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LEADERSHIP STYLES, ORGANIZATIONAL CULTURE

AND JOB SATISFACTION AT

NAYPYITAW DEVELOPMENT BANK

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LEADERSHIP STYLES, ORGANIZATIONAL CULTURE AND JOB SATISFACTION AT NAYPYITAW DEVELOPMENT BANK

This thesis submitted as partial fulfillments the requirements for the degree of Master of Banking and Finance (MBF)

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ABSTRACT

The study attempts to examine the effect of leadership styles named autocratic leadership, bureaucratic leadership, democratic leadership, transactional leadership styles and transformational leadership styles on the organizational culture and employees' job satisfaction at Naypyitaw Development Bank. Descriptive research and quantitative research methods are used and the study bases on both primary and secondary data. As a sample, 95 employees are selected from total 260 employees who are working at Naypyitaw Development Bank (NDB) branches in the Naypyitaw City by using simple random sampling method. The study finds out that transactional leadership style has significant effects on both organizational culture and employees' job satisfaction. And the study finds that autocratic leadership style and democratic leadership style have significant effects on organizational culture. The study also revealed that bureaucratic leadership style has positive and significant effects on employees' job satisfaction. Among five leadership styles, transactional leadership style highly influences on both organizational culture and employees' job satisfaction. Therefore, the NDB's board of management emphasis more reward and punishment practices and should develop recognizing and appreciating procedures which are needed to create a good team working environment for the development of the bank.

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

ATM	=	Automatic Teller Machine
BOD	=	Board of Directors
CBM	=	Central Bank of Myanmar
MPU	=	Myanmar Payment Union
NDB	=	Naypyitaw Development Bank
NPTDC	=	Naypyitaw Development Committee
NSB	=	Naypyitaw Sinbin Bank

CHAPTER I
INTRODUCTION

Leadership is collaborating exceptionally well with and through others (Biro, 2017). Leadership is essential in all organizations. (Aydn, 2010) Every government and organization employ a wide variety of leadership styles. Due to its specialized tasks, the banking sector is subject to stringent rules, supervision, and public intervention, which distinguishes it from other sectors of the economy.

In contrast, banks are developing several financial services due to the development of information technology (Phaneuf, 2022). As a result of rivalry with consumer brands, the financial services industry is seeking to enhance its online customer service. The leadership styles of bank managers at different levels serve as a firm foundation for the banking business. The study of trait, behavioral, and situational leadership, as well as the aptitude, dynamism, perceptions, and attitudes of bank managers are beneficial for managing difficulties in banks and so enhancing their performance (Jain, 2014).

Employees' job satisfaction indicates their level of happiness or discontentment at work. Employees that are content with their occupations are eager to report to work each morning. They believe in the leadership team. A good leader always evaluates the team's development. However, employees are not satisfied if they do not receive praise from management for completing a task satisfactorily and acting cooperatively. If a leader does not promote their creativity and invention, they do not have a strong sense of status. They would be unsatisfied if they did not obtain any reward, such as large wage payouts from a group bonus incentive plan, for their accomplishments in competition.

Important considerations must be made in order to increase the motivation level of staff who serve customers. In order to achieve a balance among the bank's specific tasks of tightening regulations, the innovative organizational culture, the customer-oriented culture, and employees' welfares, while satisfying bank customers and competing with rival banks, the leadership styles supported by the banking organizational culture are a factor to consider.

Myanmar's banking sector was established after the first Anglo-Burmese conflict. In the coming century, there were numerous advances in lending and

recordkeeping, as well as the use of the hundi system for informal remittances. There were 1,650 offices in the United States by 1930. The banks were nationalized in 1963, and no private industry was permitted to operate until 1992, when the first private bank licenses were granted (Guyitt, 2014). In 1995, the first automated teller machine began operation. The Central Bank of Myanmar (CBM) tries to maintain financial system price stability. CBM further monitors Myanmar's financial institutions and state-owned and private banks (CFI Team, 2021). Myanmar has several private banks, international banks, and other non-finance institutions due to its rapid economic expansion. Myanmar has 4 state-owned banks, 27 commercial banks, 17 branches of foreign banks, and 28 non-bank financial institutions (CBM 2020).

The banking industry is undergoing profound transformations. The competition among Myanmar's banks is intensifying. Each bank is attempting to boost customer happiness. As a result of the advancement of communication technology and globalization, the globe is undergoing fast change. The demands and tastes of bank customers are also evolving in tandem with the rapid development of technology and globalization. Every firm must grow its resources and talents to fulfill these consumers' requests in order to achieve these transformations (Messias, Mendes, & Monteiro, 2015).

Excellent customer service is feasible when individuals are enthusiastic about their jobs. People are therefore essential assets for every organization (Bass, 1990). Employee participation is essential to increasing employee happiness (Vantage, 2022). The leader conveys the organization's vision and mission to the personnel. Leaders assist their subordinates to achieve organizational goals by equipping them with the most applicable abilities and experiences (Mohammed, et al., 2014). The role is to maximize the effectiveness of attaining organizational objectives. Consider leadership crucial to the success of a group, an organization, or even a country. When businesses expand and performance standards rise, the need for effective leadership tends to escalate (Omolayo, 2000). Managers of all organizational departments must possess management and leadership abilities in order to motivate their teams through persuasion.

1.1 Rationale of the Study

Management and leadership have had a substantial impact on the success or failure of every organization. Since private commercial banks are stronger in Myanmar and the number of banks is expanding daily, the banking industry is subject to intense competition. Therefore, top-level management's strategic methods are transformational and promote good employee impressions.

All bank staff are encouraged to feel empowered by management. The management attempts to motivate employees by boosting their sense of self-efficacy and fostering group affiliation. Believing that leadership is one of the most important parts of an organization's framework, the purpose of leadership is to guide the organization's members to achieve its goals.

Organizational culture consists of the common values and expectations of its members. It is the shared standards, values, and beliefs of the banking organization's members. The relationship between organizational culture and employee motivation and work satisfaction is good. When bank employees experience a greater sense of belonging, they are more driven to work for their businesses. Furthermore, the impact of these dynamic changes in the workplace on organizational culture requires the organization to be more adaptable. Covid-19 The corporate culture is altered by the pandemic effect and political unpredictability.

A bank's infrastructure can be supported by technologically advanced equipment, advanced banking software such as core banking software, and numerous other amenities. However, staff utilize, manage, and control this upgraded equipment and facilities. This underscores the significance of people to the success of an organization. As a result of the fact that employees are valuable assets and a source of competitive advantage due to their dedication, adaptability, and high level of skills and performance, it is essential to inspire those who have a stronger organizational commitment.

The majority of employees say that job happiness is more essential than money. Only contented employees would result in more productivity. Understanding the significance of employee job satisfaction can assist bank management in fostering a pleasant work environment that is positive, helpful, and encourages a healthy work-life balance.

To varying degrees, leaders use autocratic, bureaucratic, democratic, transactional, or transformational leadership styles to achieve organizational goals. It

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is necessary to determine which of these leadership styles is the most dominant leadership style that employees follow, prefer, and is the most effective leadership practice in terms of employees' job happiness. Naypyitaw Development Bank would have more opportunities to increase employee work satisfaction, which is crucial for retaining talented individuals, if it were aware of the weaknesses and strengths of present leadership practices in relation to organizational culture. Therefore, it is necessary to investigate the factors influencing employee satisfaction at that bank.

1.2 Objectives of the Study

In this study, there are two main objectives:

(1) To analyze the effect of leadership styles on organizational culture and employees' job satisfaction at Naypyitaw Development Bank, and

(2) To examine the effect of organizational culture on employees' job satisfaction at Naypyitaw Development Bank.

1.3 Scope and Methods of the Study

This study focuses solely on the leadership styles, organizational culture, and work satisfaction of Naypyidaw Development Bank employees (NDB). This study employs both descriptive and quantitative research methods. There are various leadership styles, such as autocratic, bureaucratic, democratic, transactional, and transformational.

The research is supported by both primary and secondary data. Simple random sampling is used to select 95 employees (approximately 37%) from a total of 260 employees working as middle-level management (Assistant General Managers to Assistant Managers) and front-level employees (Supervisors to Junior Assistants) at NDB branches in Naypyitaw for the collection of primary data. Websites, pertinent management and leadership textbooks, journal papers, and NDB records have been mined for secondary data. The questionnaires are constructed using a five-point Likert Scale measurement (1 = strongly disagree to 5 = strongly agree) to assess employee perceptions of the leadership styles of their leaders, corporate culture, and job satisfaction. Regression analysis is a statistical instrument.

**1.4	Organization of the Study**

This study is organized into five chapters. Chapter one includes an introduction with the rationale of the study, objective of the study, scope and methods of the study, and organization of the study. Chapter two presents the theoretical background of the study relating to leadership styles, organizational culture, job satisfaction, previous studies and conceptual framework. Chapter three presents the profile and organizational culture of Naypyitaw Development Bank (NDB). Chapter four presents the analysis of the effect of leadership styles, organizational culture, and employee job satisfaction. Chapter five is the conclusion of the research findings, recommendations, suggestions, and needs for further studies.

CHAPTER II
THEORETICAL BACKGROUND

This chapter examines the literature about leadership ideas and styles. In addition, it contains information regarding various leadership styles, work satisfaction, and corporate culture. For the purpose of developing a conceptual framework for the research, existing studies in the banking and service sectors are selected and analyzed.

2.1   Theories of Leadership

Leadership is one of the actions required to lead a group, organization, or nation. There are several types of leadership, such as guidance, direction, authority, control, management, supervision, initiative, and influence. Leadership is also known as administration, rule, command, authority, dominance, and sovereignty. Leadership entails influencing, motivating, and serving others (CFI, 2022).

Leadership theories are philosophical explanations of why and how specific individuals become leaders. Leadership focuses on the characteristics and behaviors that anyone can adopt to improve their leadership abilities. This notion applies to communities, businesses, and nations: a leader is necessary for the success of any group. There are numerous leadership theories, but the objective of studying theories is to compare and contrast the various types of leaders and the qualities or traits they possess (Stio & Powell, 2022).

The purpose of leadership theory is to examine and explain why and how particular people become leaders. Important leadership theories include the Great Man Theory, Trait Theory, Contingency Theory, Situational Theory, Behavioral Theory, Participative Theory, Management Theory, and Relationship Theory (Stio & Powell, 2022). Various types of leaders exhibit the following attributes or qualities.

According to the Great Man Theory, effective leaders are born, not made. They possess innate qualities. According to the Great Man Theory, leaders are born, although effective leaders can be cultivated by effort and planning. Without interpersonal skills, individuals and groups cannot effectively communicate, interact, or collaborate. This leadership concept is comparable to conventional leadership ideas.

The Trait Leadership Theory is built on the idea that certain natural abilities and qualities make individuals more qualified or predisposed to leadership. In other words, leaders are predisposed to leadership by a set of inherent attributes. The Great Man Theory and the Trait Leadership Theory share similarities. It is based on the characteristics of both successful and unsuccessful leaders. Achievement drive (a strong desire for ambition and success), leadership motivation (a strong desire to lead others), honesty and integrity, self-confidence (a strong belief in one's abilities), cognitive ability, knowledge (a strong understanding of one's profession/industry and people), and emotional stability are the most commonly agreed-upon characteristics (well-adjusted and adapted).

