



**LEADERSHIP BEHAVIOUR AND THE FACTORS THAT  
CONTRIBUTE TOWARDS ORGANISATION CULTURE IN YANGON**

**STUDENT: EI THIN ZAR KYAW**

**ID: 6117190015**

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**Title of Research:** Leadership Behaviour and the factors that contribute toward organization culture in Yangon

**Researcher:** Ms. Ei Thin Zar Kyaw

**ID:** 6117190015

**Major:** Information Technology

**Degree:** Master in Business Administration (International Program)

**Academic:** 2018

**This is Independent study has been approved to be partial fulfilment of the requirement for Degree of Master in Business Administration in Hotel Tourism and Service Business Management**

A handwritten signature in blue ink, appearing to read 'Om Huvanand', written over a dotted line.

**(Asst.Prof.Dr. Om Huvanand)**

**Advisor**

**Date** ...../...../.....

A handwritten signature in blue ink, appearing to read 'Jomphong Mongkolvanich', written over a dotted line.

**(Assoc. Prof. Dr. Jomphong Mongkolvanich)**

**Dean, Graduate School of Business**

**Siam University, Bangkok, Thailand**

**Date** .....<sup>13</sup>.....<sup>6</sup>.....<sup>2019</sup>.....

## Abstract

**Title of Research:** Leadership Behaviour and the factors that contribute toward organization culture in Yangon

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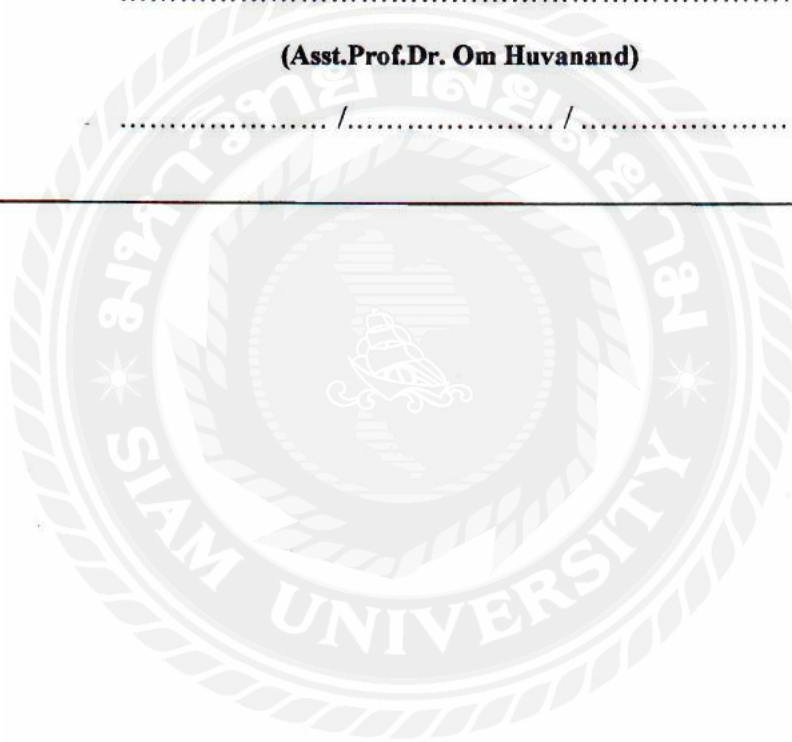
**Degree:** Master in Business Administration (International Program)

**Academic:** 2018

**Advisor:**



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(Asst.Prof.Dr. Om Huvanand)



## ABSTRAT

This research is about leadership behaviour that contributes to organization culture in Yangon. Organization culture is a system of shared presumptions, benefits, and trust, which governs how employees perform in organizations. Leaders must be appreciative of their role in involving an organization's culture. The aim of this study was to research the organizations culture in Yangon, management style in Yangon, the attitude of managers, employee job satisfaction and organizational commitment.

This research must include three independent and dependent variables. Each variable has questions for leadership behaviour. For the literary review section, we utilized resources from books, journals, magazines and internet sources that were directly related with leadership behaviour.

In research methodology, the quantitate research method was used. This study was focused on research about leadership behaviour, leadership styles, organization culture and organization structure. For the data collection method, a survey was used where we had approached employees who work in large and small organization. We also had to approach the leader in organizations. For data collection, 120 questionnaires were distributed through email and face to face.

