

**STUDY THE ANALYSIS OF LEADERSHIP STYLES,
EMPLOYEE COMMITMENT, AND EMPLOYEE JOB
PERFORMANCE OF MYANMAR NATIONAL
COOPERATIVE BANK**

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DECLARATION

I, the undersigned, declare that this thesis is entitled " Study the Analysis of Leadership Styles, Employee Commitment and Employee Job Performance of Myanmar National Cooperative Bank " My original work, prepared under the guidance of Dr. Kalya Kyaing (Professor and Researcher Freelance), and all sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted, the whole or in part, to other institutions to get a degree.

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ABSTRACT

This study emphasized the leadership styles of Myanmar National Corporate Bank (MNCB). The study's objectives are to identify the leadership styles of MNCB and to analyze leadership styles, employee commitment, and employee job performance of MNCB. To achieve these objectives, both primary data and secondary data were applied in this study. Primary data were collected by structured questionnaires. This research sample size was 110 operational-level employees who were taken from 385 at the Head Office of MNCB bank.

The study period is October 2023. This study used a descriptive research method and regression analysis. Transactional leadership styles and transformational leadership were identified in this study. Among them, the transformational leadership style was more dominant than the transactional leadership style in this study. According to the regression result, it was found that transformational leadership affects both employee commitment and employee job performance positively and significantly.

Moreover, there was a mediated effect of employee commitment between transformational leadership and employee job performance. Therefore, the leaders of MNCB Bank should follow and emphasize a transformational leadership style to have employee commitment and high employee job performance.

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CHAPTER 1: INTRODUCTION

This study focused on the relationship between leadership styles and organizational commitment for the Myanmar National Cooperative Bank (MNC). A person with good leadership skills knows that he can change the entire organizational system. The purpose of this research is to examine or evaluate the effectiveness of leadership style towards organizational commitment in the banking sector in MNC Bank. In this research, independent variables such as transactional, transformational, servant, and participative leadership are discussed to determine their correlation or significant relationship with organizational commitment.

A total of 120 questionnaires were distributed to bank employees at MNC Bank and a total of 80 questionnaires were collected. Based on the findings, all the independent variables have a significant relationship (transformation, transactional, servant, and participation) or relationship with the dependent variable (organizational commitment).

Also, if you are studying the banking industry, you can emphasize special bank employees such as top management positions with experience in the banking industry. Most employees and their managers found that transformational leadership style, transactional leadership style, and participative leadership style were the least dominant, moderate dominant servant leadership styles. Servant leadership style is the most current leadership style compared to other leadership styles. Therefore, the dominant leadership style of MNC Bank is the servant leadership style.

1.1 Background of the Study

Incorporating dynamic and changing global competition, the continuous knowledge revolution, and rapid changes in communication and technology, organizations face the pressure to compete in a changing environment.

Regardless of their functions, the work environment of private and public organizations is constantly changing challenges and threats (Kottler, 1982, and Egan, 2005). Specific leadership behaviors can influence employees' perceptions of the work environment, and they can stimulate creativity. Leadership is a key factor in managing and controlling employees and

organizations, and can be viewed as a manager's attitudes, behaviors, characteristics, and abilities in different situations based on individual and organizational values, leadership interests, and employee trustworthiness. Alkhatani; 2015).

According to (Ngambi, 2011), Leadership is a process of influencing subordinates' commitment to realize their potential to value and achieve a shared vision. This influence of the leader is that team members cooperate to achieve the goals set by the leader not only for each member but also for the group. The relationship between leaders and subordinates, as well as the quality of employee performance, is significantly influenced by the leadership style adopted by the leader.

Leadership style is an important determinant of the success or failure of an organization. A leader influences, guides, and motivates others to perform specific tasks and motivates his subordinates to perform effectively toward the achievement of stated corporate objectives. A leadership style guides the behavior and approach of giving direction, implementing plans, and motivating people. Different leadership styles can affect organizational effectiveness and employee performance.

Organizational commitment is a state in which an employee identifies with an organization and its goals and desires to maintain membership in the organization. To increase organizational commitment, leaders must have the ability to promote employees' creativity and innovation, challenge subordinates' value systems, and improve their performance. Organizational commitment is a powerful type of magnetic force that binds employees to their desire to remain in their organization. If employees are committed to their organization, they will do their job well and ultimately the organization's performance will improve. Employees' organizational commitment can improve organizational competitiveness and employee job performance.

1.2 Problem Statement

Myanmar's banking sector has developed in recent years and many want to join the sector. With the economic development in Myanmar, the banking and financial sector has become an important role. As the banking sector is one of the fastest growing economic sectors

in Myanmar, commercial banks. There are three main banking systems namely investment banking and retail banking. They support Myanmar businesses. Banks need to look at the impact of employee issues and commitment to improve performance and retain skilled employees for longer. Therefore, banks need to have qualified and professional employees to realize the objectives of banks and customer satisfaction.

There are twenty-seven private banks in Myanmar. This paper studies Myanmar National Cooperative Bank Limited. Myanmar National Corporation Bank (MNC Bank) was registered as a private company to conduct banking business on July 26, 1993. The founders are prominent bankers retired from state-owned banks; and family members who hold the majority of shares; the relationship is a business cycle. The bank is among the first selected financial institutions to be allowed to operate foreign exchange and international banking with the approval of the Central Bank of Myanmar. It is the first batch of six private banks allowed to open currency exchange counters in Myanmar. In recent years, they've tried partnering with Western Union for "international money transfer services." They have 40 branches across the country and many employees to run the business.

Therefore, this study examines leadership styles. It is considered to determine the relationship between employee commitment and the organizational performance of Myanmar National Cooperative Bank (MNC Bank). While previous research has studied the relationship between leadership style and organizational performance, the impact of organizational commitment has not been studied to date.

1.3 Objective of the Study

- 1) To identify the leadership styles of the Myanmar National Cooperative Bank (MNC);
- 2) To analyze the effect of leadership styles on job satisfaction and organizational commitment.
- 3) To explore the relationship between leadership styles and organizational commitment in the Myanmar National Cooperative Bank (MNC);

1.4 Scope and Method of the Study

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

The descriptive method is used based on primary data collected systematically developed by a points Likert scale questionnaire. Secondary data collected information from various sources. The personal interview method is applied to collect primary data from authorized persons of MNC. The primary data collection was also made during the period from October 2023 to November 2023 to cover the whole course. This study discusses the independent and dependent variables to identify the connection between independent and dependent variables.

1.5 Organization of the Study

This paper is organized into five chapters. Chapter 1 is the introductory part. This includes the rationale for the study showing the reason for choosing the topic and institution, the objectives of the study, the study method, the field of study, and the institution of the study. Chapter 2 presents the literature review and Chapter 3 presents the profile of MNC Bank. Chapter 4 analyzes the relationship between leadership style and organizational commitment in Myanmar National Cooperative Bank (MNC). The study is then concluded in Chapter 5 - Conclusion - Findings, Recommendations, and Needs for Further Studies are provided.

CHAPTER 2: THEORETICAL BACKGROUND

This chapter presents the theoretical background of all applied variables in the study. It contains the theory of leadership, leadership styles, organizational commitment, and job performance. The conceptual framework of the study is described at the end of the chapter.

2.1 Leadership

Leadership is a key factor in the management and control of employees and the organization and can be viewed as a series of managerial attitudes, behaviors, characteristics, and skills, based on individual and organizational values, leadership interests, and, reliability of employees in different situations (Alkhatani, 2016). Leadership is executed in different styles depending on the leader's personality and the situation at hand. Irwin (2014) suggests that style is the outer face of a leader because it is the most observable way to interact with others. Various evolutionary models of leadership styles have been developed, a majority of them lying along a continuum of job-centeredness and employee-centeredness.