The Contingency Theory emphasizes the different context-specific factors that impact the ideal leadership style for a given situation. This is the notion that leadership is dynamic and changes dependent on contextual or situational factors that demand a particular style. Situational Theories are based on the concept that certain circumstances dictate which leadership style is most appropriate in a given environment (similar to Contingency Theories). Behavioral Theories - the notion that outstanding leaders may be created, as opposed to being born, by evaluating certain behaviors/actions and not inherent characteristics (contrary to Great Man Theories)

Participative Theories - the notion that leadership is a collaborative process that is most effective when it integrates everyone's participation. Management Theories - the notion that leadership requires supervision and performance evaluation by means of rewards and punishments (AKA Transactional Theories). Relationship Theories - the notion that links between leaders and followers contribute to the improvement and efficacy of leadership (AKA Transformational Theories).

2.1.1 Leadership Styles

The followers are directed in the direction of the leadership style. The number of leadership styles has increased as leadership studies have progressed throughout history. If the leadership style is effective, it may contribute to the development of organizational performance and the attainment of desired goals; nevertheless, if the leadership style is ineffective, it will have a detrimental influence on organizational performance and employee attitudes. Different ideas exist, and the purpose of this paper is to compare and contrast the characteristics or features of various types of leaders. There are numerous variations of the four primary leadership styles:

authoritarian, democratic, laissez-faire, and transformational. Despite their diversity, these techniques have a positive impact on employee performance.

a.   Autocratic or Authoritarian Leadership Style

This style of leadership is built on strong command and control; it provides clear and specific instructions for what has to be done, when it should be done, and how it should be done; it is most effective when there is little time for collaboration or task completion. The Oxford study explains that authoritarian leadership is directive and controlling. Without consulting employees, the leader will make all choices. The autocratic leadership style restricts employee freedom of speech and participation in decision-making (Oxford, 2019). It will not foster confidence between supervisors and subordinates.

b.   Style of Bureaucratic Leadership

This kind of leadership is the least effective; members are left to figure out the situation on their own (Miller, 2015). This bureaucratic leadership style is centered on an organization's administrative requirements. Although it is most prevalent in the public sector, any organization is able to use this style of leadership for its teams and departments. Several distinctive characteristics distinguish this leadership style from others that are regularly employed. Bureaucratic leaders establish a divide between the work standards that a team must fulfill. It is based on a clear chain of command, with each leader's power structure clearly established. Bureaucratic leaders also favor strict rules, laws, or regulations. When flexibility is removed from the equation, the likelihood of unanticipated outcomes is diminished. Everyone has additional opportunity for personal development with increased predictability. According to the research of Ullah (2021), the bureaucratic leadership style encourages individuals to operate with greater commitment and honesty. Many other kinds of leadership are less effective than bureaucratic leadership (Ullah, 2021). This kind of management is the most effective way for firms to achieve reason and minimize ambiguity (Aydn, 2010).

c.   Style of Democratic Leadership

The effectiveness of this style of leadership is attributed to its emphasis on staff participation and use of consensus decision making. There is guidance and assistance for completing the task, but input and cooperation are appreciated and

encouraged; the leader may make the ultimate decision. This method is distinctive because the leader lets employees to participate in the decision-making process and encourages them to provide feedback and distribute tasks. Because it instills a sense of responsibility for the decisions made by management, democratic leadership frequently results in the empowerment of workers. When working with highly skilled personnel, democratic leadership may be optimal. When a business must undergo a transformation, democratic leadership is the most effective model since it demands participation from informed personnel. This technique has the disadvantage of producing unending meetings (Oxford, 2019). The most effective leadership style combines authoritarian and democratic characteristics. Leaders should understand when autocracy and democracy are preferable.

d. Style of Transactional Leadership

Transactional leadership clarifies managers' and subordinates' transactions (STU Online, 2014). A transactional leader is aware of structure and organization. They are likely to command military operations, manage major enterprises, or lead international initiatives that require the application of rules and regulations to achieve deadlines or transport people and materials in an organized manner. Transactional leaders are ill-suited for environments that promote creativity and innovation.

Transactional leadership focuses on outcomes, sticks to an organization's current structure, and gauges success using the organization's reward and punishment system. In an organization, transactional leaders hold positions of official authority and accountability. This sort of leader is responsible for routine maintenance through the management of individual performance and the facilitation of collective performance. This type of manager establishes standards for their employees based on previously established needs. Performance evaluations are the most prevalent method for evaluating employee performance.

Transformational leadership and transactional leadership are sometimes mistaken. For transactional leadership, self-motivated individuals who perform effectively in a structured, guided atmosphere are essential. Transformational leadership, on the other hand, prefers to influence rather than direct people in order to excite and inspire employees.

Transactional leaders differ from charismatic and transformational leaders in both structure and method. The goal of charismatic leadership is to influence a group

or organization to better the world. In transactional leadership, the emphasis is on controlling an individual's performance and assessing how well he or she performs in a structured context.

Also essential is the contrast between transactional and transformative leadership. Simply said, transactional leadership is a style of "telling," but transformational leadership is a style of "selling." Transformational leadership emphasizes motivation and inspiration, whereas transactional leadership employs both positive and negative reinforcement.

e.   Style of Transformational Leadership

The transformational leadership style is derived from the term transform, which means to convert or alter in nature, form, and appearance (UMassGlobal, 2020). This leadership style focuses on transforming people into those who are in charge, innovative, motivated, and committed to the organization's goals. Transformational leadership is the leadership that produces a favorable change in the employees. Transformational leadership styles are characterized by leaders that have a clear vision and can effectively communicate it to others.

Transformational leadership focuses on transforming others to assist one another, look out for one another, be encouraging and harmonious, and give attention to the organization (Paracha et al., 2012). Individualized consideration, inspirational motivation, idealistic influence, and intellectual stimulation are the four components. This kind of leadership develops a plan for the future and works to inspire personnel to accomplish results that exceed expectations. Leaders include others in the decision-making process and provide learning and development opportunities for those around them. Conger (1999) describes the characteristics and activities of transformative leaders, which include attributed charisma, motivating inspiration, intellectual stimulation, and personalized attention.

2.2   Employees' Job Satisfaction

The level of positive and negative emotions, such as happiness, tension, and worry, has a crucial impact in job satisfaction. Job satisfaction is described as any combination of psychological, physiological, and environmental conditions that cause a person to honestly report being content with their job (Bourne, 2020).

Employment satisfaction is a measurement of an employee's contentment with their job, as well as a person's enjoyment or sense of fulfillment from their work. It is evaluated based on behavioral, cognitive, and affective factors. There are two different types of job satisfaction: intrinsic and extrinsic. It focuses on the nature of the work, the tasks and responsibilities associated with the position. There are also intrinsic sources of job happiness, such as the surroundings, supervisor, compensation, and coworkers. Greater employee job satisfaction typically results in a reduced turnover rate, more loyal staff, greater productivity, and increased revenues.

Defining company culture is related to employee engagement since it provides values and guidelines on themes ranging from organizational goals to proper degrees of employee contact (Bourne, 2020). Leadership defines and instructs fundamental ideals. It develops the drive to learn and a culture of acknowledgment. In addition to fostering a shared vision and altering the organization's culture, leadership increases job satisfaction. Strong leadership is vital for the effective transmission of information amongst team members within a company (Nidadhavolu, 2018).

2.3   Organizational Culture

Organizational culture is a set of common assumptions, values, and beliefs that govern organizational behavior. The expectations, experiences, philosophy, and values that bind an organization together are reflected in its self-image, inner workings, interactions with the outside world, and future expectations (IEduNote, 2022). A company's corporate culture is its collection of defining ideals. It specifies the actions and behaviors that employees should engage in to establish a positive environment and contribute to the success of the firm. Additionally, organizational culture influences the mission and objectives of a company, which must be clearly articulated. Employees are more engaged and happier when they work under leaders with strong ethical convictions when the corporation has a strong culture and an ethical environment. A pleasant, collaborative, and dependable workplace is fostered by a leader of high caliber. By upholding ethical norms, executives maintain a positive organizational culture.

2.3.1   Leadership Styles and Organizational Culture

Culture can have the same effect on leadership as leadership may have on culture. Leaders are accountable for establishing processes that foster organizational

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culture and bolster workplace norms (Williams,2019). Individual managers have their own management styles, and companies frequently have a dominating leadership style that is strongly established in the company culture.

Leaders are dominated by organizational culture, which alters the leadership style of each leader. It compels leaders to perform in accordance with organizational parameters (Indeed Editorial Team, 2021). Through social contacts, managers can impart corporate culture. Through their acts, leaders demonstrate to employees what is acceptable and encouraged. The leadership style is crucial to the company culture. Leaders demonstrate to employees how to embody principles that contribute to the culture of the firm. A leader is responsible for communicating the company's mission, goals, and core values. Leaders are accountable for defining, teaching, monitoring, and rewarding the desired culture. Ethical leaders, for instance, foster a culture of honesty, integrity, trust, and justice.

2.4   Previous Research

There are several study studies on leadership styles, organizational effectiveness, and work satisfaction.

Singh (2020) conducted a study to determine the influence of transformational leadership style on job satisfaction, taking into account age as a positive regulator and perceived organizational culture as mediators among 150 selected private bank employees in Delhi, NCR. Regression research indicated a positive association between transformative leadership and employee satisfaction.

Figure (2.1) Research Framework of Singh (2020)

Source: Singh, 2020

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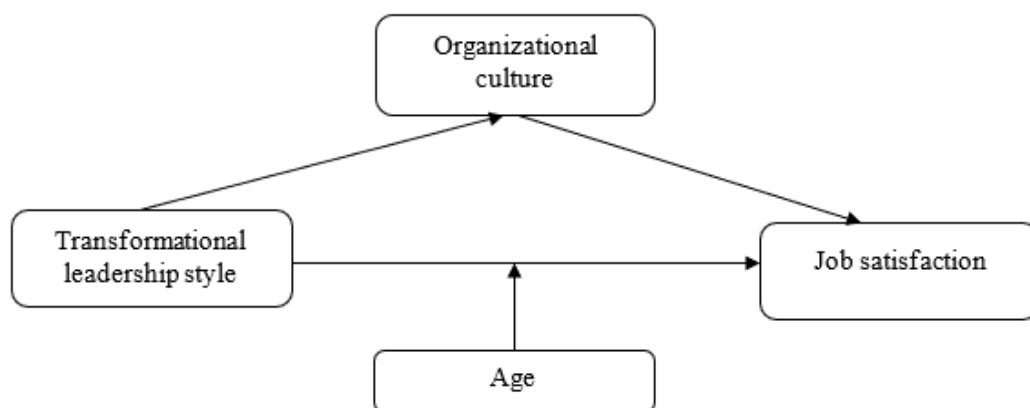
The findings also indicated that the perceived organizational culture and age of employee did play a mediating and moderating role on the relationship between transformational leadership style and job satisfaction of the employee. Age did not infer any effect on transformational leadership skills and level of job satisfaction of employees.

