic before taking action.	3.64	1.29
<b>Over All Mean</b>		<b>3.56</b>	

Source: Survey Data from CB Bank- 2019

Table (4.4) described the employee view on transactional leadership style. Transactional management is a fashion of management in which leaders sell compliance by fans thru both rewards and punishments. The overall mean value is 3.56 by employee view. By result, leaders in CB bank practice transactional leadership style because its mean score is above 3. According to employees view, directs leader attention toward failures to meet standards their mean scores is 3.96.

According to table (4.3) and (4.4), leaders use mostly transformational leadership style which the leader focuses on the work that need to be performed in order to meet certain goals, or to achieve a certain performance standard in CB Bank and its mean score is 3.79. Transactional leadership style is secondly most used by creating teams that everyone wants to be a part of and team members are often more productive and willing to take risks and its mean score is 3.56.

#### 4.4 Analyzing the Employee Satisfaction

The results of survey are described with the range from one to five (5- strongly agree, 4-neither agree nor disagree or cannot decided, 3-neutral, 2- disagree, 1- strongly disagree). And then mean value was applied from one to five. So, if the mean value is 5, it describes that the employees is highest satisfied. If the mean value is 4, it indicates that the employees is medium satisfied. If the mean value is 3, it assumes that the employees are neither agree nor disagree. If the mean value is 2, it defines that the employees are dissatisfied and if 1, it defines that the employees is lowest satisfied or do not satisfied with transformational leadership and transactional leadership of CB Bank.

**Table (4.5) Level of Employee Job Satisfaction**

No.	Items	Mean	Standard Deviation
1	Nature of Work	3.61	1.03
2	Payment	3.84	0.95
3	Promotion	3.83	1.00
4	Fringe Benefits	3.87	0.85
5	Co-worker	3.79	0.89
6	Supervision	3.64	0.88
7	Communication	3.78	0.92
8	Contingent reward	3.74	0.94
9	Working condition	3.73	0.99
	Overall Mean	3.73	0.94

Source: Survey Data from CB Bank- 2019

Descriptive Statistics for Employee job satisfaction. In addition to the scores of leadership styles, the mean and standard deviations of the employees' job satisfaction to CB Bank are presented in Table (4.5) as indicated by the respondents. This survey is based on nature of work, payment, promotion, fringe benefits, co-worker, supervision, communication, contingent rewards, and operating procedures. Employees of CB bank office is moderately satisfied to their job because overall mean is 3.73. Among them, fringe benefits are most prefer for employee job satisfaction in head office of CB Bank. According to this survey, employee most satisfaction is fringe benefits since its mean score is 3.87. The second most job satisfaction category is payment and its means score is 3.84. They are satisfied about their fringe benefits.

#### 4.5 Analyzing the Effect of Leadership Style on Employee Job Satisfaction

In this section, employee satisfaction on 24 dimensions of leadership style are analyzed. These 24 dimensions of leadership style such as transformational, transactional and employees' satisfaction are measured with 24 statements. To analyze the effect of leadership style on employee job satisfaction, correlation and regression model are applied.

##### (1)Correlation Analysis

**Table (4.6) Correlation between Leadership Styles and Employee Job Satisfaction**

		Transformational	Transactional	Job Satisfaction
Job Satisfaction	Pearson Correlation	.624	.492	1
	Sig. (2-tailed)	.000	.000	

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

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

Source: Survey Data from CB Bank- 2019

Base on the person correlation analysis above (table 4.6) all variables (transformational and transactional) are significant at the two tailed with 0.01 level. The correlation analysis showed that there are significant correlation between independent variables (transformational, transactional,) with dependent variable (job satisfaction). This analysis indicated that job satisfaction is having the strongest positive relationship with the transformational leadership (coefficient value is 0.624), followed transactional leadership (coefficient value is 0.492).

## (2) Regression Analysis of Leadership styles on Job Satisfaction of CB Bank

In thus study, to analyze the effect of leadership styles on employee job satisfaction, multiple regression analysis was applied. Transformational and transactional Leadership styles consisted as independent variables and job satisfaction consisted as dependent variable.

**Table (4.7) Regression Analysis of Leadership styles on Job Satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.350	.597		.586	.560
Transformation	.472**	.109	.480	4.342	.000
Transaction	.210	.160	.159	1.313	.194
R Square	.447				
Adjusted R Square	.413				
F value	13.134				
P value	.000				

Dependent Variable: Job Satisfaction

Note: \*\* and \* indicate 1% and 5% significance level, respectively

Source: Survey Data from CB Bank- 2019

The table (4.7) indicates that the effect of leadership styles on employee job satisfaction in CB bank. Result showed that R<sup>2</sup> is .447. This indicated that 44.7% variance of job satisfaction is explained by the variance of transformational leadership and transactional leadership. The rest of 55.3% unexplained variance by the independent variables which can be explored for future study. Base on above table, it can understood as the research model show F value equal to 13.134. And this is significant due to the P value is less than 0.05 (p=0.000 <0.05). Meanwhile, it showed that there is at least one independent variable is able to predict job satisfaction in head office of CB bank.