For data analysis, survey results were calculated with Statistical Package for Social Sciences (SPSS) software to find mean, standard deviation and test the hypothesis with t-test, and independent variables were shown in relationship with dependent variable.

For future research, we could add more leadership behaviour and styles, organization cultures and structure in Yangon. Lastly, further research could add more detail into quantitative research, and can add more leadership behaviours.

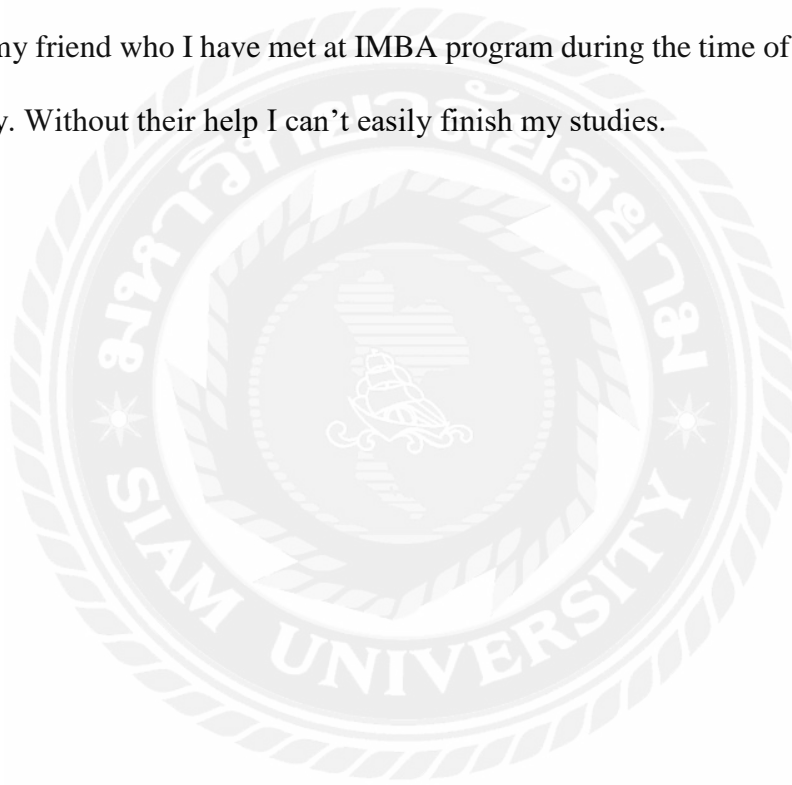


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## CHAPTER 1

### **Background of the Study**

The purpose of this study is researching and admired of the leadership behaviour of organizations in Yangon. Organization culture is a system of shared presumption, benefits, and trust, which governs how employees perform in organizations. Leaders must be appreciative their role in involving an organization's culture (Tsai, 2011). Leaders are important to the creation and communication of their organization culture (Schein, 2010). A leader can make employees follow his or her decisions and goals without force. Good leaders are made not to born. If you have desire and willpower, you can become an effective leader. Good leaders develop a never-ending process of self-study, training, and experience. The aim of this study is researching the organization culture in Yangon, management style in Yangon, the attitude of manager, employee job satisfaction and organizational commitment.

### **The Study of Problem**

Organization culture in Yangon, we have our strong command and cultural of the hierarchy system. Some organization most people are happier to get foreign leader than the local leader. In organization culture, younger people respect older and bottom line position employee say politely to the upper level. Many young managers can get the top of the company than the old manager. Because of background family, they get their degree from abroad.

### **Significant of Study**

This study will be important to the especially to Yangon employees and Organization Management in Yangon. The use of effective leadership management is relating to different concepts of corporate strategies that employ effectively in particular in a workplace setting. This research can also provide employee performance management and the main reason to grow employee's communication in the organization. This research is also helpful to the industry of Myanmar. It will also help future references for the research study of leadership behaviour and organization culture in Yangon.



This study is management to help the career of employees in Yangon organization. The aimed of this study is how employees can get a higher position in companies and what is important to be a qualified leader.

This research can give to advises how to choose the better career and improved performance which will lead to a happier future.

### **Research Questions**

1. What are different between Leadership Behaviour of Yangon and Western?
2. What are factors that you became leadership especially in Yangon?
3. What are the effects of leadership style that influences Yangon culture and organization?
4. How employees can improve themselves to become good leaders in the organization?

### **Objectives of Study**

The objectives of this study are to investigate and evaluate the employee's performance and leadership styles, leadership behaviour in organization and organization culture in Yangon Company. In this study, we have to research and analyze leadership and employee performance in the workplace.