Albion & Gagliardi (2007) examined the relationship between transformational leadership, organizational change, and job satisfaction. In their research, transformational leadership focused on the aspects of articulating vision, intellectual stimulation, role modeling, encouraging, group identity, collaboration, and individualized consideration. The possible mediating role of collective efficacy was also examined. Instruments used were the Queensland Public Agency Staff Survey with additional items about leadership within the organization, and about staff's self-evaluation of their readiness for and performance during the change.

Figure (2.2) Research Framework of Albion & Gagliardi (2007)
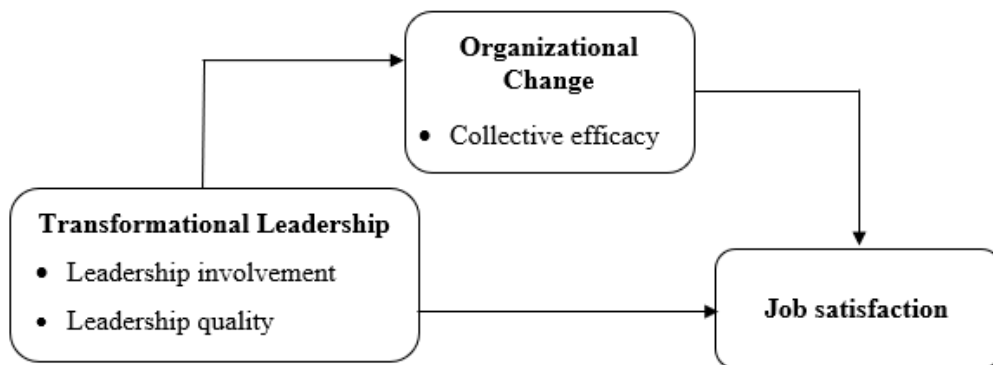
Source: Albion & Gagliardi (2007)

A thousand of public servants employed in various government departments are selected and represented two leadership items: Leadership Involvement (incorporating interpersonal aspects) and Leadership Quality (incorporating strategic aspects) in Albion & Gagliardi (2007) study that shown in above Figure (2.2). Regression analysis indicated these two transformational leadership factors were positively related to job satisfaction during organizational change and that the collective efficacy of the staff mediated these relationships.

Abdilahi (2016) studied to explore the relationship between the seven leadership (Democratic, Laissez-Faire, Autocratic, Transformational, Charismatic,

Transactional, Bureaucratic) styles as independent variables and employee performance as dependent variable in Dashen Bank. The study model conducted by Abdilahi (2016) is shown in Figure (2.3) as follows.

Figure (2.3) Research Framework of Abdilahi (2016)
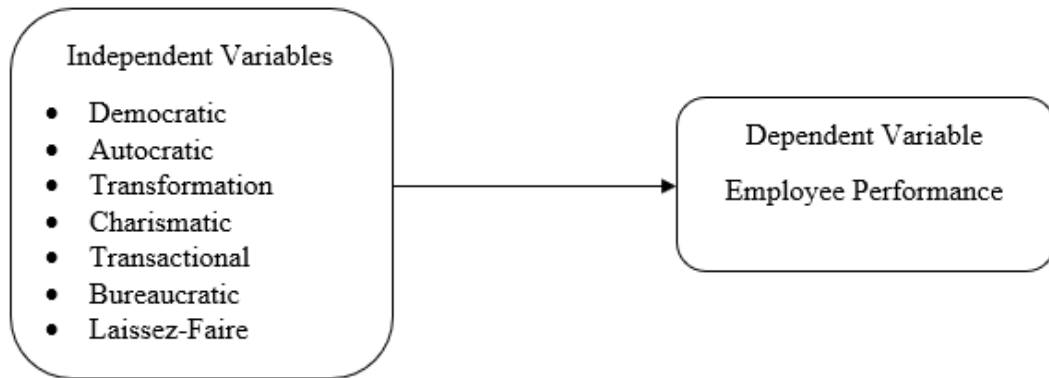
Source: Abdilahi. (2016)

This study explained that there was a weak level of employee performance in the department. This was showing all these leadership styles are not more important for employee performance, and there is   weaken to achieve organizational goals and objectives of Dashen Bank.

Saleem (2015) studied on the the impact of leadership styles on job satisfaction. And the study analyzed whether perceived organizational politics has a mediating role or not. Descriptive research design and a quantitative research were used. The study conducted in Lahore, Pakistan. Fingure (2.4) prasents Saleem's study model.

Figure (2.4) Research Framework of Saleem (2014)
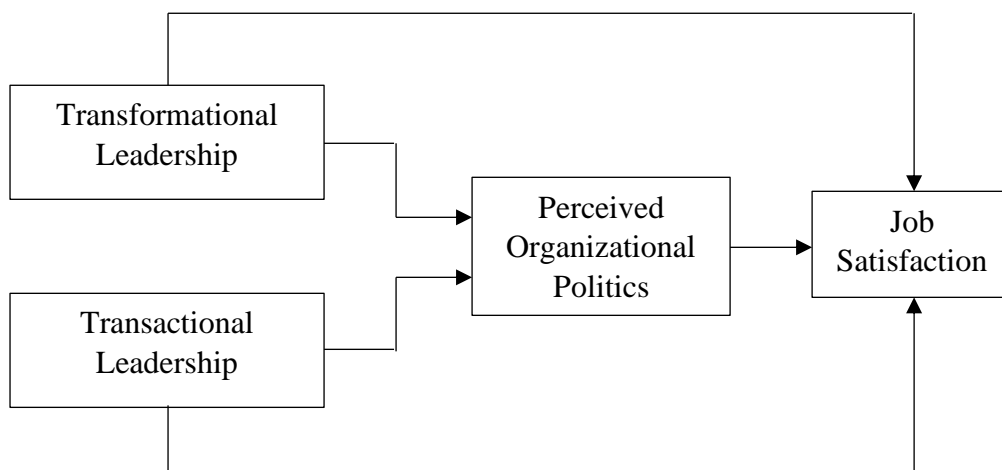
Source: Saleem (2014)

Research finding revealed that transformational leadership has a positive impact on job satisfaction and transactional leadership has a negative impact on job satisfaction. Findings also suggested that, perceived organizational politics partially mediate the relationship between both leadership styles and job satisfaction.

Khan & Waraich (2019) conducted a study the relationship of transformational leadership, transactional leadership, and empowering leadership and employees' job satisfaction respondents in different organizations within Pakistan. The conceptual framework developed by Khan & Waraich (2019) is shown in Figure (2.5) as follows.

Figure (2.5) Research Framework of Khan & Waraich (2019)
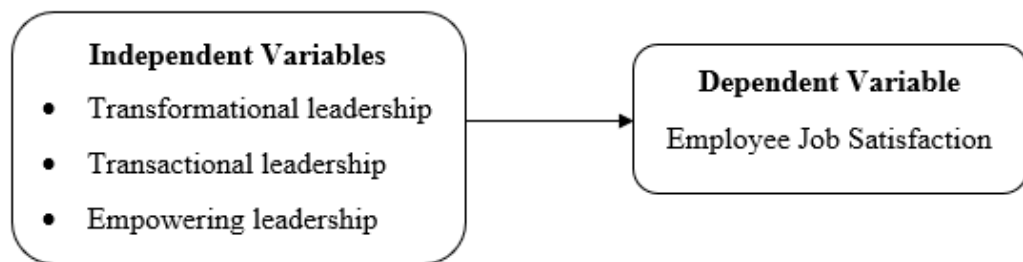
Source: Khan & Waraich (2019)

This study finds out there are positive relationship between transformational leadership style, transactional leadership, and empowering leadership and employees' job satisfaction. The proportions at which these leadership styles are combined depend on the nature of the situation they encounter in the workplace.

2.5   Conceptual Framework of the Study

Based on the relevant previous studies, the research developed a conceptual framework to examine the effect of leadership styles on employees' job satisfactions, and organizational culture of NDB.

Figure (2.6) Conceptual Framework of the Study
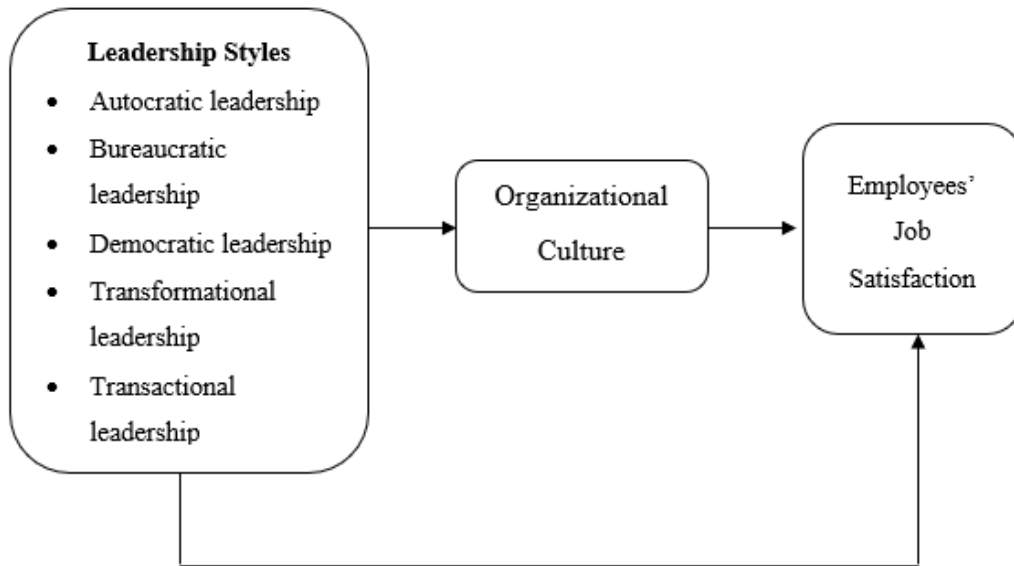
Source: Own Compilation, 2022

To examine the effect of leadership styles on employees' job satisfaction in this study, the independent variable is limited to a subset of leadership styles, namely autocratic leadership style, bureaucratic leadership style, democratic leadership style, transactional leadership style, and transformational leadership style, while the dependent variable is NDB employees' job satisfaction. Regarding the analysis of leadership styles on NDB's organizational culture, leadership styles are regarded as the independent variable and organizational culture as the dependent variable. Similarly, in this study, organizational culture is an independent variable and employee job satisfaction is a dependent variable to explore the effect of organizational culture on employee job satisfaction.

CHAPTER III

PROFILE AND ORGANIZATIONAL CULTURE OF

NAYPYITAW DEVELOPMENT BANK

In this chapter, profile of Naypyitaw Development Bank (NDB), its organization structure, organizational culture and financial services are presented.