Referring to the table, the standardized coefficients for transformational is 0.480 and transactional is 0.159. Transformational is the highest Beta value 0.480 among all the independent variables therefore transformational is considered as the most important predictor in this study. The results showed that transformational leadership style highest positively contributes to employees' job satisfaction and significant at 1% level. Transactional leadership style doesn't contribute to employee's job satisfaction.

The relationship between IV (transformational, transactional) and DV (job satisfaction) can be explained by the following equation: Job Satisfaction = .350+ .472 (transformational) + .210 (transactional).



## **CHAPTER V**

### **CONCLUSIONS**

This bankruptcy gives the findings derived from the analyzing of the impact of management styles on employees' process satisfaction in head office of Co-operative Bank and pointers. This examine also consists of tips and desires for similarly examine.

#### **5.1 Findings**

This study analyzes the effect of leadership styles on employees' job satisfaction in head office of CB Bank. There are two objectives in this study; to identify the practices of leadership style in Co-operative Bank and to analyze the effect of leadership style on employee job satisfaction in Co-operative Bank. To achieve these objectives, the studying based on the primary data. 75% employees was selected by using simple random sampling method. By the respondents' gender, most employees are female because the nature of the job is suitable for female. And 70.8% of leaders are over 25 to 34 years old indicating that most of CB Bank. The most of employees are under 25 years old because they are new graduate persons.

The leadership styles of CB Bank most use the transformational leadership style and secondly most use the transactional leadership style from the perceived leadership styles of leaders. From the employee point of view, transformational leadership style is mostly used in CB Bank. It can be assumed that leaders from CB Bank focus on supporting and developing their employee, encourage, inspire, motivate employees to innovate and create change that will help grow and shape the future success of CB Bank. And leaders are adult generation and they have good leadership skills, a good work ethic, strong networks and still learning Education for top management level.

By the job satisfaction result, employees of CB Bank moderately satisfy their work by studying general nine factors including nature of work, payment, promotion, fringe benefits, co-worker, supervision, communication, contingent rewards, and working conditions. According to analysis, employees are more satisfied fringe benefits system and secondly satisfied payment of their satisfied. It indicates that employees of CB Bank are more satisfaction on wages compensation provided to their wages and salaries and them they are satisfied to the degree of autonomy and self- determination than other factors.

In the take a look at of the impact of leadership patterns on style transformational management fashion, and transactional leadership style and activity delight are strong courting. Among them transformational management fashion is most powerful wonderful relationship with activity than any other management patterns. It may be determined that leadership patterns and personnel' process pride are strongly correlated.

According to multiple regression analysis the effect of leadership styles on employees' job satisfaction model is highly significant by the F value and P value. As result, transformational leadership style highest positively 1% level and transactional leadership style doesn't contribute to employees' job satisfaction. It can be assumed that when leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of their organization such as corporate culture, employee ownership and independence in the workplace.

## **5.2 Suggestions**

It is apparent that owners and managers want their enterprise to have sustainable improvement and boom. One of the approaches to achieve this is to create favorable situations to personnel. Based on the locating of this look at, I suggest the following factors to CB Bank and for destiny studies. Although management functions may vary with the aid of organizational stage or subject, the study offered right here indicates that the interaction of transformational leadership styles is probably critical point of affect in affecting attitudes toward job delight to the organization.

It is suggested that the leaders of CB Bank must pay more interest to developing efficient group work and explicit heat challenge and consider to co-workers through transformational management behaviors. This is because leaders of CB Bank provide their employees' possibilities to deviate themselves from the traditional approaches of doing matters, so that it will do matters extra enthusiastically. To satisfy the worker of CB Bank, chief should use transformational leadership fashion than transactional leadership patterns. Leaders additionally ought to cognizance on employee relationships that makes employees experience that they make a difference in head office of CB Bank.

### **5.3 Needs for Further Study**

In future research, this observe emphasized the effect of management patterns on personnel' task delight of head office of CB Bank. It might be thrilling to assess causal courting and recollect opportunity modes of enquires along with employing the longitudinal design (eg. Observations or interviews) to determine if the findings tested are probable to be sustained.

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

Taken as a whole the suggestions for further research offer additional opportunities to further investigate the amount of variance that the four leadership styles explain in all types of employee job satisfaction. The future study could be to examine the influencing factors such as motivation, performance, engagement, change, organizational behavior, employee turnover of leadership styles of leadership in head office of CB Bank.