Achua and Lussier (2015), define leadership as the influencing process of leaders and followers to achieve organizational objectives through change. They continue to define influence, as the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change. The essence of leadership is anchored on the ability of a leader to influence how employees respond in an organization. According to Daft (2005), leadership is an influential relationship between leaders and followers who intend real changes and outcomes that reflect their shared purposes.

According to Burns (1978), leadership is identified as the ability to inspire followers to attempt to accomplish goals that represent the values, motivations, wants, needs, aspirations, and expectations of both leaders and followers. Schein (1992) states that leadership is the ability to operate outside of the existing culture to start the necessary change processes. Bryman (1992) tends to emphasize three main components of leadership: influence, group, and goal. Northouse (2012) extended these leadership components and identified four main components central to the definition of leadership:

- a) Leadership is a key process;
- b) Leadership involves influence;
- c) Leadership occurs in groups; and
- d) Leadership involves organizational goals. Leadership is defined by how the leader affects followers and thus involves influence.

Leadership is vital in any organization. Great leaders can inspire their followers to reach their potential and obtain high levels of personal and professional success. Organizational success is dependent upon the quality and performance of managers. An enterprise without effective leadership is not able to utilize its strengths and resources to its competitive advantage. Many researchers have found a positive linkage between leadership style and employee commitment. Many organizations put people first because organizations are social systems and the care and feeling of people and their relationships is crucial to the organizations being able to be effective. Since the early 1800s, researchers have developed different research approaches to analyze the construct of leadership and its relationship with motivating others to greater productivity. The following section focuses on five of the main organizational leadership theories, these theories are the great-man theory, trait theory, behavioral theory, situational theory, and integrative theory.

2.1.1 The Great Man Theory

In the early nineteenth century, great-man theory was popular and emphasized great leaders who helped to change and shape world events. Great leaders or heroes are highly influential individuals due to their personal charisma, intelligence, or wisdom, and they utilize this power in a way that has a decisive historical impact. Great Man theory assumes that skillful leaders are born and not made. Therefore, the capacity of the leader is inherent, and difficult to make the ability of an effective leader. The great-man theory believes that those great leaders possess specific traits or characteristics that enable them to stand out from others, attract the necessary followers, set direction, and be strong leaders in their time. Some critics pointed out the weaknesses of the Great Man Theory by saying that leaders do not have universal traits in common, the application of those traits also happens in several ways, and different organizations demand different traits and within an organization, different departments would demand different traits.

2.1.2 Trait Theory

The trait theory focuses on the personal qualities of leadership. This theory is based on the assumption that leaders can be identified by specific traits or characteristics. There are three types of traits: first, physical elements, such as height, weight, appearance, and age; second, ability characteristics, such as intelligence, scholarship, and knowledge, knowing how to get things done, and fluency of speech; and third, other personality features, such as self-confidence, interpersonal sensitivity, and emotional control (Yukl, 2008). Obviously, over the years, it has been documented that leader traits contribute significantly to the prediction of leader effectiveness, leader emergence, and leader advancement. Realizing the unreliability of trait theory, researchers began to focus on observable leadership behaviors, an area that came to be known as behavioral leadership theory.

2.1.3 Behavioral Theory

The behavioral theory started in the 1950s, researchers became discouraged with the trait theory and started to pay closer attention to what leaders do. Horn-Turpin (2009) and Yukl (2008), concluded that the major dimensions of leaders' behavior involved two factors: consideration and initiation. Consideration refers to the extent to which the leader shows consideration to followers, which means the leader listens to the members, shows concern for their welfare, is friendly and approachable, expresses appreciation for good work, treats subordinates as equals, increases subordinates' work and maintains their self-esteem, reduces inter-personal conflict, and puts subordinates' suggestions into operation. Initiation refers to task-related behavior, such as initiating activity in the group, organizing it, coordinating tasks, defining the problem for the group, and outlining the way the work is to be done. The initiation of structure includes leadership behavior as planning activities, facilitating goal achievements, providing feedback for the group, maintaining standards and meeting deadlines, deciding in detail what should be done, establishing clear channels of communication, organizing work tightly, structuring the work context, providing a clear-cut definition of role responsibility.

2.1.4 Contingency Theory

This theory was developed in the 1950s and 1960s, it focuses on the impact of the situation in determining the leader's style. Fiedler (1967) that leadership performance depends on both the organization and the leader. Fiedler suggested that situational variables have a moderate effect on the relationship between leadership style and effectiveness. Fiedler stated that leadership performance depends as much on the organization as it does on the leader's capabilities. The contingency approach focuses on the importance of contextual factors that might influence the leadership process. The characteristics of followers, the nature of the work that the leader's unit performs, the organization type, and the external environment are all major situational variables.

2.1.5 Integrative Theory

This theory may offer a meaningful analysis of the practical day-to-day situations that leaders might encounter Yukl (2008). This theory identifies the influence of leaders on several situations. Leaders impact the effectiveness of a group or organization by influencing the: (a) interpretation of external events by the members; (b) choice of objectives and strategies to pursue; (c) motivation of members to achieve objectives and goals; (d) mutual trust and cooperation of the members; (e) coordination of work activities; (f) allocation of resources to activities and objectives; (g) development of followers skills and capacities; (h) learning and sharing of new knowledge and idea by members; (i) enlistment of support and cooperation from outsiders; (j) design of formal structure and systems; and (k) share beliefs and values of the members. All situations are important and necessary that a leader effectively recognizes the situation and employs the appropriate leadership strategies.

2.2 Organizational Commitment

Organizational commitment is identified as a psychological state that binds individuals to the manager, occupation, and organization (Meyer & Allen, 1997). Commitment binds an individual to a course of action of relevance to one or more targets. The study made an important contribution toward defining employee commitment in the form of three bases which are affective, normative, and continuance. Employee commitment is perceived as the strong

desire to maintain within the organization, the willingness of employees to exert a strong belief in and acceptance of an organization's goals and values of the organization (Hunt & Morgan, 1994). Employee commitment is a multidimensional structure and it is the relative strength of an employee's identification and participation in a particular organization Mowday (1999).

Employee commitment relates to individual characteristics like age, seniority, and education with conditional factors like organizational characteristics, climate, and job satisfaction. Employee job satisfaction plays a key role in determining the organizational commitment of employees. There is a difference between employee commitment and job satisfaction: employee commitment can be defined as an employee's emotional responses towards his organization whereas job satisfaction is an employee's response towards any job. Morris and Sherman (1981) indicated that employee commitment is an effective predictor in predicting an employee's performance in the workplace and his turnover intention. Managers and leaders need to pay attention to the employee's commitment.

Liou (2008) indicates the success of an organization to the employees' commitment and participation. The high organizational commitment improves employee job satisfaction, reduces operating costs, and promotes employee performance and efficiency. An individual has similar or different levels of all types of organizational commitment. Those commitments are not mutually exclusive. Highly committed employees are more likely to remain with the organization. Employee commitment is an effective predictor in predicting an employee's performance in the workplace and his turnover intention. Thus, managers and leaders need to focus on the organizational commitment of employees. Meyer and Allen (1991) proposed a framework that was designed to measure three different types of employee commitment, these are affective commitment, normative commitment, and continuance commitment.

2.2.1 Affective Commitment

Affective commitment is one specific form of employee commitment, which is the most beneficial in enhancing organizational effectiveness. Affective commitment is the most consistent and strongest predictor of positive organizational outcomes; and high affective commitment is associated with decreased turnover intentions which contributes to higher productivity and competitive advantage for an organization (Deery & Iverson, 1996).