3.1   Profile of Naypyitaw Development Bank

The banking industry in Myanmar is populated by a large number of financial institutions. The Central Bank of Myanmar (CBM) has allowed both domestic private banks and foreign banks to receive licenses to open their doors. There are now 31 domestic banks that are active in Myanmar at this time. This total comprises 4 banks that are owned by the state, 3 banks that are owned by municipalities, 6 banks that are semi-government owned, and 18 private banks. The Naypitaw Development Bank is one of the banks that is owned by the municipality, which includes all of these other sorts of banks. Naypyitaw Development Bank (NDB) was formerly established as Naypyitaw Sibin Bank (NSB) on 12th May 2013 according to the license number (Ma Bha Ba/P-29/ (2) 2013) of the Central Bank of Myanmar (CBM), and then was issued a new MaBhaBa/PaBa(R)-19/08/2016 license under New Financial Institution Law (2016) sanction-no-176. Although NDB is one of the private banks The Naypyitaw Development Bank has fifty billion Myanmar Kyats worth of authorized capital, although it only has twenty-three billion Myanmar Kyats worth of paid-up capital at the moment. The headquarters of the bank can be found in the Zabuthiri Township of Naypyitaw. In addition, the bank has a total of six branches, two mini-branches, and one branch each in Mandalay, Yangon, and Naypyitaw. Customers should expect improved banking and e-commerce services from the Naypyitaw Development Bank, which is making efforts in this direction. Throughout the upcoming fiscal year, it is planning to expand its operations by opening new branches in the Naypyitaw Council Area. Additionally, it is getting ready to raise the bank's paid-up capital at this time. At the end of the fiscal year 2020-2021, the Naypyitaw Development Bank had a total of 305 staff members. During the course of five fiscal years, the number of employees at the bank increased as a direct result of the growth of the institution's range of services and activities, as well as the opening of new bank branches. The appendix

contains a list that details the names, opening dates, and locations of all of NDB's branches.

The objectives of Naypyitaw Development Bank are as follow:

(1) To provide the financial assistants in areas of Naypyitaw where the government offices stand.

(2) To assist the services of Naypyitaw Development Committee (NPTDC)and to support the development of the business around Naypyitaw

(3) To facilitate banking products to the expanding investment of various types of industries located in Naypyitaw.

(4) To increase the income of NPTDC by making loans to people living in the Capital and Nationwide.

(5) To develop the socio economic of the citizens by utilizing modern banking services.

3.2 Organization Structure of Naypyitaw Development Bank

The organizational structure of the Naypyitaw Development Bank is based on hierarchies. NDB has a patron in the form of the Mayor of Naypyitaw. Principal figures in an organization are represented by its shareholders. The Board of Directors (BOD) comes from NPTDC, and the majority of its members hold department head positions there. At this time, there are eleven members of the BOD. Always at the top of the organization is the Chairman, who reports directly to both the Chief Executive Officer (CEO) and the Deputy Chief Executive Officer (DyCEO). There are also general managers and assistant general managers in each of the various divisions and sections that report to them.

The head office of NDB is the largest of the company's branches, and it contains eight departments. These departments are the Treasury, Administration, Human Resources, Small and Medium Enterprise Loan Department, and Legal Department. Every one of the departments is.

The NDB's branches have each been working with their respective major five departments. There is a department for accounts, cash, loans, administration, and information technology. The organizational hierarchy of NDB is depicted in figure below (3.1)

Figure (3.1) Organization Structure of the Naypyitaw Development Bank

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┌─────────────────┐                    ┌──────────────────────────────────┐
│  Shareholders   │                    │ Board of Management Committee     │
└────────┬────────┘                    │                                    │
         │                             │ Risk Management Committee          │
┌────────┴────────┐                    │                                    │
│ Board of        │────────────────────│ Remuneration Committee             │
│ Directors       │                    │                                    │
└────────┬────────┘                    │ Credit Committee                   │
         │                             │ Assets & Liabilities Management    │
┌────────┴────────┐                    │ Committee                          │
│ Chairman (BOD)  │                    │ Audit Committee                    │
└────────┬────────┘                    └──────────────────────────────────┘
         │
┌────────┴────────┐
│ Chief Executive │
│ Officer         │
└────────┬────────┘
         │
┌────────┴────────┐
│ Dy CEO          │
└────────┬────────┘
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GM	GM
AGM s	AGM s

| Finance Department | Treasury Department | Administration Department | HR Department | Loan Department | SME Department | Legal Department | IT Department |
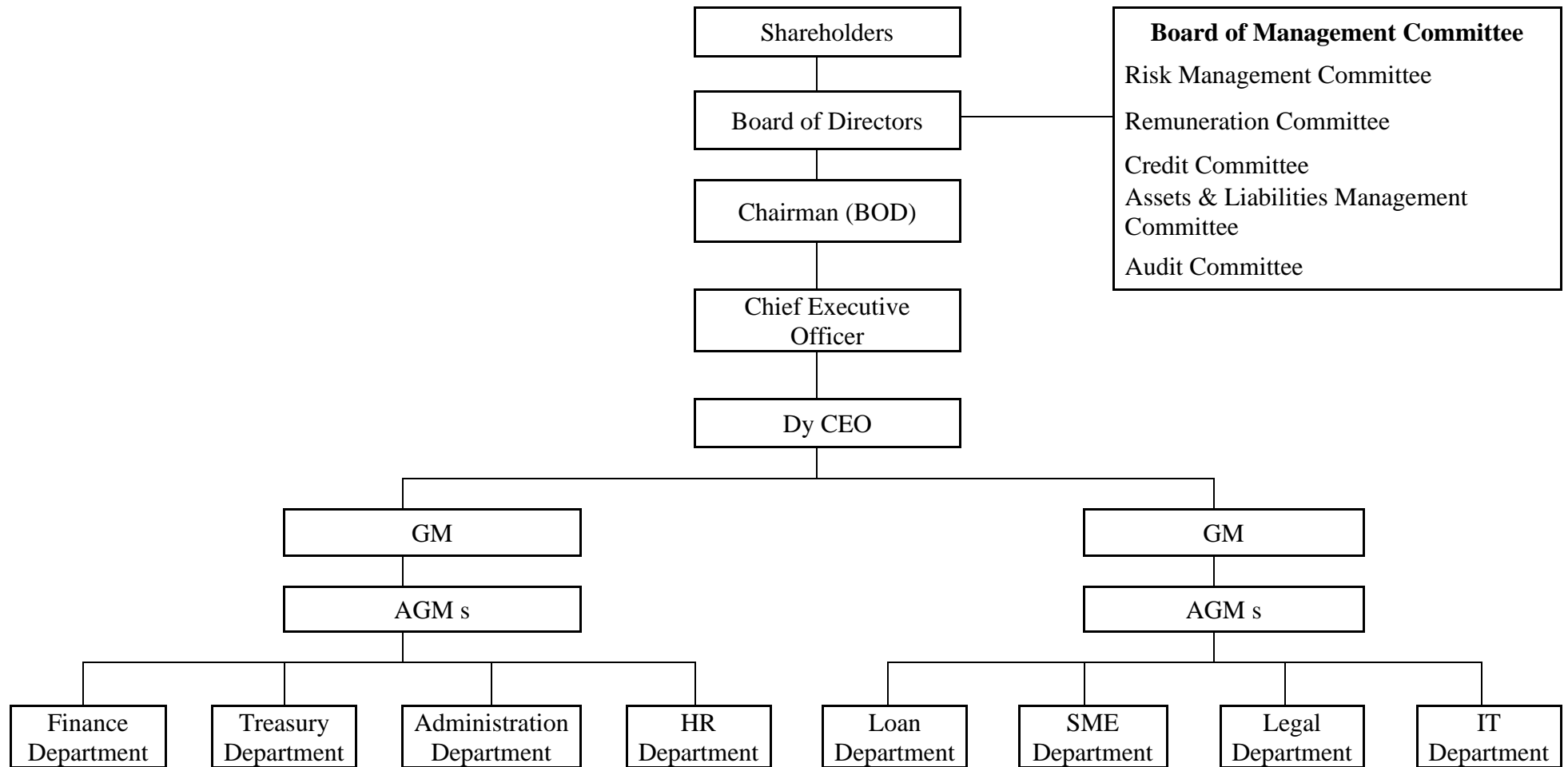
Source: Naypyitaw Development Bank 2020-2021 Annual Report

3.3 Organizational Culture of Naypyitaw Development Bank

The basic ideas, values, and principles of the Naypyitaw Development Bank, as well as the methods in which employees interact with one another, make up the organization's culture. There will be a happy and healthy atmosphere in which to work for them when the interaction between the management and staff is positive, and they will make a stronger contribution to the communication and collaboration that occurs inside the team when they do so.

The Naypyitaw Development Bank provides a physically comfortable working environment for its employees by furnishing the staff housing, maintaining clean rest facilities, providing adequate air conditioning, and ensuring adequate lighting. Because there is a lot of rivalry in the banking industry, the management of NDB is working hard to make the bank both a good and a wonderful place to work. They are trying to build a fantastic workplace. In addition, the bank pays for employees' transportation, uniforms, educational allowances, and healthcare costs, as well as provides social assistants for them. Besides, it also delivers flu vaccination. During the COVID-19 epidemic, insecticide, hand sanitizer, face masks, face shields, gloves, and any other necessary supplies for social distancing efforts were made available. In addition to that, it offers a monthly meal stipend to each and every employee. It is possible to infer that the Naypyitaw Development Bank has a centralized and top-down management style in both its communication and administrative processes. Therefore, it is possible for employees to carry out the outlined responsibilities while being directly and closely supervised by the relevant managers and supervisors. Employees benefit from sound recommendations for resolving work-related issues, valuable training, and information from their supervisors. NDB throws an annual staff party celebration in order to foster a sense of camaraderie and community among its workforce by fostering personal connections between its workers. NDB personnel are expected to put in a full eight hours of labor each day. If an employee works for more than six hours and thirty minutes past their normal shift end time, they are eligible to receive an overtime fee, the rate of which was established by the Management Committee of NDB. The NDB awards bonuses to all staff members on a biannual basis as an incentive program for working there. Employees that go the entire year without

taking any time off and excel in their training are rewarded in this system as well. The bank provides its personnel with opportunities to enhance their careers by sending them to training programs such as General Banking (GB) and Diploma in Banking (DB), both of which are offered by the Myanmar Institute of Banking.

3.4 Financial Services of Naypyitaw Development Bank

Like other commercial banks, NDB has to catch up with modern banking products such as ATMs, Mobile Banking, E-commerce. Aiming for the improvement of practices of saving money, NDB accepts different types of deposits from the public. These deposits are Current Deposit Account, Savings Deposit Account and Fixed Deposit Account.

Current Deposit Account

Current Account is opened with the objective of easy to payment in the business sector. By opening a current account, withdrawing and transferring process of money can be easily done by cheques behalf of cash. Current account is a type of deposit for non-interest paid and it can be kept as main account and can be used by linking with saving deposit accounts that received interests. Moreover, current account can be used by linking with debit card and mobile banking.

Savings Deposit Account

The Saving Deposit Account is a type of deposit for receiving the interest and it is special suitable for the persons who want to get the interests by saving the excess money. The interests were calculated based on the balance money for the first 7 days of every month and the interests were added to the account in every three months. By opening savings deposit account, the practice of saving will be improved in public society. Moreover, this savings deposit account can be used by linking with current account, debit card and mobile banking.