- To identify leadership style that affects Yangon organization culture.
- To identify organization structure in Yangon organization
- To identify about leadership styles in Yangon

### **Scope of Study**

This research is focused about leadership behaviour and organization culture in Yangon. Nowadays in Yangon most of people are work in foreign company that located in Yangon. I will conduct my study with companies in Yangon, each of which leaders and managers in companies. And also includes low level employees whose are worked in these companies. I will study successful leader in Yangon and how they can became a successful leaders. This study is also focus on relationship between leader and employees within the organization. This research can help to became successful leader in future.

## Benefits of Study

This study gives me and other to get high position in the future. This study teaches us to think about problem solving and to get better solutions. This study also teaches about learning style of other people that can get effective to us. This study also teaches about the ways of good leader in future. And then we can learn about ourselves and compare with others. To be a good manger, we must know our jobs well and we have to confidence about ourselves. To be a good manager we must have to essential in organization. A good leader must hard-working than others and effective in workplace.

## Specific Terms Used in Study

1. **Leadership style** : is the way and method of providing way, applying plans, and encouraging people,
2. **Leader**: is a person who commands and lead the group, organization or country.
3. **Leadership**: is the skill of an individual or a group of individuals to effect and lead groups or other colleagues of an organization.
4. **Leadership Behaviour**: are easy to appreciate, however perhaps needing effort to achieve reliably.
5. **Organization Culture**: comprises an organization's prospects, skills, as well as the standards that leader member behaviour, internal workings, communications with the external and upcoming opportunities.
6. **Organization Structure**: is a system that outlines how certain activities are directed in order to achieve the goals of an organization.

## CHAPTER 2

### **What is Leadership?**

According to U Khin Maung (2018, The Global New Light of Myanmar Journal) talked about leadership as “All men are born equal, and equality ends there.” And we have some other words of wisdom. “Some are born great, some achieve greatness and some have greatness thrust upon them.” A man cannot lead a fellow-human being without having possessed better and brighter qualities than others. Generally speaking, there is no such thing as automatic leadership or leadership by birth. However, leadership is essential; leadership is important for all of us to make a success. So, we have a saying, “A group of ten people has a good leader, whereas a group of one hundred people has no leader at all. Then a group of ten people rules and overwhelms a group of hundred people.”

### **Manager vs Leaders**

According to U Khin Maung Aye (2016, The Global New Light of Myanmar Journal) talked about Managers employ diversified styles to motivate the employees to produce to their utmost. An autocratic manager is one who scarcely seeks input from his employees to make decisions. This style of management can have an advantage in a fast-paced work environment in which quick decisions are needed to be made for daily routine tasks. Under this management style, managers tend to motivate their employees by establishing confidence in the manager’s ability to make accurate and productive decisions. Employees are comfortable with the manager’s knowledge on the industry and the company processes, and employees are motivated by their manager’s ability to keep their department or factory focused upon achievement of company goals.

Different from the autocratic leaders, the democratic leaders allow their employees to be involved in the decision-making process. They scarcely make important decisions without

seeking the agreement of their employees. Their method of motivating their employees is inclusion—making the staff participate in the decision-making process that keeps the department running smoothly. Employees take an emotional interest in the success of their department because they can contribute towards formulation of departmental policies and process.

## **Leadership Styles**

### **Autocratic leadership**

Autocratic leadership style is focused on the boss. Under this leadership, the leader has all the powers and responsibilities. Under this leadership, leaders make decisions without consulting them. They reach decisions, communicate with subordinates and expect a quick implementation. The autocratic work environment usually has more or less flexibility. (September 2017, Spiceworks Myanmar)

### **Democratic Leadership**

This leadership style is dependents to decision-making. Unlike the autocratic, this is focuses on subordinates' aids. The democratic leader is ultimately responsible, but he is aware that the government will hand over to other people who decide on the work plans. (September 2017, Spiceworks Myanmar)

## **Leadership Roles**

As for a leader they have many roles and responsibilities. They are thinkers, leaders and problematic solvers. Whether they are leading an organization, actual leaders hold related skills. Some of these skills come logically, while others are advanced over time. (*Yolanda D. Young, 2017*)

**Delegate**

In order to choose a skilled person, leaders must know their employees' strengths and weaknesses, and realize that all delegated tasks will require the same skills or talents. Leaders must communicate the details to the responsible party. Once leaders issue the assignment, they must. If leaders try to give too much supervision, they defeat the point of delegating the assignment or authority. (*Yolanda D. Young, 2017*)