Employees with high affective commitment have a sense of belonging and identification that increases their job engagement in the organization's activities and they are willing to pursue the organization's goals and willing to stay at the organization (Meyer & Allen, 1991).

Furthermore, (Mathieu & Zajac, 1990), there is a relation between affective commitment and absenteeism, performance and turnover. Work-related factors such as organizational rewards, supervisor support, and procedural justice have demonstrated stronger relationships with affective commitment. Perceived organizational support would also increase affective commitment by fulfilling employee's needs for esteem, approval, and affiliation, leading to the incorporation of organizational membership and role status into social identity. Employees with high affective commitment show emotional attachment, identification with, and engagement at the workplace. Employees with a strong affective commitment remain with the organization because they have a strong sense of belonging with the organization and they are less likely to be involved in withdrawal behavior and more likely to accept change.

2.2.2 Continuance Commitment

Continuance commitment relates to an employee's evaluation of comparing the costs of leaving the organization and the costs of staying at the organization. Employees who are willing to stay at the organization who perceive that the costs of leaving the organization are greater than the costs of staying will remain within the organization. Increases in the cost of leaving the organization may increase the development of continuance commitment (Meyer & Allen, 1991). Becker (1960) defined continuance commitment as a trend to engage in consistent lines of activity based on the individual's assessment of the costs associated with discontinuing the activity. If the employee moves to a new job, he has to spend an amount of time acquiring self-investment again. Self-investment is the amount of valuable resources such as effort, energy, and time that an employee has spent in the organization for its well-being (Allen & Meyer, 1990). If an employee lacks transferability of job skills and knowledge, the costs of leaving the organization will also increase, because it is difficult for the employee to find an alternative job that matches (Becker, 1960). Thus, it is summarized that if the available alternative jobs in the environment are fewer, the employees will show greater continuance commitment to their current employer.

2.2.3 Normative Commitment

Normative commitment identifies an employee's sense of obligation towards the organization. Employees remain with the organization because they are very loyal to the organization and they feel they ought to be usually accompanied by high levels of normative commitment. The center of the relationships can be concluded as the beliefs and instrumental beliefs concerning organization-related behaviors that result in employee commitment and instrumental motivation, respectively. The principle of exchange develops through the receipt of rewards from the organization that make employees feel a sense of moral obligation to reciprocate with commitment (Scholl, 1981). (Steers 1997) shows that if the employee finds the organization to be more supportive, a higher level of employee commitment will result and the direct effort to induce commitment can produce long-term benefits for the organization.

2.3 Job Performance

Job performance is defined as the value of the organization of specific behavioral events performed by an individual over some time. Job performance is also defined as work performance in terms of the quantity and quality expected of each employee (Business Dictionary). Bates and Holton (1995) defined performance as a multidimensional construct. According to Campbell et al (1993), the components of competence are job-specific skills; non-job skills; writing and communication skills; demonstration of effort; maintaining personal discipline; Collaborative and team performance support; Supervision or leadership, and management or governance. Knowledge that differences in personality and cognitive abilities, combined with learning experiences, affect an individual's job performance; leads to differences in skills and work habits. Performance means completion; Commitment Serving Acting from compulsion or action. It refers to results or accomplishments. Performance also refers to the completion of work and successful results. Performance is simply regarded as the result of work. A person's record of success. However, performance is defined as behavior organizations; Groups and individuals can be seen as ways to get work done. Campbell (1990) argued that performance should be defined as behavior and should be distinguished from outcomes because it can be contaminated by systemic factors. A more comprehensive view of performance can be obtained if both outcomes and behaviors are defined as embracing trust. Committed employees provide a great contribution to organizations because of the work and

behavior of committed employees to achieve the goals of the organizations. In addition, employees who are committed to their organization are happy to be members of the organization, trust and value the organization and its position, and aim to do good things for the organization. There are many factors to check the work performance of employees. In this study, to achieve sales targets; teamwork; new customer acquisition, and customer retention are key factors in measuring employee performance.

A sales target is a sales volume (business dictionary) set by a manager to achieve or exceed within a specified time frame. A sales target is a goal for a salesperson or sales department measured in terms of revenue or units sold for a specific period. Sales target salespeople; Franchisees Distributors Divided between different sales units such as agents. A sales target is a milestone that a company or team must achieve. Setting sales targets and working to achieve them can have a huge impact on an organization.

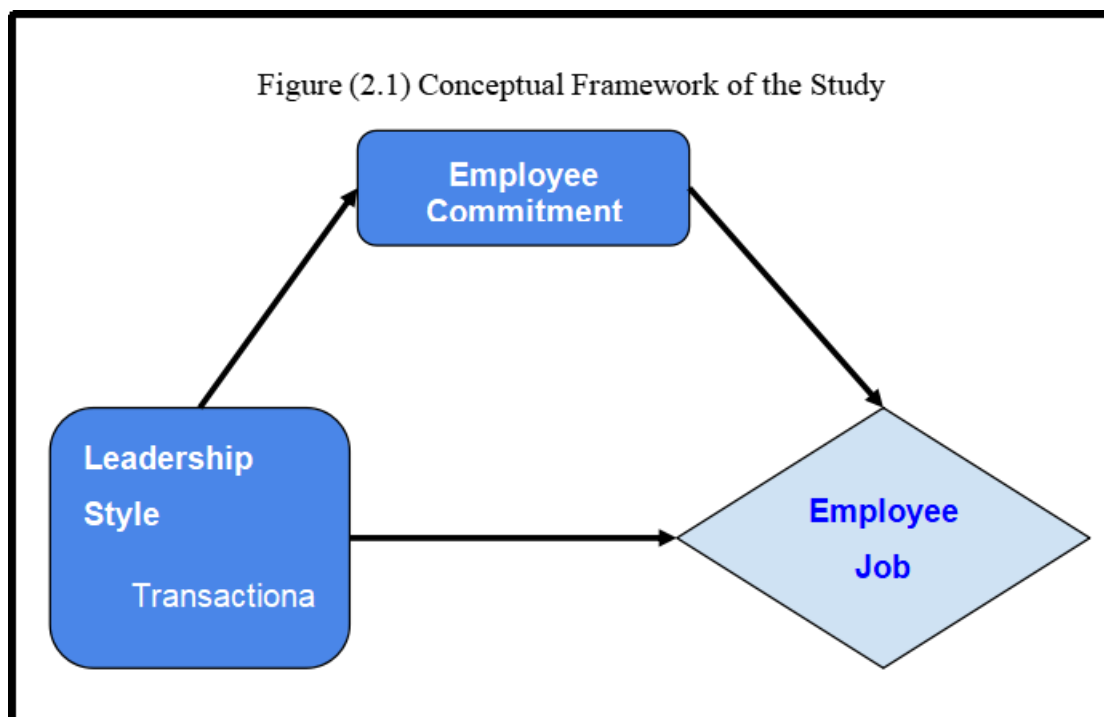
Teamwork is generally known as the willingness of a group of people to work together to achieve a common goal. Teamwork is cooperation and working together effectively over some time. Combining individual strengths and abilities with a team is a team. A team is critical to producing meaningful results for team members and the organization. A team combines individual strengths and skills with a shared commitment to performance toward organizational goals. Teamwork is an organizational philosophy. A different way of thinking is found by the organization to achieve high performance and quality if employees are to achieve goals and provide good or service (Allen, 1975).