Fixed Deposit Account

The Fixed Deposit Account is special suitable for the persons who want to save money for appropriate time because the fixed deposit account can get interest more than other types of deposit accounts. Fixed deposit account must save the money

for appropriate time and the interest can be received when the targeted timeline is completed. The fixed deposit account can save money with the following interest rate starting from 10,000 Kyats and/or several deposits of thousands of Kyats.

NDB offers various types of loans to the many businesses across the country for the profits of the bank and the development of the nation. There are fourteen loan products in NDB. These are OD to Term Loan, Overdraft, Term Loan, MSME (JICA) Loan, Apartment Loan, Tender Project Loan etc.

OD to Term Loan

The Overdraft (OD) can be changed and lent to Term Loan for (3) years term with the interest rate (10.00%) per annum. In the first year, the only interest amount can be paid for quarterly based and for second year and third year, the amount for interest and capital can be paid by amortization method for 8 times.

Overdraft

Overdraft which is the main product and most popular service in NDB is being lent for one-year term with 10.00% interest rate per annum with collaterals.

Term Loan

Term Loan is being lent for three years term with 10.00% interest rate per annum. In the first year, the only interest amount can be paid for quarterly based and for second year and third year, the amount for interest and capital can be paid by the amortization method for 8 times.

Tender Project Loan

Tender Project Loan is being lent according to the recommendations for loan by respective ministries and departments (L-25 Guarantee) as for Fiscal Year with 10.00% interest rate per annum. The 30% or 35% of the amount described in Contracted amount can be lent to the Company that has passed the tender as a Tender Loan Project.

Hire Purchase

For brand new cars, the loan can be borrowed with the maximum term of 5 years hire purchase and the loan can be borrowed with maximum term of 3 years for a used car.

Staff Loan

Staff Loan was lent for (1) year to (3) years term with 9.25% interest rate per annum. Monthly installment can be paid to Staff Loan Committee of respective Ministries or Departments with L-25 Guarantee in amortization method by calculating based on the borrowed balance amount.

Market Loan

Market Loan is being lent for 4 years term with 10.00% interest rate per annum. In first year, the only interest amount by the type of overdraft loan can be paid for quarterly based and also next year only interest amount by the type of Term Loan can be paid quarterly based. For third year and fourth year the amount for interest and capital can be paid by the amortization method for 8 times. Total Loan term is for 4 years.

Other Banking Services

NDB also serves other banking products and services: Foreign Currency Exchange, Safe Deposit Locker, Bank Guarantee, Payment Order, Remittance, Mobile Banking MPU Debit Card and ATMs.

Foreign Currency Exchange

Naypyitaw Development Bank is conducting foreign currency exchange service for 5 types of foreign currencies as the rules and regulations of the Central Bank of Myanmar. Foreign Currencies can be exchanged at the Money Changer Counters from (9:30) AM to (3:00) PM on Government's official office days.

Safe Deposit Locker

The customers of Naypyitaw Development Bank can rent safe deposit locker to keep credentials and their valuable things and bonds etc. safely. The service charge for rental deposit locker is 50,000 Kyats per annum.

Bank Guarantee

To be safety and trusty on the Economical Agreements of Government Organizations, Joint Venture Enterprises and Private Enterprises, they usually take Bank Guarantee services. Naypyitaw Development Bank collected the service charges for bank guarantee services based on the deposit amount and time according to the discipline of Central Bank of Myanmar to be effective of guarantee.

The interest rate (5.25%) can be entitled on the deposit money as Bank Guarantee at Naypyitaw Development Bank.

Payment Order

Anyone can buy Payment Order at any branches of Naypyitaw Development Bank for paying service charges to government organizations, for payment to other organizations and for payment to other persons. Payment Order can be bought with no limitation. Services charges will be collected (0.1) Kyats rate on the buying amount and the maximums collected amount is (30,000) Kyats.

Remittance

Customers can be easily and quickly transferred their money to the whole country where branches of any bank which is prevailing and linkage with Naypyitaw Development Bank.

By using Customer Credit Transfer (CCT) Online System under CBM-NET, the money can be fastest and easily transferred to State-Owned Banks and Private Banks within the Country.

By using of CBM-NET, Customer Credit Transfer (CCT) Online Tax Payment, all kinds of taxes can be paid rapidly to the Department of Internal Revenue.

Mobile Banking

As setting up with secure technology, the monetary services, the bank's services and all kinds of payments can be used easily and rapidly through Mobile Banking of Naypyitaw Development Bank for 24/7 by using internet at any time with any sim card. Bank account must be opened at Naypyitaw Development Bank to use the mobile banking of Naypyitaw Development Bank.

MPU Debit Card

If customers have any saving account in Naypyitaw Development Bank, they can fill up money to their account as they wish by linkage with MPU Debit Card Account. By filling up like this, they can withdraw money 24 hours with the amount of 1,000,000 per day from anywhere when they are travelling. As Naypyitaw Development Bank MPU Debit Card is linking with bank account, the interest can be earned on the balance amount. The money can easily transferred from one NDB MPU card to other NDB MPU card in any NDB ATM machine without service charges for transferring money.

CHAPTER IV

ANALYSIS ON LEADERSHIP STYLES, ORGANIZATIONAL CULTURE AND EMPLOYEES' JOB SATISFACTION AT NAYPYITAW DEVELOPMENT BANK

This chapter is divided into four sections. The first section discusses the research strategy, the second section provides a demographic profile of respondents picked from the NDB, and the third section provides reliability analysis of the variables. And the fourth section is analysis on leadership styles, organizational culture and employees' job satisfaction at NDB.

4.1   Research Design

This study attempts to examine the effect of leadership styles on organizational culture and employees' job satisfaction as well as the effect of organizational culture on employees' job satisfaction at Naypyitaw Development Bank. The study included both primary and secondary data. Total population of the study is 260 employees.

For primary data collection, Yamane Sample size formula of $n = N / (1 + N(e^2)$ was used. From that formula total 98 samples size was calculated from the total 260 with sampling error 0.08 [$260 / (1 + 260 \times 0.08^2) = 97.597$]. Total 95 completed answers were analyzed. The samples were randomly selected from the employees of NDB branches in the Naypyitaw City. Descriptive and quantitative research are used to study the effect of leadership styles on organizational culture and employees' job satisfaction. Descriptive analysis describes the demographic profile of respondents and their perceived present of different leadership styles in the bank organization. To reach the objectives, statistical calculation method namely linear regression model was used.

4.2 Demographic Profile of Respondents

Table (4.1) is the demographic profiles of employees selected from Naypyitaw Development Bank.

Table (4.1) Demographic Profile of Respondents

Particular		No.	Percentage
Total Respondents		**95**	**100**
Gender	Male	28	29
	Female	67	71
Age (Year)	25 to 34 years	46	48
	35 years and above	49	52
Marital Status	Yes.	65	68
	No.	30	32
Highest education level	High school	2	2
	University graduate	78	82
	Post diploma	3	3
	Master level	12	13
Position at Bank	Junior Assistant	19	20
	Senior assistant	29	31
	Deputy Supervisor	14	15
	Supervisor	15	16
	Officer	18	19
Current working department	Cash Department	15	16
	Admin Department	19	20
	IT Department	9	9
	Account Department	23	24
	Branch manager	2	2
	SME Department	8	8
	Loan Department	12	13
	Legal Department	5	5
	LRS	2	2
Years of Service	1 to two years	8	8
	3 to five years	19	20
	More than five years.	68	72

Source: Survey data, 2022

The gender information is displayed in Table (4.1), and it reveals that there are a total of 28 male respondents, while there are 67 female respondents. In terms of percentages, men make up 29% of the population while women make up 71%. Female compositions are more than male compositions.

In terms of the age range, it is shown that 46 respondents, which accounts for 48 percent of the total respondents, are in the age range of 25 to 34 years, and 49 respondents, which accounts for 52 percent of the total respondents, are in the age range of 35 to 44 years. As a consequence of this, the majority of the responders are of an adult age level.

According to the marital status of the respondents, shown in Table (4.1), 65 of them are married persons while only 30 of them are single people. Marriage constitutes the status of the majority of responders (68%) according to this statistic. When it comes to the respondents' greatest level of education, two of them have completed high school, 78 have earned degrees from universities, three have post-secondary diplomas, and 12 have earned master's degrees.

In order to evaluate the position levels of respondents, the following question was posed to them: "What is your position in that bank?" The results of the survey are presented in Table (4.1), and it can be seen that 19 of the positions are for Junior Assistants, 29 are for Senior Assistants, 14 are for Deputy Supervisors, 15 are for Supervisor positions, and 18 are for Officer levels.

According to Table (4.1), 15 of the respondents work in the Cash Department, 19 work in the Administration Department, 9 work in the Information Technology Department, 23 work in the Account Department, 2 work in the Branch, 8 work in the SME Department, 12 work in the Loan Department, and the remaining 7 work in the Legal Department.

The question, "How many years have you been in this Naypyitaw Development Bank?" is posed to employees in order to get a better sense of the breadth and depth of their experience working for the Naypyitaw Development Bank. According to the findings, 8 of the respondents have between one and two years of experience working in the Naypyitaw Development Bank and its bank branches, while 19 of the respondents have between three and five years of experience, and 68 of the respondents have more than five years of experience working there.

4.3   Reliability Analysis of the Variables

Before beginning the multilinear analysis, a reliability test was carried out in order to determine the degree to which the variables that are being utilized in this investigation may be trusted. Because it provides an indication of the overall quality of the research, dependability is an essential factor to consider. The purpose of this is to ensure that the value is accurate and has a high coefficient value. The outcome of the reliability coefficient can range anywhere from 0 to 1, with 1 denoting an extremely dependable source and 0 indicating a source that cannot be trusted (Chetty & Datt, 2015). The reliability analysis of the variables of leadership styles, organizational culture, and workers' job satisfaction is presented in Table (4.2).

Table (4.2) Reliability Analysis of the Variables

Sr. No.	Variables	Cronbach's Alpha	No. of Items
1	Autocratic leadership	.765	6
2	Bureaucratic leadership	.793	6
3	Democratic leadership	.874	7
4	Transformational leadership	.880	6
5	Transactional leadership	.767	5
6	Organizational Culture	.904	10
7	Job Satisfaction	.882	7

Source: Survey data, 2022

According to the findings of the reliability study, the autocratic, bureaucratic, and transactional leadership variables all have a coefficient of Cronbach's alpha value that is greater than 0.7. As a result, the questions that are created using these components are considered to be valid. In the analysis, the composition of the questions in that of the variables of democracy, transformational leadership, and work satisfaction all earned coefficient values greater than 0.8, and as a result, these are considered to be good consistency variables. Culture inside an organization obtains a score greater than 0.9, making it a good consistency variable. Therefore, it may be asserted that this study is consistent with the questionnaire.

**4.4   Analysis on Leadership Styles, Organizational Culture and Employees'
         Job Satisfaction at NDB**

This section presents the descriptive analysis on the perception of respondents towards the leadership styles of the leaders, organizational culture, and their job satisfaction level at NDB. The leadership styles were scoped into autocratic, bureaucratic, democratic, transactional and transformational leadership.