**Give Accolades**

Leaders realize that recognition of their effectiveness and their leadership. In his autobiography, Walton, Wal-Mart, Wal-Mart, writes about the store's success. He even addresses his decision to offer Wal-Mart stock to his employees. In "Strategies for Retaining Employees and Minimizing Turnover," the author notes that one of the main reasons why employees leave companies is because of lack of recognition and feeling undervalued. When people feel valued by leadership, loyalty to the company or organization is fostered. (*Yolanda D. Young, 2017*)

**Build Trust**

As for a leader, his or she must trust to the team. Trust is earned, so stage for successes. Never compromise your team's trust. This managerial mistake sets them up for failure, and it can irreparably damage your relationship. The leader should have to be empowered and take corresponding risks. (*Jeff Wolf, 2015*)

**Communicate**

You can't wait for your team to understand and execute a goal. In some cases, you will be a hands-on leader. In other instances, you can assign a team leader, who will be charged for you. Communication must flow in several directions: How you articulate your message. How others hear your words. How well you listen to and hear what team members say. Communication goes beyond formal needs. Line managers keep the

front-line managers informed of new happenings, changes to schedules, and key events by holding informal talks before the shift begins at each location. Front-line managers take the shift, check out the staffing schedules, and then go in and out. In fact, up to 75 percent of their day is spent out in the areas. (Jeff Wolf, 2015)

## **Leadership Theories**

There are many types of leadership theories that can be applied for leaders. These theories are Traits theory, Contingency theory, Transactional Leadership, Transformational Leadership.

### **Traits Theory**

The trait theory of leadership focuses on identifying different personality traits and characteristics (Kendra Cherry, 2018). The trait model of leadership is based on the characteristics of many leaders - both successful and unsuccessful. The results of the list of traits are that of the potential leaders to assess their likelihood of success or failure.

### **Contingency theory**

Those who support contingency theory suggest that the best leaders are those who know how to adopt different styles of leadership in different situations. These leaders know that because only one thing is that it does not mean that the situation is not the same. (Kendra Cherry, 2017). Contingency theories put forth the idea that the success of a leader hinges on the particular situation at hand. Certain factors come into play that defines whether a particular leader or leadership style will be effective for the given situation. These factors include the task of the group that is meant to be led.

### **Transactional Leadership**



A transactional leader is someone who values the order and structure. They are likely to be commander operations, manage large corporations, or lead international projects that can be used for an organization. Transactional leaders are not a good fit for places where creativity and innovation are valued. Transactional leadership is most often compared to transformational leadership. Transactional leadership depends on self-motivated people who work well in a structured, directed environment. By contrast, transformational leadership seeks to motivate and inspire workers, choosing to influence rather than direct others. (May, 2018)

### **Transformational Leadership**

Transformational leadership is a leadership style that can inspire positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic, and passionate. Not only are these people involved and involved; they are also focused on helping every member of the group succeeds as well (Kendra Cherry, 2018). Transformational Leadership is a prize for the most researched, studied, and debated approach to leadership that has ever existed. It also has more influence than any other leadership approach on the organizational leaders of today. Although most of these leaders are not even aware it exists. I believe it is the approach to leadership, and it is important for leaders to create shared vision, develop and train future leaders, and act with high levels of integrity and ethics (2010, Steve Wolinski).

### **Asian & Western Leadership Styles**

There's an ongoing debate on the relative merits of Asian and Western leadership / organizing styles and cultures. In fact, that debate sometimes even becomes an argument-though I think that's entirely unnecessary. There are definitely some differences in Asian and Western leadership styles and culture, but they're just differences-not 'rights' or 'wrongs'. (Andrew Simmonds, 2016)

**Flat vs. Hierarchical**

Western organizations generally have flatter structures, which come with less prescriptive mode of leadership. Leaders are more than mindset where they tell employees the end goal, and trust them to find the right way to get there. Asian styles can often be more directives. Both styles have obvious benefits and failings, of course. (Andrew Simmonds, 2016)

**Challenging vs. Deferential**

Western leaders tend to have to deal with challenge, and pass more challenge on the line as well. In Asian corporate culture, there is an arguably more respect for authority, and more deference to leaders. The Wolf of Wall Street models of the staff seem even more shocking in an Asian setting. (Andrew Simmonds, 2016)