Customer acquisition is the process of bringing new customers or clients to the organization. Customer acquisition refers to acquiring new customers. Acquiring new customers involves persuading potential customers to utilize the company's products and/or services. Organizations consider the cost of customer acquisition a key metric in evaluating how much value customers bring to their businesses. Customer acquisition management refers to a set of systems for managing customer prospects and inquiries generated through various marketing methods. Every organization needs new and loyal customers to succeed. Organizations need to facilitate the acquisition of targeted customers efficiently.

Customer retention refers to the activities and actions of organizations to improve the number of loyal customers. The goal of customer retention is to help organizations retain as frequent customers as possible through customer loyalty and brand loyalty initiatives. It is important to recognize that customer retention begins with a customer's first contact with a company and continues throughout the life of the relationship. Selling to loyal customers helps companies attract new ones. It's often a more effective way to increase revenue because it doesn't require education and conversion (Molly Galetto, 2015).

2.4 Conceptual Framework of the Study

Based on the relevant theoretical background and findings from empirical studies, the conceptual framework of the study is compiled as shown in Figure (2.1). There are three variables in the conceptual framework and it illustrates the effect of each variable on another variable. The three variables include leadership styles, employee commitment, and job performance. It analyzes the effect of leadership style on employee commitment first and then analyzes the impact of employee commitment on the job performance of the Myanmar National Cooperative Bank (MNCB).



A framework for this study includes leadership styles; it includes employee commitment and employee job performance. For leadership style, two leadership styles are used: transactional leadership style and transformational leadership style. It was measured with 9 items for transaction and 15 items for transformation. Employee commitment is measured with 12 items and employee job performance is measured with 8 items.

This study uses descriptive research methods and regression analysis for the above research framework. In regression analysis, first, two leadership styles have a significant impact on employee commitment and employee job performance. Second, employee commitment has a significant impact on employee job performance. Finally, Employee commitment mediates the relationship between leadership style and employee job performance.

CHAPTER 3: BACKGROUND INFORMATION OF MYANMAR NATIONAL COOPERATIVE BANK

This chapter is divided into three parts. The first part is the profile of Myanmar National Cooperative Bank. The second part presents the organization of Myanmar National Cooperative Bank and the last portion presents the types of services at Myanmar National Cooperative Bank.

3.1 Profile of Myanmar National Cooperative Bank

Myanmar National Cooperative Bank Limited was incorporated as a private limited bank under the Financial Institutions of Myanmar Law and started its operations on 18th November 1993. Its founding members were prominent bankers retired from state-owned banks, family members holding the majority of shares, and their close friends and relatives from the business circle. Over the past 24 years, the bank has played an important role in the stability and success of domestic banking in Myanmar by contributing to its efficient and reliable banking services and promoting financial intermediation in the country. The bank accepts foreign currencies (USD, EUR, SGD) as current accounts and Myanmar Kyat as current, call, savings, and fixed deposits within its present banking network of 46 branches across the country. In addition, the bank also provides banking facilities and other financial assistance to its customers in the form of commercial loans, trustee and remittance services.

Upon approval from the Central Bank of Myanmar, the bank was among the first few selected financial institutions that were allowed to deal in foreign currencies and international banking. It was among the first batch of six private banks to be permitted to open currency exchange counters in the country. The bank has now opened 20 currency exchange counters in Yangon, Mandalay, Mawlamyaing, Monywa, Magwe, Pyay, and Muse. As a leading member of the Myanmar Payment Union, the bank has introduced ATM and POS debit card and credit card facilities for the promotion of electronic payment systems in the country. The bank has developed an overseas network by establishing corresponding relationships with 62 banks worldwide. The bank has also signed a partnership agreement with Western Union through

which customers can transfer funds using its affiliated network in 111 countries from/to the bank. Apart from its core banking business, MNCB established Oriental Leasing Company Limited (OLCL) as a subsidiary in 1995, extending financial assistance to its customers in acquiring household and other durable consumer items. The bank owns 99% of the company's share capital. In foreseeing the future needs, the bank inked a Memorandum of Understanding with IFC on joining their Global Trade Finance Program (GTFP) which has provided MNCB with a USD 5 million trade finance facility and allows the bank to establish working partnerships with a vast number of major international banks through the GTFP bank network. Additionally, under the framework agreement, IFC is helping the bank to strengthen its corporate governance and improve its trade finance operations. To serve as the basis for decision-making of its personnel the Myanmar National Cooperative Bank has clearly created and well communicated its vision and mission throughout the bank. Their Vision is "To become a modern financial powerhouse propelling the prosperous growth in Myanmar." Moreover, their Mission statements are:

- 1) MNCB utilizes all resources to support customers' pursuit of their financial dreams.
- 2) Offer rewarding career opportunities for employees to realize their full potential.
- 3) Bank on integrity, prudence, and compliance to provide sustainable returns to investors.

3.2 Organization Structure of Myanmar National Cooperative Bank

The organizational chart of Myanmar National Cooperative Bank (MNCB) includes the Board of Directors, the Audit Committee, the Executive Committee, and the Head of Department. It was included in 27 shareholders and 11 directors to oversee banking operations. The number of Directors was neither less than 11 nor more than 15, including the Chairman. The Chairman has been elected by the director for the period determined by the Board. A chairman who pays sufficient attention to the affairs of the bank receives the salary and benefits of the bank and complies with the conditions of service to be determined by the board. The rules created by the Board of Directors in the section on the General Power of the Board of Directors, such as the chairman is fully entitled to negotiate all the operations of a bank that can be negotiated by the board of directors. Directors were to be elected by the shareholders at the Annual General Meeting. Directors have the power to appoint directors to fill vacant positions at any time and from time to time. The directors so appointed shall meet until the next

general meeting and are eligible for re-election, however, shall not be counted in determining the number of directors who are to retire from such meetings. As a Private Limited Company (PLC), Directors were not required to hold one or more qualified shares of the company. There are 13 departments. Each department has its respective duties as mentioned in Appendix II.

3.3 Types of Services at Myanmar National Cooperative Bank

Myanmar National Cooperative Bank (MNCB) has been providing financial services to customers. These are Deposits, Loans, Fund Transfer Services, International Banking Services, Card Services, Trust Funds Services, etc. In recent years, MNCB bank collaborated with international organizations such as IFC, and GIZ to enhance the new products and services and then to comply with international compliance.

3.3.1 Acceptance of Deposit

According to the MNCB bank's purpose, the private commercial banking services are to MOB utilize domestic financial resources, facilitate investment companies for economic development, promote quality banking services based on strong banking laws and principles, and to reinforce commercial and development banking in line with the country's market-oriented economic system. The commercial banking services of MNCB are Receiving demand deposits in Kyat (Current Account)

- 1) Receiving time deposit (Saving Account and Fixed Deposit Account)
- 2) Advancing short-term loans and long-term loans
- 3) Rendering inward and outward remittance services
- 4) Facilitating other banking services

Demand deposits and time deposits are accepted at all MNCB bank branches as well as at all private banks to promote domestic savings under the new Saving Bank Law that was enacted on 11 June 1992.

3.3.2 Loans and Advances Services

As a commercial bank, the MNCB Bank can provide short-term loans for trade and business development, and of course for the processing and manufacturing of goods. MNCB Bank has established important lending principles that all lending managers must follow. The top four factors to consider in loans are the character of the customer, the repayment issues, the purpose of the advance, and the security offered. The principles must be strictly complied with so that the security and liquidity of each advance are fully guaranteed.

3.3.3 Remittance Service

Money transfer services play an important role in generating revenue for commercial banks. MNCB will take all necessary measures to increase remittances. Reliability and excellent customer service are two well-known reputations of MNCB. However, the ability to provide money transfer services is limited because of the relatively small banking network. Therefore, MNCB will seek authorization to expand the network while trying to coordinate with other banks for the provision of money transfer services. According to the interbank-bilateral-agreement between the banks, the MNCB can be transferred to certain regional banks such as KBZ, CB, AYA, UAB, MAB, and Yoma.