Five-point Likert scale are also used to develop the questionnaires to determine the agreement level and satisfaction level of respondents. Mean values were calculate depending on the results of the respondents' perception. The mean scores can range from 1 to 5. According to Best and Kahn (2006), the mean values of five-point Likert scale items were interpreted as follows:

The score among 1.00-1.80 means Lowest,

The score among 1.81-2.60 means Low,

The score among 2.61-3.40 means Neutral,

The score among 3.41-4.20 means High,

The score among 4.21-5.00 means Highest.

4.4.1   An Analysis of the Different Types of Leadership at NDB

The Naypyitaw Development Bank conducted an investigation of the many types of leadership, and the following types of leadership were chosen for further consideration: authoritarian leadership, bureaucratic leadership, democratic leadership, transactional leadership, and transformational leadership. Everyone who participates is required to rate the various leadership styles of their respective leaders.

(a) Authoritarian leadership at the NDB

Table (4.3) illustrates the respondent's view of the leader's leadership style, which reveals that the leaders of Naypyitaw Development Bank have an autocratic leadership style. There are six statements that are used to measure the autocratic leadership style of their leaders.

Table (4.3) Autocratic Leadership

Sr. No.	Description	Mean	St Dev
1	Manager does not allow employees to be part of the decision-making process.	3.54	0.97
2	Manager takes the absolute power of the department or the branch.	3.39	1.18
3	Bank management team requires staying out of the way of subordinates as they do their works.	3.60	0.70
4	Managers do no give subordinates complete freedom to solve problems on their own.	3.75	0.84
5	Manager acts without consulting employees.	3.66	0.86
6	Manager has rule-based frameworks that have evidence to show a smooth way of governing department.	3.76	0.82
	Overall mean value	**3.61**	

Source: Survey data, 2022

Table (4.3) reveals that the overall mean value is 3.61, which indicates that it is among the higher mean values. This suggests that respondents are of the same opinion on the presence of autocratic leadership in that bank. The higher mean value under autocratic leadership is that the leaders do not offer subordinates complete flexibility to address problems on their own. This is because autocratic leaders believe that subordinates are incapable of doing so. Respondents are in agreement that their leader acts without consulting employees and has established rule-based frameworks that have evidence to show a smooth way of governing the department. In addition, respondents believe that their leader has set out clear expectations for how the department should be governed.

(a) Bureaucratic leadership at the NDB

Table (4.4) displays the findings of the descriptive analysis carried out on the current bureaucratic type of leadership style practices at Naypyitaw Development Bank. A total of six statements were used in the research.

Table (4.4) Bureaucratic Leadership

Sr. No.	Description	Mean	St Dev
1	Employees felt that their manager asks them to follow enterprise standard rules and procedures	3.97	0.92
2	Manager supervised closely and employees are not likely to do their work.	3.60	0.80
3	Manager stresses being better than other enterprises	3.40	0.95
4	Manager ensures employee follow bank's procedures exactly.	3.76	0.80
5	Bank deploys large number of officials employed, operate along with following the rules extremely carefully.	3.67	0.82
6	Manager is detail-oriented, that is, task focused.	3.76	0.85
Overall mean value		3.69	

Source: Survey data, 2022

The total mean value of 3.69, as shown in Table (4.3), is considered to be high when compared to other mean values. This suggests that the majority of respondents rated the presence of bureaucratic leadership style practiced in that Naypyitaw Development Bank. [Citation needed] The vast majority of respondents are in agreement with the statement that they have the impression that their leader carefully supervises them and asks them to adhere to corporate standard norms and procedures. The aspect of this style of leadership with the greatest mean value is the one in which leaders ask people to carry out their work while exercising a greater degree of control. These signs indicate the restrictive instructions that have been issued by their commanders.

(c) The NDB's Commitment to Democratic Leadership

Participative leadership, often known as shared leadership, is another name for the democratic style of leadership. Table (4.5) displays the findings of the descriptive analysis conducted on the existing democratic leadership style practices at Naypyitaw

Development Bank. The study was conducted with the help of seven statements that related to democratic leadership style, and the findings are as follows:

Table (4.5) Democratic Leadership

Sr. No.	Description	Mean	St Dev
1	Manager always tries to include one or more employees in determining what to do and how.	3.64	0.77
2	Manager and employees always vote whenever a major decision has to be made.	3.42	0.94
3	Manager considers suggestions made by employees and provides the necessary time for them.	3.55	0.74
4	Manager asks for employee ideas and input into upcoming plan and projects.	3.43	0.84
5	Manager wants to create an environment allowing them to participate in the decision-making process.	3.63	0.71
6	Manager allows employees to determine what needs to be done and how to do it.	3.60	0.80
7	Manager delegates tasks in order to implement a new procedure or process.	3.45	0.88
Overall mean value		**3.53**	

Source: Survey data, 2022

The total mean value of 3.53, as shown in Table (4.5), is considered to be high when compared to other mean values. This suggests that respondents are of the same opinion on the presence of democratic leadership in that bank. The vast majority of workers are in agreement with the statement that "Managers always try to involve one or more employees in the process of deciding what to do and how to do it." It is possible to draw the conclusion from this that democratic leadership styles are defined by the engagement of leaders in deciding what employees should do and how they should accomplish it. The assertion that the manager and all employees always vote whenever a significant decision needs to be made has the mean value of 3.42, which is the lowest possible value.

(d) The Transactional Leadership Model at NDB

In today's world, one style of leadership that is prevalent is referred to as managerial leadership, and it is used in a variety of settings. Because of this, the leadership style relies on rewards and penalties to get the best possible performance out of their subordinates in terms of their work. In that study, the presence of that sort of leadership is determined through the descriptive analysis of employee rating on the five assertions that are presented in the following section, and the results are presented in Table (4.6).

Table (4.6) Transactional Leadership

Sr. No.	Description	Mean	St Dev
1	As a rule, managers allow employees to appreciate their own work.	3.36	0.83
2	As a rule, employees are given rewards or punishments in order to motivate them to active organizational objectives.	3.78	0.73
3	Manager helps to create a good team working environment.	3.75	0.77
4	Manager frequent employs rewards and punishments for motivating employees.	3.55	0.74
5	Manager lays emphasis on the relation with followers.	3.84	0.81
Overall mean value		**3.65**	

Source: Survey data, 2022

According to Table (4.6), the overall mean value of 3.65 indicates the high mean value. As a result, the majority of respondents are in agreement that the Naypyitaw Development Bank has employed a transactional style of leadership. The managers at this bank provide bonuses to the employees who have met certain transaction goals, such as those for deposits and remittances. On the other hand, supervisors are strict with employees who don't meet their expectations. Therefore, under a transactional leadership style, the motivation of employees is dependent on incentives that come in the form of promotions and pay increments, as well as penalties that come in the form of termination and a reduction in compensation increments.

(e) Transformational Leadership at NDB

As of now, modern leaders put into practice a model of leadership that is based on the concept of encouraging members of a team in order to achieve success as an organization as a whole. This type of leadership is referred to as transformational leadership, and the evaluation of the presence of this sort of leadership can be seen in Table 1. (4.7).

Table (4.7) Transformational Leadership

Sr. No.	Description	Mean	St Dev
1	Manager provides guidance without pressure to reach to the objective of the organization.	3.70	0.82
2	Managers help subordinates accept responsibility for completing their work.	3.58	0.94
3	Manager is chief judge of the achievements of the members of the group.	3.63	0.97
4	Employees receive frequent and supportive communication from their managers	3.39	0.83
5	Manager gives support and feedback on work where needed.	3.72	0.88
6	Manager shows employees what is expected from us, and delegates effectively.	3.37	0.79
Overall mean value		3.56	

Source: Survey data, 2022

According to this table, with an overall mean value of 3.56, it can be deduced that the majority of respondents are of the opinion that the bank's leader practices a transformational kind of leadership. The presence of a transformational leadership style is characterized by the fact that the leader leads by providing guidance without pressure to reach to the objective of the organization, given recognition to the employees in order to motivate them to actively pursue organizational objectives, helping employees to create a good working environment for teams, and leader places emphasis on the relation with followers.

The next table (4.8) provides information regarding the mean values of various leadership styles in relation to the summary that was presented regarding NDB's leadership styles.

Table (4.8) Summary on Leadership Styles at NDB Bank

Sr. No.	Description	Overall Mean Value
1	Autocratic Leadership	3.61
2	Bureaucratic Leadership	3.69
3	Democratic Leadership	3.53
4	Transactional Leadership	3.65
5	Transformational Leadership	3.56

Source: Survey data, 2022

Table (4.8) explains that the overall mean values of 3.61 is for autocratic leadership style, 3.69 for bureaucratic leadership style, 3.53 for democratic leadership style, 3.65 for transactional leadership style, and 3.56 for transformational leadership style. The majority of respondents are rating on leadership styles with high mean values, this means respondents agree with their managers and departmental heads practice different leadership styles in different situations while leading their employees.

4.4.2 Analysis on Organizational Culture at NDB

The organizational culture is known as corporate culture. This culture means that the composition of the organizational values and norms, attitudes, beliefs and behaviors that characterize and contribute to organization's unique social and emotional work environment. For that, descriptive research method was used to analyze the organizational culture of that bank, and the result of the analysis is as shown in Table (4.9), as follows.

Table (4.9) Organizational Culture

Sr. No.	Description	Mean	St Dev
1	Managers encourage effective team work.	3.72	0.92
2	Managers ensure that we have effective team meetings.	3.55	0.80
3	Managers recognize and celebrate success and good work.	4.00	0.76
4	Manager shows me respect and consideration	3.66	0.75
5	In the organization, it pays much attention to hierarchical position.	3.73	0.77
6	Manager possesses power that has influenced the character of the organization.	3.40	0.94
7	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	3.67	0.75
8	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	3.57	0.87
9	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	3.63	0.71
10	Bank association emphasizes human resources development, high trust, openness, and participation persist.	3.63	0.93
Overall mean value		**3.66**	

Source: Survey data, 2022

According to Table (4.9), the received overall mean value of 3.66 for organizational culture analysis can be explained that majority of respondents agree with that their bank has distinct organizational culture or corporate culture. It was characterized by the organizational pays of much attention to hierarchical positions, leaders have behavior to encourage effective team work, recognition and celebration culture of success and good work.

4.4.3 Employees' Job Satisfaction at NDB

There are many literatures that employees' job satisfaction is more important than the size of the pay package. It is because of job satisfaction which increases productivity. The study is to analyze current job satisfaction level of respondents, at NDB. The result is shown in Table (4.10).

Table (4.10) Job Satisfaction

Sr. No.	Description	Mean	St Dev
1	I'm proud to be part of this bank organization.	4.06	0.85
2	My manager personally thanks those who make significant contributions to the bank.	4.01	0.83
3	I am proud to tell my friends that I work at NDB.	3.94	0.72
4	I feel I am ultimately part of the NDB	3.76	0.80
5	When I am having difficulty, my manager is there for me so I do not feel abandoned.	3.76	0.65
6	My manager gives me useful feedback on how I can improve my performance.	3.52	0.84
7	Employees around me say "thank you" or "good job" when a challenging task is accomplished.	3.93	0.86
	Overall mean value	**3.86**	

Source: Survey data, 2022

Table (4.10) explains that the received overall mean value of 3.86 and higher value that is presenting the majority of respondents agree with feeling of job satisfaction by the most of employees in that bank organization. Majority of respondents agree that their feeling of proud to be part of this bank organization and their satisfaction upon the manager who personally thanks to those who make significant contributions to the bank. They agree that they have received assistance of their leaders when they face difficulty in performing tasks.