**Individual vs. collective**

Asian culture tends to focus on collective achievement, while Western culture promotes personal achievement. Leaders in Asian cultures tend to judge success on team achievement, whereas Western leaders will look for superstars and weak links. (Andrew Simmonds, 2016)

**Freedom vs. process**

Asian leaders tend to feel relaxed and true. Western leaders, on the other hand, have a more opportunistic focus. (Andrew Simmonds, 2016)

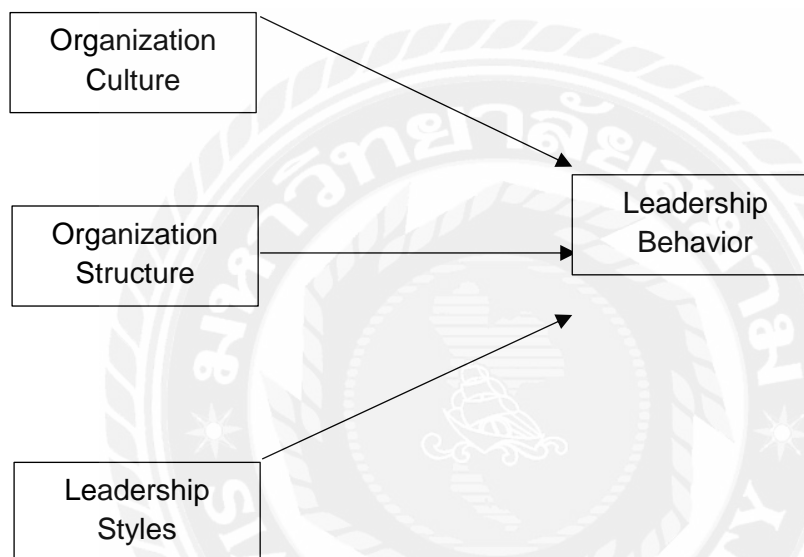
**Open vs close**

It's fair to call Asian leadership style 'closed', but it's something. Western leaders tend to build close relationships with their teams, while Asian leaders are more 'arm's length. So, there are just a few headline differences. I'm going to finish with what I am talking about, either Asian or Western leaders: always hire the individual, not the stereotype!

Everyone has a slightly different style and puts people in a pre-defined box does not help anyone. (Andrew Simmonds, 2016)

### Conceptual Model

It is an analytical tool with many differences and contexts. It can be practical in various types of work where a complete diagram is desired. It is used to create conceptual differences and organize ideas.



### Hypothesis

#### Hypothesis 1

H1: There are relationships between organization culture and leadership behaviour.

#### Hypothesis 2

H2: There are relationships between organization structure and leadership behaviour.

#### Hypothesis 3

H3: There are relationships between leadership styles and leadership behaviour.

## Chapter 3

### Research Methodology

Research is a cautious thought of study concerning a problem by scientific method. Research methodology is a science of study. Fundamentally, the procedures that researchers go to describe, explain, and predict are phenomena called research methodology. It is also defined as the knowledge gained. This describes procedures to be occupied to consider a research problem and the basis for the application of detailed actions used to classify, process, and examine information useful to understanding the problem. It also procedure used to gather data and information for the purpose of building business decisions for the business. Research methodology can comprise publication research, interviews, surveys and other research techniques, and could include both present and historical information. In this research we have to study about leadership behaviour in organization. And we have to do interviews and get surveys to leaders and employees in the organization. In research methodology it includes quantitative and qualitative approach. For this research I have to quantitate research. In this research we have to focus on research about leadership behaviour, leadership styles, and organization culture and organization structure.

### Research Design

There are three basic types of research. These are observational method, case study method and survey method. For this research I have to use survey method. During the survey method, respondents are asked to answer questions through interviews or questionnaires. The participants answered questions and the researchers described the answers. For the question to be reliable and valid, it is important for the issues to be properly constructed. Questions should be written to make clear and easy to understand. Survey method is questioning individuals about the topic and describes their reports. Survey method is data collection technique, asking people who have complete to define they have the information they need. Questionnaires are

being prepared. Generally, a non-discriminatory approach is used. Respondents are asked questions about their demographic interests. In the survey method we can use mail survey, telephone survey and personal interviews. The research is based on the research method used to collect data from a predefined set of survey participants to obtain information and ideas on various topics of interest. The research has different goals and can be done in different ways, depending on the chosen methodology and goals. For my research I have to use mail survey and personal interviews. Survey method can use both quantitative and qualitative approach.