3.3.4 Foreign Banking Services

With the approval of the Central Bank of Myanmar, the MNCB bank has become one of the first financial institutions selected to be authorized to carry out foreign currency and international banking transactions. It was one of the first six private bank batches authorized to open currency exchange counters in the country. In November 2011, the bank obtained an authorized dealer license from the Central Bank of Myanmar. The bank has put in place a SWIFT network system for trade finance services since June 2012. MNCB bank established correspondent banks with other foreign banks. MNCB Bank accepts foreign currency deposits and encourages trade finance services. MNCB Bank provides services to foreign banking according to the needs of individuals and businesses, such as Foreign Currency Accounts, Trade Finance Services, Remittances, and Foreign Exchange Services.

3.3.5 International Money Transfer Services

More than 2 million Myanmar Nationals live and work abroad. The international transfer of funds is an essential service for these people and their families and it is an important link for financial support, education, and gifts for special occasions. As a result, Myanmar will be more integrated into the global economy, and fast and reliable international money transfer services will become even more important. MNCB Bank, in cooperation with CIMB Bank which is an internationally recognized money transfer company, provides international money transfer services to Myanmar Nationals on board. This service offers Myanmar Nationals a reliable and fast way to receive money from their families and loved ones around the world. As it operates under the uniform regulation of the Central Bank of Myanmar, the range of products and services offered by Myanmar's private commercial banks has remained a little variation.

3.3.6 Card Services

Nowadays, card services are a potential service for banks and a popular service. MNCB Bank provides debit and credit card services to its clients. The banks also offer international brand card acquisition services such as VISA, Master, MPU and JCB cards, which are used by MNCB bank card acceptors.

3.3.7 Trust Fund Management Services

This product is only available from the MNCB bank in Myanmar. The primary function of the trust fund management service is to manage the bank and reinvest in profitable and potential businesses on behalf of the client. The financial services provided by MNCB bank are described in Table (3.1).

Table 3.1 Financial Services Provided by the MNCB Bank

No.	Financial Services	Categories
1	Deposit Management	-Current Account -Saving Account -Fixed Account -Special Account -Foreign Currency Current Account

2	Cash	-Payroll -Collection
3	Loan and Advance	-Loan -Overdraft
4	Remittance	-Domestic Telegraphic Transfer -Payment Order -Foreign Remittance (T/T) -International Money Transfer (CIMB)
5	Other services	-Foreign Banking -Bank Guarantee -Online Billing Services -Money Changer Counter -Online Phone Billing System -Online Payment System -24 Hour ATM Service -Debit & Credit Card Services -Card Services (MPU, CUP, JCB, VISA, Master Card)

Source: Annual Report of MNCB (2017-2018)

CHAPTER 4: THE ANALYSIS OF LEADERSHIP STYLES, EMPLOYEE COMMITMENT, AND EMPLOYEE JOB PERFORMANCE OF MYANMAR NATIONAL COOPERATIVE BANK

This chapter describes the leadership styles of Myanmar National Cooperative Bank. Related to employee commitment and employee job performance analyses. The mediating effect of employee commitment on the relationship between leadership style and organizational performance of Myanmar National Cooperative Bank was analyzed. This chapter has six parts. The first is research designs, followed by demographics of employees; Leadership styles of MNCB Bank; employee commitments; and Employee performance. The next section is the impact of leadership styles on employee commitment and employee performance. The last section is the moderating effect of employee leadership styles and employee commitment on employee job performance of MNCB Bank.

4.1 Research Designs

The survey is used to determine the leadership styles and their impact on employee commitment and employee performance of MNCB Bank. Baseline data were collected using a two-part structured questionnaire. The first part is about gender, Ma's age marital status, and Demographics are measured, including current position and length of time spent with the current organization. The second part deals with transactional leadership styles; transformational leadership styles; employee commitments; and work performance of employees; Employee job performance was measured as both the independent and dependent variables consisting of 30 Likert scale questions (1 = strongly disagree/5 = strongly agree). All measurement models were adapted to the relevant literature. Perception level is measured by the mean value.

In this study, a total of 110 operational-level and non-managerial employees at MNCB Bank head office filled out the questionnaire. The Statistical Package for the Social Sciences (SPSS) program was used to describe and analyze the independent variables. Both Simple Linear Regression and Multiple Regression are used to determine significance levels.

4.2 Profile of Respondents

The profile of respondents consists of six characteristics such as gender, marital status, age level, education level, experiences in current organization, and experiences in this position. The following table (4.1) presents the respondents by gender, marital status, age, and education level of respondents. The ages of respondents are classified into seven groups and the education levels of respondents are classified into six levels.

Table 4.1 Demographic Factors of Respondents

Particular	Number	Percentage
Gender		
Male	28	25.45
Female	82	74.55
Total	110	100.00
Marital Status		
Married	38	34.55
Single	72	65.45
Total	110	100.00
Age		
Under 21	4	3.64
21 – 25	23	20.91
26 – 30	44	40.00
31 – 35	28	25.45
36 and above	11	10.00
Total	110	100.00
Education Level		
Undergraduate	4	3.64
Bachelor Degree	85	77.27
Master Degree	21	19.09
Total	110	100.00

Source: Survey Data, (November, 2023)

In this study, 28 males and 82 females participated. In terms of percentage, 25.45 percent of male employees and 74.55 percent of female employees participated. It was found that 65.45% of single employees and 34.55% of married employees are included in the sample. According to these age groups, the 26-30-year-old group is the largest with 40.00 percent, followed by the 31-35 years group with 25.45 percent, 21-26 years old with 20.91 percent, 36 years old and above 10.00, percent, and 3.64 percent under 21 years. In addition, 85 degree holders are the largest with 77.27 percent, followed by master's degrees at 19.09 percent and undergraduates at 2.73 percent. Also, the work experiences of the respondents were divided into two parts, the first one was the experience in MNCB Bank and the second one was the experience in the current positions. Experience in MNCB Bank is divided into five levels and experience in current positions is divided into four levels. Table (4.2) shows the working experiences of the respondents.

Table 4.2 Working Experiences of Respondents

Particular	Number	Percentage
Experiences in With Existing Position		
Less than 6 months	23	20.91
7 to 12 months	47	42.73
13 to 18 months	30	27.27
Above 18 months	10	9.09
Total	110	100.00
Total Working Experiences in MNCB		
Less than 2 year	26	
2 to 4 years	39	
4 to 6 years	28	
6 to 8 years	15	
Above 8 years	2	
Total	110	100.00

Source: Survey Data, (November, 2023)

According to Table (4.2), 7 to 12 months of current position and experience is the most, 42.73 percent, followed by 13 to 18 months, 27.27 percent, 20.91 percent of experience, and less than 6 months of experience and more than 18 months of experience, 9.09 percent of the current position. The most 35.45% of working experience in MNCB is 2 to 4 years, 25.45% in 4 to 6 years, 23.64% less than 2 years of experience, 13.64% of working experience in 6 to 8 years, and 1.82% of working experience in MNCB is more than 8 years.

4.3 Analysis of Leadership Styles of Myanmar National Cooperative Bank

In this study, two leadership styles (transactional leadership style and transformational leadership style) were analyzed. To explore these leadership styles, a structured questionnaire was administered to a sample of employees. The transactional leadership model includes nine statements and the transformational leadership model includes 15 statements; Each item is measured on a five-point Likert scale from 1 to 5 (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree.) Therefore, Average scores can range from 1 to 5. According to Best (1997); the 5-point Likert scale values were interpreted as follows.