4.4.4 The Effect of Leadership Styles on Organizational Culture at NDB

Table (4.11) is the linear regression analysis of the effect of leadership styles (independent variables) on the dependent variable of organizational culture. In this study, linear regression model was used.

Table (4.11) Effect of Leadership Styles on Organizational Culture

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.293	.228		1.281	.203		
Autocratic	.145*	.075	.152	1.933	.056	.487	2.055
Bureaucratic	-.140	.122	-.141	-1.15	.255	.197	5.070
Democratic	.245***	.089	.252	2.745	.007	.356	2.811
Transformational	.113	.086	.132	1.313	.193	.296	3.384
Transactional	.572***	.106	.562	5.397	.000	.277	3.605
R	.856ᵃ						
R Square	.733						
Adjusted R²	.718						
F	48.784***						

a. Dependent Variable: Organizational Culture

***, * significant at 1%, 10% level

Source: Survey data, 2022

The given model may explain, as shown in Table (4.11), that the variance of organizational culture can be predicted by the independent variable of leadership styles practices, as the value of Adjusted R square is 71.8%. This can be seen by examining the relationship between the two variables. The F value of 48.784 is statistically significant at the 1% level. This indicates that the study methodology for determining the effect of leadership styles on organizational culture can be used to conduct valid research. The authoritarian, democratic, and transactional leadership styles have the most important impact on the culture of an organization. There are five different leadership styles. Both bureaucratic and transformative styles of leadership have been shown to have no discernible impact on the culture of a leadership.

The value of the autocratic leadership style's coefficient is received at 0.145, and there is a significant variance at 10% (p less than 0.10, r equals 0.145). This indicates that the authoritarian leadership style at Naypyitaw Development Bank has little effect on the organization's culture as a whole.

The democratic style of leadership has an obtained a coefficient value of 0.245, which indicates a positive and statistically significant variation at 1% (p 0.01, r = 0.245). This indicates that there is a rather wide range of democratic leadership styles at Naypyitaw Development Bank and their effects on the organization's culture. At the Naypyitaw Development Bank, it is predicted that there is a 24.5% variation in organizational culture for every 100% rise in democratic leadership style.

The value of the transactional leadership style's coefficient is found to be 0.572, and it exhibits a positive and statistically significant fluctuation at 1% (p 0.05, r = 0.572). This indicates that there is an estimated 57.2% increase in the amount of diversity in organizational culture at Naypyitaw Development Bank for every 100% rise in the transactional leadership style.

According to the findings of the survey, each of the leadership styles has a significant impact on the culture of the firm. The culture of a company is significantly impacted by the authoritarian leadership style, democratic leadership style, and transactional leadership style. Other leadership types also have important roles to play. The transactional style of leadership is the one that has the most important leadership on organizational culture, followed by the democratic style and the authoritarian style of leadership.

4.4.5 The Impact That Different Leadership Models Have on The Level Of Job Satisfaction Among NDB Employees

The approach of linear regression analysis was utilized in the investigation of the relationship between the types of leadership and the levels of job satisfaction experienced by workers. At the Napyitaw Development Bank, the linear regression analysis between independent variables of leadership styles and workers' job satisfaction is displayed as follows in table (4.12).

Table (4.12) Effect of Leadership Styles on Employees' Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.405	.256		1.580	.118		
Autocratic	-.062	.084	-.062	-.744	.459	.487	2.055
Bureaucratic	.295**	.137	.283	2.158	.034	.197	5.070
Democratic	.067	.100	.066	.672	.503	.356	2.811
Transformational	.021	.097	.023	.215	.830	.296	3.384
Transactional	.609***	.119	.567	5.123	.000	.277	3.605
R	.835a						
R Square	.697						
Adjusted R Square	.680						
F	41.027***						

a. Dependent Variable: Employees' Job Satisfaction

***, ** significant at 1%, 5% level

Source: Survey data, 2022

Because the value of Adjusted R square is 68%, the specified model can explain, as shown in table (4.12), that the variation in employees' job satisfaction can be predicted by the independent variables that are leadership styles. This is evidenced by the fact that the value of R square has been adjusted. The F value of 41.027 is statistically significant at the 1% level. This indicates that the application of the research study model to investigate the effect of leadership styles on the level of job satisfaction experienced by employees is a relevant topic for investigation. The autocratic leadership style is not significantly associated with the level of job satisfaction experienced by employees when compared to the other five leadership styles.

The bureaucratic leadership style shows a significant variance at 5% (p 0.5, r = -0.295), which corresponds to a positive value for the bureaucratic leadership style's coefficient value, which was received as 0.295. This indicates that there is an effect of bureaucratic leadership style on a certain degree on the level of job satisfaction enjoyed by staff working at Naypyitaw Development Bank. It is predicted that there is a fluctuation of 29.5% in the level of satisfaction that workers experience in their jobs

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at the Naypyitaw Development Bank for every 100% rise in the bureaucratic leadership style.

The value of the democratic leadership style's coefficient, which was obtained as.067 and is positive, does not significantly vary at 1% (p>0.01, r=0.067), which indicates that the variance is not significant. This indicates that there is not a substantial variation in the level of job satisfaction experienced by employees at Naypyitaw Development Bank as a result of the democratic leadership style.

The transformational leadership style had a positive coefficient value, which was received as.021, although it did not have a significant variation at 1% (p>0.01, r=0.021). This indicates that there is not a substantial variance in the level of job satisfaction experienced by employees at Naypyitaw Development Bank as a result of the transformational leadership style.

The value of the transactional leadership style's coefficient was found to be positive at 0.609, and its coefficient of variation was found to be significant at 5% (p 0.1, r = -0.609). This indicates that the transactional leadership style does, to some degree, have an effect on the level of job satisfaction enjoyed by staff working at Naypyitaw Development Bank. At the Naypyitaw Development Bank, there is an estimated 60.9% of variation in employees' job satisfaction for every 100% rise in transactional leadership style.

The leadership styles of autocracy, bureaucracy, democracy, transformation, and transaction all contribute individually and collectively to the level of job satisfaction experienced by employees. However, according to the findings of a detail study using a linear regression model, only the bureaucratic leadership style and the transactional leadership style would have had a discernibly beneficial effect on the job satisfaction of the employees. The employees' level of satisfaction with their jobs is most strongly influenced by the transactional leadership style.

4.4.6 The Effect of Organizational Culture on Employees' Job Satisfaction at NDB

Table (4.13) explains the effect of organizational culture on employees' job satisfaction by the use of linear regression model, as follows.

Table (4.13) Effect of Organizational Culture on Employees' Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.405	.256		1.580	.118		
Organizational Culture	.917***	.054	.870	17.004	.000	1.000	1.000
R	.870ª						
R Square	.757						
Adjusted R Square	.754						
F	41.027***						

Source: Survey data, 2022

*** significant at 1% level

Because the value of Adjusted R square is 75%, the model given in Table (4.13) might explain that the variation in employee job satisfaction is predicted by independent variables, organizational culture. The F value of 41.027 has a 1% significance level. This indicates that the research study model of the relationship between corporate culture and employee job satisfaction is valid.

According to the results presented in the table above, organizational culture has a favorable impact on job satisfaction at the Naypyidaw Development Bank. There is a favorable and substantial association between company culture and job satisfaction. And this link is statistically significant at the 1% level (P0.01, r = 0.917). This indicates that there is an estimated 91.7% rise in job variance for every 100% increase in organizational culture, according to the Naypyidaw Development Bank.

The conclusion of the important association between leadership styles and organizational culture is an understanding of the relationship between leadership styles and work satisfaction. The results demonstrate the significance of the relationship between leadership styles and company culture. This is the perspective of the relationship between leadership and organizational creativity and job satisfaction at the Naypyidaw Development Bank.

CHAPTER V
CONCLUSION

This chapter offers the conclusion of chapter four's results. It includes discussions of findings, recommendations, and the need for additional research.

5.1   Findings and Discussions

This study explores the impact of leadership styles on the organizational culture and work satisfaction of Naypyitaw Development Bank personnel (NDB). Based on the collection of primary data, the study contains 95 respondents from all NDB branch departments.

In this study, female compositions are greater than male compositions, based on the demographic profile of respondents. Regarding age, it demonstrates that the majority of respondents are mature for their age. The majority of respondents are married, as indicated by respondents' marital status. Regarding their greatest level of education, the majority of respondents are university graduates. The position level of responses demonstrates that the majority of respondents are at the junior and senior levels. The majority of responses are from the cash department, the administration department, the account department, and the loan department. Working duration at NDB reveals that the majority of respondents have more than five years of experience at this bank; hence, they were able to react effectively regarding the leadership of their leaders and managers.

Regarding the descriptive analysis of leadership styles, the study discovered that the majority of respondents concur with the selected leadership styles of autocratic leadership, bureaucratic leadership, democratic leadership, transactional leadership, and transformational leadership in their bank organization. It was evident that the leaders and managers of NDB utilized these various leadership styles. When guiding their workforce, they adopt a variety of leadership styles based on the circumstances and tasks at hand.

Regarding the effect of leadership styles on organizational culture, the study reveals a positive and robust association between leadership styles and organizational culture. Because leadership style gives direction and inspiration, it is evident that

leaders build organizational culture. Great organizational cultures are the result of leader interactions that are positive and conducive to the success of workers.

Regarding the effect of leadership styles on employee work satisfaction, the study indicated that leadership styles predict the substantial diversity in employee job satisfaction. Because there are numerous leadership supports for employee satisfaction, group members are able to concentrate on completing group responsibilities. A leader can increase employee satisfaction by recognizing and responding to their followers' preferences.

Concerning the effect of organizational culture on employee job satisfaction, the study discovered a positive and substantial association between organizational culture and work satisfaction. The cultural aspects of respect for individuals, inventiveness, stability, and aggression have a substantial impact on job satisfaction, it has been discovered.

5.2   Suggestions and Recommendations

After analyzing the replies of respondents on leadership styles, corporate culture, and employee job satisfaction, suggestions and recommendations might be made in some area. Due to the impact of autocratic leadership style on corporate culture, leaders should delegate more duties to their followers based on their talents and knowledge. In democratic leadership practices, the creation of an environment that encourages employee participation in decision-making could be encouraged. It could be claimed that, in order to increase employee job satisfaction, leaders should solicit employee opinion and ideas when formulating future plans.

Since transactional leadership affects job satisfaction at NDB, additional reward and punishment methods are required at that bank. In addition, leaders must acknowledge and reward their employees, as well as provide them with work that challenges them, all of which must be spelled out in a written policy. This indicates that NDB administration should have established successful transactions and communication between leaders and followers. Managers and supervisors should devote their complete concentration to addressing the errors, complaints, and shortcomings of their subordinates.