### **Methods**

In this study, I choose quantitative research. Quantitative research is a structured way of collecting and analyzing data from different sources. The most common approach to doing quantitative market research is a survey or questionnaire. Surveys can include interviews, which can be performed using several different methodologies including face-to-face, telephone, online or computer assisted interviews. Data collections methods for quantitative research are survey and experiments. For my research, I choose survey.

### **Research Approach**

This research is about leadership behaviour in organization. In this research we have to approach to an employee who works in large and small organization. And we have to also approach to the leader in organization. I will conduct my study with companies in Yangon, each of which leaders and managers in companies. And also includes low level employees whose are worked in these companies. I will study successful leader in Yangon and how they can became a successful leaders. This study is also focus on relationship between leader and employees within the organization.

## **Data Collection**

Data collection involves the researcher to prepare and obtain the required information from the target audience. Data preparation includes data collection, methods of obtaining information, and sequence of data collection activities. The data is then carefully collected from the people who are most relevant to the study. Known as a target segment, this sample is a group of people who are identical across a variety of variables.

## **Data Analysis**

Another step in data collection is the data analysis process. Analysis of statistical data requires system tools and processes. There are many analytical tools such as independent samples, t-tests, correlation t-tests, variance calculations, and regression analysis that can be used to distribute data. Qualitative research is infinitely innovative and explanatory. The researcher does not just permission the field with huge of empirical data and then easily write up findings.

(Saul McLeod, 2017)

## **Target size and sample population**

This research is based on non-probability sampling method. The sampling is based on convince sampling. This sampling method can get the data easily. All respondents are collected from employee who works in organization. In small organization there have more than 50 employees. In larger organization there have more than 400 employees. For my research I get the data from also small and large organization. For this research 120 questionnaires were disturbed through email survey and face to face survey.



## CHAPTER 4

### **Introduction**

This chapter is about data analysis, research the result and calculate with Statistical Package for Social Sciences (SPSS) software. With that software I have to measure gender, age, education, monthly income, job level, organization structure, organization culture, leadership behaviour that are focused on “Leadership behaviour and the factors that contribute towards organization culture in Yangon”.

As first we have to descriptive analyze the demographic background of employee who work in organization and leader in organization.

And secondly, we have to analyze about relationship between independence variables and dependence variable upon on conceptual framework and we have to do hypothesis testing. And then we have to measure with Mean and Std. Deviation.

Finally, we have analyzed with sample-T Test and Means to get all data from survey about “Leadership behaviour and the factors that contribute towards organization culture in Yangon”.

### **Descriptive Analyze**

As for the survey result, I do survey for 120 people. In there, 51.7% are female and 48.3% are male.

As for age, most of respondents are 25-34 old for 44.2%. 18-24 old for 28.3%, 35-44 old for 21.7 and less of respondent are 45-60 old for only 5.8%.

As for the education, most respondents are Master (40.8%). Some respondents are Bachelor (45.0%) and others respondents are PHD (14.2%).

As for monthly income, most respondents' monthly income is between \$500 and \$699(27.5%). Between \$200 and \$499 and above \$1000 are 23.3%. Between \$700 and \$999 are 16.7%. And less respondents' monthly income is under \$150(9.2%).

As for Job Level, most respondent are Middle Level (50%). Some respondent are Upper Level (28.3%). And fewer respondents is Lower Level (21.7%)



General Data	Frequency	Percentage
<b>Gender</b>		
Male	58	48.3
Female	62	51.7
<b>Age</b>		
18-24	34	28.3
25-34	53	44.2
35-44	26	21.7
45-60	7	5.8
<b>Highest Level Education</b>		
Bachelor	54	45.0
Master	49	40.8
PHD	17	14.2
<b>Monthly Income</b>		
Under \$150	11	9.2
Between \$200 and \$499	28	23.3
Between \$500 and \$699	33	27.5
Between \$700 and \$999	20	16.7
Above \$1000	28	23.3
<b>Job Level</b>		
Lower Level	26	21.7
Middle Level	60	50.0
Upper Level	34	28.3

Fig(4.1) General Data

## Data Analysis

### Report

Is your leader is willing to share decision-making with you and your team?