- 1) A score of 1.00 – 1.80 means strongly disagree.
- 2) A score of 1.81 – 2.60 means disagree.
- 3) A score of 2.61 – 3.40 means neither disagree nor agree.
- 4) A score of 3.41 – 4.20 means strongly agree.
- 5) A score of 4.21 – 5.00 means strongly agree.

4.3.1 Transactional Leadership Style

Regarding the employees' perception of transactional leadership style, they respond rating on nine statements and their mean scores and standard deviations are reported in Table 4.3

Table 4.3 Employee Perception towards Transactional Leadership Style

No.	Particular	Means Values	Std. Deviation
1	Providing me with assistance in exchange for my efforts.	3.78	0.913
2	Failing to interfere until problems become serious.	3.38	1.040

3	Focusing attention on irregularities, mistakes, exceptions, and deviations from standards.	3.70	0.973
4	Discussing in specific terms who is responsible for achieving performance targets.	3.63	0.994
5	Taking actions after waiting for things to go wrong.	3.02	1.014
6	Demonstrating that problems must become chronic before taking action.	3.62	1.031
7	Keeping track of all mistakes.	3.14	1.027
8	Directing my attention toward failures to meet Standards.	3.11	1.078
9	Expressing satisfaction when I meet expectations	3.74	1.011
	Average	3.46	0.681

Source: Survey Data, (November, 2023)

According to Table (4.3), it was found that the mean values for transactional leadership functions were all above 3 when employees perceived that their leaders were practicing a transactional leadership style. Among these activities, the activity "Leaders reward employees for their efforts" has the highest value with 3.78. The second one is "leaders express satisfaction when their expectations are met" with a function of 3.74. Then "Leader pays attention to irregularities, errors, exceptions and deviations from standard operations" has the third highest mean value of 3.70. Therefore, it can be assumed that employees agree that these actions tend to conform to the leader's actions and their style. Also, a mean value close to 3 is found across the three sales leadership functions. These actions are "the leader waits for something to go wrong and then takes action"; "Leaders track all mistakes" and "focus on employees who don't meet standards." Leaders can sometimes consider those actions as their activities.

4.3.2 Transformational Leadership Style

Regarding the employee's perception of transformational leadership style, the response rate of fifteen statements and its mean scores are reported in Table 4.4.

Table 4.4 Employee Perception towards Transformational Leadership Style

No.	Particular	Means Values	Std. Deviation
1	Re-examining critical assumptions to question whether they are appropriate	3.57	0.953
2	Talking about their most important issues arises.	3.70	0.973
3	Seeking differing perspectives when solving problems	3.58	1.008
4	Talking optimistically about the future.	3.76	1.040
5	Instilling pride in me for being associated with him.	3.55	0.952
6	Talking enthusiastically about what needs to be accomplished.	3.90	0.948
7	Spending time teaching and coaching.	3.57	1.062
8	Going beyond self-interest for the good of the group	3.65	0.999
9	Treating me as an individual rather than just as a member of a group.	3.65	1.035
10	Acting in ways that build my respect.	3.45	1.010
11	Considering the moral and ethical consequences of decisions.	3.75	0.900
12	Helping me to develop my strengths.	3.65	1.027
13	Suggesting new ways of looking at how to complete assignments	3.61	1.015
14	Emphasizing the importance of having a collective sense of mission	3.85	0.956
15	Expressing confidence that goals will be achieved	3.75	1.077
	Average	3.66	0.738

Source: Survey data, (November, 2023)

According to Table (4.4), it is found that all the average values in transformational leadership activities are above 3. Among these activities, "Leader passionately communicates what needs to be accomplished" has the highest mean value of 3.90, and "Emphasizes the importance of having a collective mission" has the second mean value of 3.85.

Also, the function "Leaders act in ways that build their respect" has the smallest mean value with 3.45. Leaders reported engaging in various transformational leadership behaviors, with an emphasis on:

- 1) Passionately communicating goals (highest average score - 3.90).
- 2) Highlighting the importance of a shared mission (second-highest score - 3.85).

It seems leaders reported building respect through their actions slightly less frequently (average score - 3.45). However, the data doesn't tell us if this reflects a conscious choice or an area for improvement.

4.3.3 Leadership Style of Myanmar National Cooperative Bank

In this study, the mean scores of 24 questions for leadership are calculated by the 5-Point Likert scale, and the total score is divided by the respective questions to get the overall mean score. The calculated overall mean score is stated in Table (4.5).

Table 4.5: Overall Mean Score of Type of Leadership

No.	Statement	Overall Mean Value	Average Std. Deviation
	Transactional Leadership Style	3.46	0.681
	Transformational Leadership Style	3.66	0.738

Source: Survey Data, (November, 2023)

According to Table (4.5), the total mean score of the transformational leadership style is 3.66, and the transactional leadership style is more than 3.46. Therefore, transformational leadership is assumed to be stronger because of higher mean scores. However, the transactional leadership overall average score of 3.46 is slightly stronger than the average score of 3. Referring to Table (4.5), transformational leadership is higher with an overall mean score of 3. Therefore, it can be assumed that the leaders are managing people through a transformational leadership style and transformational leadership dominates the employees in MNCB Bank.

4.4 Analysis of Employees' Commitment and Employee Performance.

This study measured employee commitment using an organizational commitment questionnaire (OCQ) developed by Porter and his associates. It was designed to measure the relative strength of an individual's identification with and involvement in a particular organization. The employee commitment scale includes twelve statements, each item is measured on a five-point Likert scale ranging from 1 to 5 (from 1: Strongly Disagree to 5: Strongly Agree). It can be assumed that the mean score below 3 indicates Disagree, while the mean score above 3 indicates Agree for their commitment.

4.4.1 Employee Commitment

Regarding employee commitment, the respondents are required to rate twelve statements and their mean scores are reported in Table (4.6).

Table 4.6 Employee Commitment

No.	Particular	Mean Value	Std. Deviation
1	I feel like part of the family at this organization.	3.98	0.824
2	Too much of my life would be disrupted if I decided that I wanted to leave this organization now.	3.14	1.274
3	I would not leave this organization right now because of what I would stand to lose.	3.50	0.993
4	This organization has a great deal of personal meaning for me.	4.19	0.953
5	It would be very costly for me to leave this organization right now.	3.45	1.037
6	For me personally, the cost of leaving this organization would be far greater than the benefit.	3.25	1.044
7	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	3.11	1.222
8	I would violate a trust if I quit my job with this organization now.	3.06	1.094

9	I feel a strong sense of belonging to this organization.	4.17	0.897
10	I feel emotionally attached to this organization.	4.01	0.818
11	I would feel guilty if I left my organization now.	3.20	1.124
12	I would not leave this or this organization right now because I have a sense of obligation to the people in it.	3.90	0.81
	Average	3.58	0.598

Source: Survey Data, (November, 2023)

By Table (4.6), it is found that the highest mean value is 4.19 on “a great deal of personal meaning for employees”. The second most commitment level mean value is 4.17 on “they feel a strong sense of belonging to this bank”. The smallest mean value on the commitment level is 3.06 on “they would violate a trust”. Moreover, it is also found that the overall Average value is 3.48 showing that the respondents are committed to the organization. This implies that there is a high emotional attachment, belief, and willingness to remain in the organization. Respondent employees feel that they are personally attached to their organization and they think that working at their organization has much personal meaning to them. With the scale of employees’ commitment, employees mostly agree to commitment level and care about their work and organization. However, employees hesitate to agree on the activities of violating trust if they quit their job with this organization now and if it were to their advantage, they do not feel it would be right to leave their organization now.