## REFERENCES

1. Ang Tun Paing., (2015). *The Relationship Between Leadership Styles And Employees' Job Satisfaction in SMEs*, University of Tunku Abdul Rahman.
2. Rima Ghose Chowdhury (Enrolment Number DYP-Phd-116100003)., (2014). *A Study on the Impact Of Leadership Styles on Employee Motivation and Commitment: An Empirical Study Of Selected Organization In Corporate Sector*, Patil University, Navi Mumbai.
3. The National College of Ireland, (2016). *An Investigation into the Impact of Leadership Styles on Employee Retention: Identifying which Leadership Style best encourages Employee Retention in the Nigerian Banking Sector. A Case study of Zenith Bank Plc in Nigeria*, National College of Ireland.
4. Shahzad Khan, Muhammad Asghar, Arshad Zaheer, ( 2014).*Influence of Leadership Style on Employee Job Satisfaction and firm financial Performance: A study of banking sector in islamabad*, Pakistan.
5. Somaye Bahmanabadi, Autumn 2015, *A Case Study of the Impact of Leadership Styles on Bank Employees' Job Satisfaction*, Södertörn University.
6. Lwin Han, (MBF 2<sup>nd</sup> Batch), December 2014, *Leadership Styles and Employee Commitments in Yoma Bank*, Yangon University of Economics.
7. Hall, J., Johnson, S., Wsocki, A. & Kepner, K. (2002), *Transformational Leadership: The Transformation of managers and associates*, University of Florida.
8. Akhila Nidadhavolu (2018), *Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment- A Study in the Construction Sector in India*, Western Kentucky University, India.
9. Michale Armstrong (2006), *Strategic Human Resource Management: A guide to Action*, Third Edition, Published by Kogan Page, London and Philadelphia.
10. Bezawit Mulugeta Fulas (2017), *Effect of Leadership Style on Job Satisfaction at Heineken Ethiopia*, Addis Ababa University, Ethiopia.
11. Lilian Githuka (2017), *Effects of Leadership Styles Employee Commitment in Non-Government Organizations: A Study of Christian Aid*, Unite Sates International University, South Africa.
12. Marius Wilhelm Stander and Sebastiaan Rothmann (2009), *The Relationship between Leadership, Job Satisfaction and Organizational Commitment*, SA Journal of Human Resource Management, North West University, South Africa.

13. AL-Hussami M (2008). A Study of nurses' job satisfaction: The relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. *Euro Journals Publishing* , pp (286-295).
14. Bycio, P., Hackett, R.D. and Allen, J.S. (1995), 'Further assessments of Bass's (1985) conceptualization of transactional and transformational leadership'. *Journal of Applied Psychology*, pp (468 -478).
15. Herman, H., & Chiu, W. C. (2014). Transformational leadership and job performance: A social identity perspective. *Journal of Business Research*, pp (2827-2835).
16. Bass, BM., Avolio, B. J., Jung, D.I., & Bberson, Y. (2003), Predicting Unit Performance by Assessing Transformational and Transactional Leadership, *Journal of Applied Psychology*, pp (207-218).
17. Dvir T, Eden D, Avolio B.J, and Shamir B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, pp (735-744).
18. Yousef, D.A. (2000). Organizational commitment: a mediator of the relationship of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, pp (6-24). Textile Sector of Pakistan.

#### Websites

1. Co- operative Bank, <https://www.cbbank.com.mm/aboutus- whoweare- ochart.aspx>
2. Deroiste, Juliet Hassard, seifmi, Tom Cox, Thomas Winski (2018), Definitions and Theories of job satisfaction, Retrieved from [https://oshwiki.eu/wiki/Job\\_satisfaction:theories\\_and\\_definitions](https://oshwiki.eu/wiki/Job_satisfaction:theories_and_definitions)
3. Leadership Styles, Retrieved from [www.wikipedia.com](http://www.wikipedia.com)
4. <http://www.sajhrm.co.za>
5. <http://erepo.usiu.ac.ke/11732/3267>
6. <https://trove.nla.gov.au/version/27256141>
7. <http://www.eurojournals.com/ejsr.htm>

## Appendix I

### Multifactor Leadership Questionnaire and Style Questionnaire

This survey will help you to describe your leadership styles as you perceive it. From item A1 to 10 indicate to your profile. For items B1 through B26 indicate what you actually do. If an item is irrelevant, or if you are unsure or do not know the answer, leave it blank.