Is your organization is flat or hierarchy?	Mean	N	Std. Deviation
Hierarchy organization	.66	83	.476
Flat organization	.22	37	.417
Total	.52	120	.501

**Fig (4.2) Mean, Std. Deviation and Is your organization is flat or hierarchy on Is your leader is willing to share decision-making with you and your team**

In this table, it shown mean and std. deviation on Is your organization is flat or hierarchy on Is your leader is willing to share decision-making with you and your team. In this table most of respondent are work on hierarchy organization. Some are work in flat organization. Total of mean level is 0.52. In Hierarchy organization mean level is 0.66 and in flat organization mean level is 0.22. The total of std. deviation is 0.501. Std. Deviation of hierarchy organization is 0.476 and std. deviation of flat organization is 0.417.

## Report

Is your leader is willing to share decision-making with you and your team?

Are you satisfied your organization culture?	Mean	N	Std. Deviation
Very satisfied	.13	15	.352
Satisfied	.52	46	.505
Neither satisfied nor dissatisfied	.53	38	.506
Dissatisfied	.79	14	.426
Very Dissatisfied	.86	7	.378
Total	.52	120	.501

**Fig(4.3) Mean, Std. Deviation and Is your leader is willing to share decision-making with your and your team on Is your leader is willing to share decision-making with you and your team**

In this table shown, Mean, Std. Deviation and Is your leader is willing to share decision-making with you and your team on Is your leader is willing to share decision-making with you and your team. In this table most of the respondents are choose satisfied. They are only choosing 7 people for very dissatisfied. The total of mean level is 0.52. The total of std. deviation level is 0.501.

## Report

Is your leader is willing to share decision-making with you and your team?

How are you satisfied with your department leadership?	Mean	N	Std. Deviation
Very satisfied	.07	15	.258
Satisfied	.44	52	.502
Neither satisfied nor dissatisfied	.62	34	.493
Dissatisfied	.90	10	.316
Very Dissatisfied	1.00	9	.000
Total	.52	120	.501

**Fig(4.3)Mean, Std. Deviation and Is your leader is willing to share decision-making with you and your team on How are you satisfied with your department leadership.**

In this table shown, Mean, Std. Deviation and Is your leader is willing to share decision-making with you and your team on How are you satisfied with your department leadership. In this table most of the respondents are choose satisfied. They are only choosing 9 people for very dissatisfied. The total of mean level is 0.52. The total of std. deviation level is 0.501.

## Hypothesis Testing

Hypothesis Testing is test using Statistical Package for Social Sciences (SPSS) software to determine relationship and test with Independence T-Test. If the sig level is  $>0.05$  there is no relationship variables. If the sig level is  $<0.05$  there is relationship variables between independent and dependent variables.



## Hypothesis 1

H1: There are relationships between organization culture and leadership behaviour.

### Group Statistics

		Is your leader is willing to share decision-making with your and your team?	N	Mean	Std. Deviation	Std. Error Mean
Are you satisfied your organization culture?	Yes		57	1.25	.931	.123
	No		63	1.92	1.036	.131

**Fig(4.4) Hypothesis 1**

		Levene's Test for Equality of Variances		t-test for Equality of Means				95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Are you satisfied your organization culture?	Equal variances assumed	0.383	0.537	-3.738	118	0.000	-0.675	0.181	-1.033	-0.317
	Equal variances not assumed			-3.758	117.996	0.000	-0.675	0.180	-1.031	-0.319

In this table, Hypothesis 1 there is no significant correlation relationship between organization culture and leadership behaviour. Sig. level is 0.00. So, sig level is greater than 0.005.

## Hypothesis 2

H2: There are relationships between organization structure and leadership behaviour.

### Group Statistics

		N	Mean	Std. Deviation	Std. Error Mean
Is your organization is flat or hierarchy?	Yes	57	.51	.504	.067
	No	63	.13	.336	.042

**Fig(4.5) Hypothesis 2**

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Is your organization is flat or hierarchy?	Equal variances assumed	70.19	.000	4.924	118	.000	0.382	0.078	0.228	0.535
	Equal variances not assumed			4.829	96	.000	0.382	0.079	0.225	0.539

In this table, Hypothesis 2 there is significant correlation relationship between organization culture and leadership behaviour. Sig. level is 0.00. So, sig level is less than 0.005.

### Hypothesis 3

H3: There are relationships between leadership styles and leadership behaviour.

### Group Statistics

		Is your leader is willing to share decision-making with your and your team?	N	Mean	Std. Deviation	Std. Error Mean
How are you satisfied with your department leadership?	Yes		57	1.02	.744	.099
	No		63	2.03	1.077	.136

**Fig(4.6) Hypothesis 3**

In this table, Hypothesis 3 there is significant correlation relationship between leadership styles and leadership behaviour. Sig. level is 0.04. So, sig level is less than 0.005.