4.4.2 Employee Job Performance

Regarding the employee's job performance, using a structured questionnaire, the respondents are required to rate eight statements and their mean scores are reported in Table (4.7).

Table 4.7 Employee Job Performance

No.	Particular	Mean Value	Std. Deviation
1	I like the kind of work I do.	3.84	0.852
2	I am able to solve and work my current duty to get work done.	4.29	0.902

3	I use time effectively what expect from me on the job.	3.82	0.950
4	My workload is reasonable.	3.80	0.675
5	My work gives me a feeling of personal accomplishment.	3.31	1.037
6	I manage information and data effectively.	3.76	0.888
7	Supervisors encourage me to do well in my work.	3.45	1.037
8	My talents are used well in the workplace.	4.15	0.715
	Average	3.80	0.506

Source: Survey Data, (August, 2019)

According to Table (4.7), the mean values for each statement are found to be greater than 3. As the average score is higher than 3, it can be assumed that the performance of employees and these activities have improved. The highest mean value is 4.29, which is also found for "They can solve and work on their current task to complete a task". The second highest mean value was 4.15 for "use their skills well at work". Also, the smallest mean value is 3.31, which indicates that "their work gives them a sense of personal accomplishment." The second smallest mean value was 3.45 for "their supervisors encourage them to do well at work". According to the average scores, it is found that the job performance of the employees at Myanmar National Cooperative Bank is good.

4.5 Analysis the Effect of Leadership Styles on Employee Commitment and Job Performance

The Multiple Regression Model is used to determine the effect of leadership styles on employee commitment and employee job performance of MNCB. The multiple regression analysis is an analysis of association in which the effect of two or more independent variables on a signal, and interval-scaled dependent variables are investigated simultaneously (G.Zikmund, J.Babin, C.Carr & Griffin, 2010). Multiple regression analysis models sufficiently explained the variance, coefficient of determination, or the R Square in the dependent variable. Firstly, the regression results upon the effect of two leadership styles on employee commitment are shown in Table (4.8)

Table 4.8 Estimated Values of Leadership Style on Employee Commitment

Variable	Unstandardized Coefficient		Standardized Coefficient Beta	t	Sig.	VIF
	B	Std. Error				
(Constant)	1.717	0.330		5.205	.000	
Transactional Leadership Style	0.074	0.071	0.084	1.047	.297	1.008
Transformational Leadership Style	0.440	0.065	0.543	6.743	.000	1.008
R-Square	0.310					
Adjusted R Square	0.297					

Source: SPSS Outputs

Note: Significance levels indicate that **0.01 (1%) and *0.05 (5%)

As shown in table (4.8), the transformational leadership style beta coefficient value is 0.543 with a significant value of 0.000 which is lower than 0.01 significant level although the transactional leadership style significant value is larger than 0.05 significant level. Hence, transformational leadership style is found to have a positive significant impact on employee commitment. The model can explain 29.7% about the variance of the independent variable and dependent variable. The value of VIF value 1 is less than 10. Thus, there is no substantial multicollinearity problem in this case.

Second, the effect of leadership styles on employee job performance is also analyzed. The regression results upon the effect of leadership styles and employees performance are shown in Table (4.9).

Table 4.9 Estimated Values of Leadership Styles on Employees Job Performance

Variable	Unstandardized Coefficient		Standardized Coefficient Beta	t	Sig.	VIF
	B	Std. Error				
(Constant)	2.754	0.306		9.002	.000	
Transactional Leadership Style	0.003	0.066	0.004	0.050	.961	1.008
Transformational Leadership Style	0.284	0.061	0.414	4.685	.000	1.008
R-Square	0.172					
Adjusted R Square	0.156					

Source: SPSS Outputs

Note: Significance levels indicate that **0.01 (1%) and *0.05 (5%)

As shown in Table (4.9), the transformational leadership style beta coefficient value is 0.414 with a significant value of 0.000 which is lower than the 0.01 significant level. However, the transactional leadership style's significant value is larger than 0.05 considerable level. Hence, transformational leadership style is found to have a positive significant impact on employee job performance. The model can explain 15.6% of the variance of the independent variable and dependent variable. The value of VIF value 1 is less than 10. Thus, there is no substantial multicollinearity problem in this case.

4.6 Analysis of the Mediating Role Effect of Employee Commitment to Leadership Styles and Employee Job Performance

In this path, the leadership styles and employee“ commitment and employee“ performance of MNCB bank have been analyzed. To analyze the mediating effect, firstly the effect of

employee commitment on employee job performance is identified. The regression results of employee commitment and employee job performance are described in Table (4.10).

Table 4.10 Estimated Value of Employee Commitment on Employee Job Performance

Variable	Unstandardized Coefficient		Standardized Coefficient Beta	t	Sig.	VIF
	B	Std. Error				
(Constant)	1.725	0.215		8.012	.000	
Employees Commitment	0.580	0.059	0.685	9.777	.000	1.000
R-Square	0.470					
Adjusted R Square	0.465					

Source: SPSS Outputs

Note: Significance levels indicate that **0.01 (1%) and *0.05 (5%)

According to table (4.10), the employee commitment beta coefficient value is 0.685 with a significant value of 0.000 which is lower than 0.01 significant levels.

Hence, employee commitment is found to have a fairly positive significant impact on employee job performance. The model can explain 46.5% of the variance of the independent variable and dependent variable.

Next, to verify whether employee commitment mediated the relationship between leadership style and employee job performance, the multiple regression analysis is used again. Table (4.11) shows that the regression results on the mediating effect of employee commitment on leadership styles and employee job performance.

Table 4.11 Analysis on Mediating Role Effect of Employee Commitment on Leadership Styles and Employee Job Performance

Variable	Unstandardized Coefficient		Standardized Coefficient Beta	t	Sig.	VIF
	B	Std. Error				
(Constant)	1.792	0.274		6.535	.000	
Employee Commitment	0.561	0.072	0.662	7.809	.000	1.450
Transactional Leadership Style	0.038	0.053	-0.510	-0.725	.470	1.018
Transformational Leadership Style	0.037	0.058	0.054	0.638	.525	1.436
R-Square	0.474					
Adjusted R Square	0.459					

Source: SPSS Outputs

Note: Significance levels indicate that **0.01 (1%) and *0.05 (5%)

According to the result per Table (4.10), employee commitment has a positive and significant impact on employee job performance with a beta coefficient value is 0.685 with a significant value of 0.000. In Table (4.11), employee commitment has only one positive significant impact with a beta coefficient value is 0.662 with a significant value of 0.000 which is lower than 0.01 significant levels. That means there is a positive relationship at a 99% confidence interval. The model can explain 45.9% of the variance of the independent variable and dependent variable. All of the regression results are summarized in Table (4.12).

Table (4.12) Summary of All of Regression Result

Variable	Regression I	Regression II	Regression III	Regression IV
	Employee Commitment	Employee Job Performance	Employee Job Performance	Employee Job Performance
Transformational Leadership Style	0.543** (0.000)	0.414** (0.000)	-	0.054 (0.525)
Employee Commitment	-	-	0.685** (0.000)	0.662** (0.000)
R-Square	0.310	0.172	0.470	0.474
Adjusted R-Square	0.297	0.156	0.465	0.459

Source: SPSS Outputs

Note: Significance levels indicate that **0.01 (1%) and *0.05 (5%)

In Table (4.12), regression equation II and regression equation IV indicate that the coefficient of equation II reduced from 0.414 to 0.054. It means that the effect of the transformational leadership style was reduced when the study added the mediating variable. Moreover, according to the result of regression equation II and regression equation III, the adjusted R-squared increased from 0.156 to 0.465. Finally, it can be concluded that there was an existing partial mediating effect of employee commitment.