In addition, the study demonstrated that a bureaucratic leadership style increased employee work satisfaction. Therefore, bank management should adhere to the defined duties norms and regulations of superior authorities. This indicates that

the bank's organization should have clearly defined delegation of authority (DOA). It might be stated that bank management also prioritizes the administrative requirements of the firm.

Moreover, the management of the NDB should create a positive work atmosphere in order to enhance employee satisfaction and bank staff productivity. Specifically, the bank's management should foster career stability and a safe, secure, well-balanced, and pleasant work environment.

5.3   Need for Further Research

This study focuses solely on the leadership styles, organizational culture, and work satisfaction of NDB personnel. This study is limited to the authoritarian leadership style, bureaucratic leadership style, democratic leadership style, transformational leadership style, and transactional leadership style, although there are more leadership styles. Therefore, future research should concentrate on expanding alternative leadership styles. The study is limited to NDB in the Naypyitaw Region. For this, additional research is required to extend the Yangon and Mandalay regions. It could also be advised that the study be expanded to include additional commercial banks in order to provide more significant findings regarding the crucial relationship between organizational culture and leadership styles in terms of enhancing employee job satisfaction. In addition, a study of employee job satisfaction through other elements, such as organizational characteristics, the nature of the work, and personal aspects, should be done.

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APPENDIX - I

Survey Questionnaire

Leadership Styles, Organizational Culture and Employees' Job Satisfaction at Naypyitaw Development Bank

Dear Sir/ Madam,

I am a student from Master of Banking and Finance Program, Yangon University of Economic. I am conducting a qualitative study regarding **"Leadership Styles, Organizational Culture and Employees' Job Satisfaction at Naypyitaw Development Bank"**. I would be very kind of you if you could help to answer this questionnaire sharing your valuable time.I would like you to intend your branch in-charge or departmental head as your leader when you answer this questionnaire. Surveys will be anonymous, and all the collected information will be stored in the secure place and access only by researcher. And the gathered data will be used for academic purpose.

Thank to share your valuable time.

Mg Than Zaw Myint

MBF -65

MBF Day 2nd Batch

Yangon University of Economics

Section (A)   Demographic Profiles of Respondents

1.   What is your gender?

☐ Male

☐ Female

2.   What is your age range?

☐ 18 to 24 years old

☐ 25 to 34 years old

☐ 35 to 44 years old

☐ 45 to 54 years old

☐ Above 55 years old

3. Are you married?

☐ No.

☐ Yes. I am married

4. What is the highest level of education you have completed?

☐ Illiterate

☐ High school

☐ Vocational Training Diploma

☐ Undergraduate

☐ University graduate

☐ Post diploma

☐ Master level

5. What is your position in that bank?

☐ --

6. Which department do you work here?

☐ --

7. How many years have you been in this Naypyidaw Development Bank?

☐ 1 to two years

☐ 3 to five years

☐ More than five years.

Section (B) Analysis of the Leadership Styles at Naypyidaw Development Bank

Each of the statement below, please circle (O) the number that indicates the degree to which you agree or disagree. (Give your immediate impressions, and there is no right or wrong answers)

1	2	3	4	5
Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree

(a) Autocratic Leadership

Sr. No.	Description	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree
1	Manager does not allow employees to be part of the decision-making process.	1	2	3	4	5
2	Manager takes the absolute power of the department or the branch.	1	2	3	4	5
3	Bank management team requires staying out of the way of subordinates as they do their works.	1	2	3	4	5
4	Managers do no give subordinates complete freedom to solve problems on their own.	1	2	3	4	5
5	Manager acts without consulting employees.	1	2	3	4	5
6	Manager has rule-based frameworks that have evidence to show a smooth way of governing department.	1	2	3	4	5

(b) Bureaucratic Leadership

Sr. No.	Description	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree
1	Employees felt that their manager asks them to follow enterprise standard rules and procedures	1	2	3	4	5
2	Manager supervised closely and employees are not likely to do their work.	1	2	3	4	5
3	Manager stresses being better than other enterprises	1	2	3	4	5
4	Manager ensures employee follow bank's procedures exactly.	1	2	3	4	5
5	Bank deploys large number of officials employed, operate along with following the rules extremely carefully.	1	2	3	4	5
6	Manager is detail-oriented, that is, task focused.	1	2	3	4	5

(c) Democratic Leadership

Sr. No.	Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Manager always tries to include one or more employees in determining what to do and how.	1	2	3	4	5
2	Manager and employees always vote whenever a major decision has to be made.	1	2	3	4	5
3	Manager considers suggestions made by employees and provides the necessary time for them.	1	2	3	4	5
4	Manager asks for employee ideas and input into upcoming plan and projects.	1	2	3	4	5
5	Manager wants to create an environment allowing them to participate in the decision-making process.	1	2	3	4	5
6	Manager allows employees to determine what needs to be done and how to do it.	1	2	3	4	5
7	Manager delegates tasks in order to implement a new procedure or process.	1	2	3	4	5

(d)   Transformational Leadership

Sr. No.	Description	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree
1	Manager provides guidance without pressure to reach to the objective of the organization.	1	2	3	4	5
2	Managers help subordinates accept responsibility for completing their work.	1	2	3	4	5
3	Manager is chief judge of the achievements of the members of the group.	1	2	3	4	5
4	Employees receive frequent and supportive communication from their managers	1	2	3	4	5
5	Manager gives support and feedback on work where needed.	1	2	3	4	5
6	Manager shows employees what is expected from us, and delegates effectively.	1	2	3	4	5

(e)   Transactional Leadership

Sr. No.	Description	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree
1	As a rule, managers allow employees to appreciate their own work.	1	2	3	4	5
2	As a rule, employees are given rewards or punishments in order to motivate them to active organizational objectives.	1	2	3	4	5
3	Manager helps to create a good team working environment.	1	2	3	4	5
4	Manager frequent employs rewards and punishments for motivating employees.	1	2	3	4	5
5	Manager lays emphasis on the relation with followers.	1	2	3	4	5

Section (C) Organizational Culture at Naypyidaw Development Bank

Sr. No.	Description	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree
1	Managers encourage effective team work.	1	2	3	4	5
2	Managers ensure that we have effective team meetings.	1	2	3	4	5
3	Managers recognize and celebrate success and good work.	1	2	3	4	5
4	Manager shows me respect and consideration	1	2	3	4	5
5	In the organization, it pays much attention to hierarchical position.	1	2	3	4	5
6	Manager possesses power that has influenced the character of the organization.	1	2	3	4	5
7	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	1	2	3	4	5
8	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	1	2	3	4	5
9	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	1	2	3	4	5
10	Bank association emphasizes human resources development, high trust, openness, and participation persist.	1	2	3	4	5

Section (D) Employees' Job Satisfaction at Naypyidaw Development Bank

Sr. No.	Description	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree
1	I'm proud to be part of this bank organization.	1	2	3	4	5
2	My manager personally thanks those who make significant contributions to the bank.	1	2	3	4	5
3	I am proud to tell my friends that I work at NDB.	1	2	3	4	5
4	I feel I am ultimately part of the NDB	1	2	3	4	5
5	When I am having difficulty, my manager is there for me so I do not feel abandoned.	1	2	3	4	5
6	My manager gives me useful feedback on how I can improve my performance.	1	2	3	4	5
7	Employees around me say "thank you" or "good job" when a challenging task is accomplished.	1	2	3	4	5

Thank you.

APPENDIX – II

Table (3.1) List of Branches' Name and Its Location

No.	Branches' Name	Date of Operation	Location
1	Oattarathiri Branch	12.5.2013	Oattarathiri Township
2	Zubuthiri Branch(HO)	17.2.2014	Zubuthiri Township
3	Thapyaygone Market Branch	7.3.2014	Thapyaygone Market
4	Myoma Market Branch(mini)	11.9.2014	Myoma Market
5	Arharrathuka Branch(mini)	11.3.2015	Arharrathuka Market
6	Pyimana Branch	1.3.2017	Pyimana
7	Tatkone Branch	31.11.2018	Tatkone
8	Mandalay Branch	24.9.2020	Mandalay
9	Lewe Branch	31.1.2021	Lewe
10	Yangon Branch	1.5.2021	Yangon

Source: Naypyitaw Development Bank 2020-2021 Annual Report

APPENDIX - III

SPSS Outputs

Correlations

		Organizational Culture	Autocratic	Bureaucratic	Democratic	Transformational	Transactional
Organizational Culture	Pearson Correlation	1	.628**	.690**	.708**	.668**	.833**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	95	95	95	95	95	95
Autocratic	Pearson Correlation	.628**	1	.627**	.488**	.476**	.673**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	95	95	95	95	95	95
Bureaucratic	Pearson Correlation	.690**	.627**	1	.776**	.815**	.770**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	95	95	95	95	95	95
Democratic	Pearson Correlation	.708**	.488**	.776**	1	.665**	.719**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	95	95	95	95	95	95
Transformational	Pearson Correlation	.668**	.476**	.815**	.665**	1	.731**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	95	95	95	95	95	95
Transactional	Pearson Correlation	.833**	.673**	.770**	.719**	.731**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	95	95	95	95	95	95

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

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.856[a]	.733	.718	.2984	2.297

a. Predictors: (Constant), Transactional, Autocratic, Democratic, Transformational, Bureaucratic

b. Dependent Variable: Organizational Culture

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.720	5	4.344	48.784	.000[b]
	Residual	7.925	89	.089		
	Total	29.645	94			

a. Dependent Variable: Organizational Culture

b. Predictors: (Constant), Transactional, Autocratic, Democratic, Transformational, Bureaucratic

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.293	.228		1.281	.203		
	Autocratic	.145	.075	.152	1.933	.056	.487	2.055
	Bureaucratic	-.140	.122	-.141	-1.146	.255	.197	5.070
	Democratic	.245	.089	.252	2.745	.007	.356	2.811
	Transformational	.113	.086	.132	1.313	.193	.296	3.384
	Transactional	.572	.106	.562	5.397	.000	.277	3.605

a. Dependent Variable: Organizational Culture

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.835[a]	.697	.680	.3345	2.091

a. Predictors: (Constant), Transactional, Autocratic, Democratic, Transformational, Bureaucratic

b. Dependent Variable: Job Satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.957	5	4.591	41.027	.000[b]
	Residual	9.960	89	.112		
	Total	32.916	94			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Transactional, Autocratic, Democratic, Transformational, Bureaucratic

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.405	.256		1.580	.118		
	Autocratic	-.062	.084	-.062	-.744	.459	.487	2.055
	Bureaucratic	.295	.137	.283	2.158	.034	.197	5.070
	Democratic	.067	.100	.066	.672	.503	.356	2.811
	Transformational	.021	.097	.023	.215	.830	.296	3.384
	Transactional	.609	.119	.567	5.123	.000	.277	3.605

a. Dependent Variable: Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.870[a]	.757	.754	.2935	1.598

a. Predictors: (Constant), Organizational Culture

b. Dependent Variable: Job Satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.905	1	24.905	289.127	.000[b]
	Residual	8.011	93	.086		
	Total	32.916	94			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Organizational Culture

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.462	.200		2.308	.023		
	Organizational Culture	.917	.054	.870	17.004	.000	1.000	1.000

a. Dependent Variable: Job Satisfaction