1. Gender      Male       Female
2. Age          <25       25-34       35-44       45-54   
                  >54
3. Education Level (Name of Degree)  
     Bachelor \_\_\_\_\_  
     Master     \_\_\_\_\_  
     Doctor     \_\_\_\_\_
4. Current Organization \_\_\_\_\_
5. Current Designation \_\_\_\_\_
6. Total Experience (years) \_\_\_\_\_
7. Tenure of Current organization \_\_\_\_\_
8. Tenure of current position \_\_\_\_\_
9. Number of subordinates \_\_\_\_\_
10. Total number of employees in organization \_\_\_\_\_

**Key**

1-Not at all    2-Once in a while    3-Sometimes    4-Fairly often    5-Frequently, if not always

SR No	Dimensions					
	<b>Transformational Leadership Style</b>					
1	Instills pride in me for being associated with him/her	1	2	3	4	5
2	Goes beyond self-interest for the good of the group.	1	2	3	4	5
3	Talks about their most important values and beliefs.	1	2	3	4	5
4	Specifies the importance of having a strong sense of purpose.	1	2	3	4	5
5	Talks optimistically about the future.	1	2	3	4	5
6	Talks enthusiastically about what needs to be accomplished.	1	2	3	4	5

7	Re-examines critical assumptions to question whether they are appropriate.	1	2	3	4	5
8	Seeks differing perspectives when solving problems.	1	2	3	4	5
9	Gets me to look at problems from many different angles.	1	2	3	4	5
10	Spends time teaching and coaching.	1	2	3	4	5
11	Treats me as an individual rather than just as a member of a group.	1	2	3	4	5
12	Considers me as having different needs, abilities, and aspirations from others.	1	2	3	4	5
<b>Transactional Leadership Style</b>						
1	Provides me with assistance in exchange for my efforts.	1	2	3	4	5
2	Discusses in specific terms who is responsible for achieving performance targets.	1	2	3	4	5
3	Makes clear what one can expect to receive when performance goals are achieved.	1	2	3	4	5
4	Expresses satisfaction when I meet expectations.	1	2	3	4	5
5	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.	1	2	3	4	5
6	Concentrates his/her full attention on dealing with mistakes, complaints, and failures.	1	2	3	4	5
7	Keeps track of all mistakes.	1	2	3	4	5
8	Directs my attention toward failures to meet standards.	1	2	3	4	5
9	Fails to interfere until problems become serious.	1	2	3	4	5
10	Waits for things to go wrong before taking action.	1	2	3	4	5
11	Shows that he/she is a firm believer in "If it isn't broke, don't fix it."	1	2	3	4	5
12	Demonstrates that problems must become chronic before taking action.	1	2	3	4	5

## Appendix II

### Questions on job satisfaction

The following statements are designed to assess your satisfaction. Read each statement

carefully and respond by circling the level of scale that describes your satisfaction. The

scales are defined as follows:

1-Strongly disagree    2-Disagree    3-Neutral    4- Agree    5-Strongly Agree

No	Statements	Scales				
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
2	There is really too little chance for promotion on my job.	1	2	3	4	5
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5
4	I am not satisfied with the benefits I receive.	1	2	3	4	5
5	When I do a good job, I receive the recognition for it that I should.	1	2	3	4	5
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5
7	I like the people I work with.	1	2	3	4	5
8	I sometimes feel my job is meaningless.	1	2	3	4	5
9	Communications seem good within this organization.	1	2	3	4	5
10	Raises are too few and far between.	1	2	3	4	5
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
12	My supervisor is unfair to me.	1	2	3	4	5
13	The benefits we receive are as good as most other Organizations offer.	1	2	3	4	5
14	I do not feel that the work is appreciated.	1	2	3	4	5



15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5
16	I find I have to work harder at my job because of the incompetence of people	1	2	3	4	5
17	I like doing the things I do at work.	1	2	3	4	5
18	The goals of this organization are not clear to me.	1	2	3	4	5
19	I feel unappreciated by the organization when I think about what they pay	1	2	3	4	5
20	People get ahead as fast here as they do in other places.	1	2	3	4	5
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5
22	The benefit package he have is equitable.	1	2	3	4	5
23	There are few rewards for those who work here.	1	2	3	4	5
24	I have too much to do at work.	1	2	3	4	5
25	I enjoy my coworkers.	1	2	3	4	5
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5
27	I feel a sense of pride in doing my job.	1	2	3	4	5

## Appendix III

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.669 <sup>a</sup>	.447	.413	.42443	1.825

- a. Predictors: (Constant), Transformation, Transaction, Task-oriented, People-oriented
- b. Dependent Variable: JS

Source: Survey Data from CB Bank- 2019

### ANOVA<sup>a</sup> for Relationship between Independent Variables and dependent variable

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.464	4	2.366	13.134	.000 <sup>b</sup>
Residual	11.709	65	.180		
Total	21.173	69			

- a. Dependent Variable: JS
- b. Predictors: (Constant), Transformation, Transaction