CHAPTER 5: CONCLUSION

This study finds out the leadership styles employee commitment and employee job performance of Myanmar National Cooperative Bank. This chapter presents three main parts. The first part presents findings and discussion the second part describes suggestions and recommendations and the last part presents the limitations of the study and the needs for further study.

5.1 Findings and Discussions

1) Leadership Styles

- Employees perceived leaders using transactional leadership more frequently (rewarding good performance, addressing issues).
- Leaders reported engaging in transformational leadership behaviors (communicating goals, emphasizing shared mission). However, building respect through actions seemed less frequent.

2) Employee Commitment

- Employees showed high commitment with a strong sense of belonging and purpose at the bank.

3) Employee Performance

- Employees performed well overall, but there's room for improvement in finding personal fulfillment in their work and receiving supervisor encouragement.

4) Leadership and Performance

- Transformational leadership had a statistically significant positive impact on both employee commitment and job performance.
- Transactional leadership did not have a significant impact on either commitment or performance.

5) Employee Commitment as a Mediator

- The study suggests partial mediation. Transformational leadership likely influences employee commitment, which in turn, positively affects job performance.

6) Overall

- Transformational leadership appears to be a key factor in fostering employee commitment and job performance at MNCB Bank.
- Encouraging a sense of purpose and shared mission through leadership can lead to a more motivated and productive workforce.

5.2 Suggestions and Recommendations

According to research findings, it can be said that leaders strongly prefer and follow the transformational leadership style. For a few employees, the leader should be proud of the employees' association with the leader. In addition, they think they need to be taught, and the leader should make time for them to teach. Leaders should seek and support different perspectives and alternative ways of solving problems, as some will need help during struggles and daunting problems. Because of the nature of bank employees, respect for leaders is paramount. Therefore, the leader of Myanmar National Cooperative Bank earns the respect of his followers.

Leaders should speak optimistically and openly about the future and avoid some negative motivational words. Some leaders should act and reexamine important assumptions and potential problems regarding the allocation of all employees. In addition, the leader should maintain his actions and ideas related to the transactional leadership style. If some leaders want to maintain and follow a transactional leadership style, they should follow the factors that influence the existing level of commitment and performance level of employees. Doing so will increase employee commitment to the transactional leadership style.

Finally, the leader should seek feedback on their leadership policy to identify statements actions, and performance that are difficult for all employees to follow. Otherwise, leaders should train employees to follow the leaders' directions.

5.3 Limitations and Needs for Further Study

Limitations of the study focused on top leadership employee commitment and employee performance at Myanmar National Cooperative Bank. With more respondents from Myanmar National Cooperative Bank, the result may be different. This study analyzed only two Leadership Styles. This study can be further promoted in other areas such as other financial institutions, the education sector, government departments and service organizations, and other

private and public organizations. The result may change based on the respondents. Other researchers can find and confirm the relationship between leadership style and employee satisfaction. The study could also be further explored to include other factors that contribute to satisfaction and commitment among employees and other variables such as self-efficacy beliefs that determine employee commitment.

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APPENDIX

**Survey Questionnaire Form 2023 for Employees of Myanmar
National Cooperative Bank**

Dear Respondent,

I am a student attending the final year of my Master of Business Administration course. This survey questionnaire was conducted for academic purposes in partial fulfillment of the requirements of the Master of Business Administration. Thus, you are being requested to participate in a survey to provide your organization with leadership styles-related information that will help improve the working environment for employees. Participation in the survey is voluntary and no individual data will be reported. The following questions concern your position and other personal information. Completion of this information is voluntary and its confidentiality is assured. No individual data will be reported.

THANK YOU!

Demographic Questions for Employees

1. Gender: Male ☐ Female ☐

2. Age:

3. Marital Status: Single ☐ Married ☐

4. What is your highest level of Education?

a) Undergraduate

b) Bachelor's Degree

c) Master's Degree

d) Other: (Please Specify).....

5. What is your job Title?

.....

6. How long have you worked for the current rank or position?

.....Years Months

7. How long have you worked for the current Organization?

.....Years Months

Question for Employees

Please indicate the extent of your agreement or disagreement with each statement about your leader by circling a number from 1 to 5. Whatever information you give me is strictly confidential and could be used for academic purposes only. I would like to thank you in advance for your indispensable cooperation.

Use the following rating scale:

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

No.	Particular	1	2	3	4	5
1	Providing me with assistance in exchange for my efforts.					
2	Failing to interfere until problems become serious.					
3	Focusing attention on irregularities, mistakes, exceptions, and deviations from standards.					
4	Discussing in specific terms who is responsible for achieving performance targets.					
5	Taking actions after waiting for things to go wrong.					
6	Demonstrating that problems must become chronic before taking action.					
7	Keeping track of all mistakes.					
8	Directing my attention toward failures to meet standards.					
9	Expressing satisfaction when I meet expectations.					

No.	Particular	1	2	3	4	5
1	Re-examining critical assumptions to question whether they are appropriate.					
2	Talking about their most important issues arises.					
3	Seeking differing perspectives when solving problems.					
4	Talking optimistically about the future.					
5	Instilling pride in me for being associated with him (rector)					
6	Talking enthusiastically about what needs to be accomplished.					
7	Spending time teaching and coaching					
8	Going beyond self-interest for the good of the Group.					
9	Treating me as an individual rather than just as a member of a group.					
10	Acting in ways that build my respect.					
11	Considering the moral and ethical consequences of decisions.					
12	Helping me to develop my strengths.					
13	Suggesting new ways of looking at how to complete assignments.					
14	Emphasizing the importance of having a collective sense of mission					
15	Expressing confidence that goals will be achieved					

Employee Option Survey-Organizational Commitment Questionnaire (OQC)

Please indicate the extent of your agreement or disagreement with each statement as objectively as you can by circling a number from 1 to 5. Whatever information you give me is strictly confidential and could be used for academic purposes only, so please respond honestly. I would like to thank you in advance for your indispensable cooperation.

Use the following rating scale:

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

No.	Particular	1	2	3	4	5
1	I feel like part of the family at this organization					
2	Too much of my life would be disrupted if I decided that I wanted to leave this organization now.					
3	I would not leave this organization right now because of what I would stand to lose.					
4	This organization has a great deal of personal meaning for me.					
5	It would be very costly for me to leave this organization right now.					
6	For me personally, the cost of leaving this organization would be far greater than the benefit.					
7	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
8	I would violate a trust if I quit my job with this organization now.					
9	I feel a strong sense of belonging to this organization.					
10	I feel emotionally attached to this organization.					
11	I would feel guilty if I left my organization now.					
12	I would not leave this organization right now because I have a sense of obligation to the people in it.					

Employee Option Survey-Employee Job Performance

Please indicate the extent of your agreement or disagreement with each statement as objectively as you can by circling a number from 1 to 5. Whatever information you give me is strictly confidential and could be used for academic purposes only, so please respond honestly. I would like to thank you in advance for your indispensable cooperation.

Use the following rating scale:

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

No.	Particular	1	2	3	4	5
1	I like the kind of work I do.					
2	I am able to solve and work my current duty to get work done.					
3	I use time effectively what expect from me on the job					
4	My workload is reasonable.					
5	I manage information and data effectively.					
6	My work gives me a feeling of personal accomplishment.					
7	Supervisors encourage me to do well in my work.					
8	My talents are used well in the workplace.					

Thank you for your co-operation!!