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means			Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)			Lower	Upper
How are you satisfied with your department leadership?	Equal variances assumed	8.420	0.004	-5.941	118	0.000	-1.014	0.171	-1.352	-0.676
	Equal variances not assumed			-6.048	110.570	0.000	-1.014	0.168	-1.347	-0.682

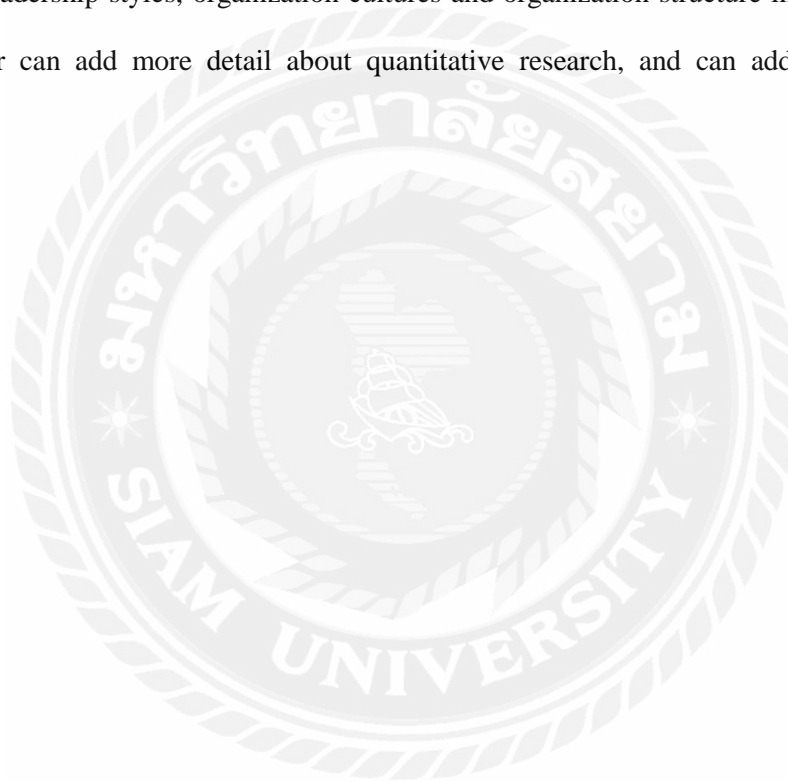
## CHAPTER 5

### Conclusion

This research is about leadership behaviour that contributes organization culture in Yangon. At first, we have to talk about introduction of leadership behaviour in Yangon organization. And then, we have explained about problem of our study. And we have to describe about what we will ask for research question and describe the scope of the study. And this research is about organization structure, organization culture and leadership style was accomplished by hypothesis structure from conceptual framework which if focused on leadership behaviour. In literature review, we have discussed about meaning of leadership, leadership theories, leadership style and difference between Asian leadership and western. And also, we have discussed about problems with conceptual framework and hypothesis. For the data, I collected 120 questioners from employees and leader in organization in Yangon. For data analysis, I used Statistical Package for Social Sciences (SPSS) software. In there, most respondents are female and most respondent are between 25-34. Most respondent education level is master degree. Most respondent monthly income is \$500 and \$700. And most respondent job level is Middle level. After the descriptive analysis, I calculate mean and std. deviation for leadership behaviour that relationship with organization structure, organization culture and leadership styles. And we have to hypothesis testing is test using Statistical Package for Social Sciences (SPSS) software. We have to test for relationship between independent variables and dependent variables.

## Future Plan

For the discussion of the result of my research, I would like to strong recommendation that will help for future study. This research is about leadership behaviour that contributes the organization culture in Yangon. This research can extend and examine the leadership behaviour in organization and the top level can easily know about their employees. For the future study, I want to extend about leadership behaviour and leadership styles in Yangon organization culture. For future, we can add more leadership behaviour and leadership styles, organization cultures and organization structure in Yangon. Lastly, future researcher can add more detail about quantitative research, and can add more leadership behaviour.



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## Questionnaires

### LEADERSHIP BEHAVIOR

Research survey for Leadership Behavior and The factors that contribute towards organization culture in Yangon

**1. What is your gender?**

- Male
- Female

**2. What is your age?**

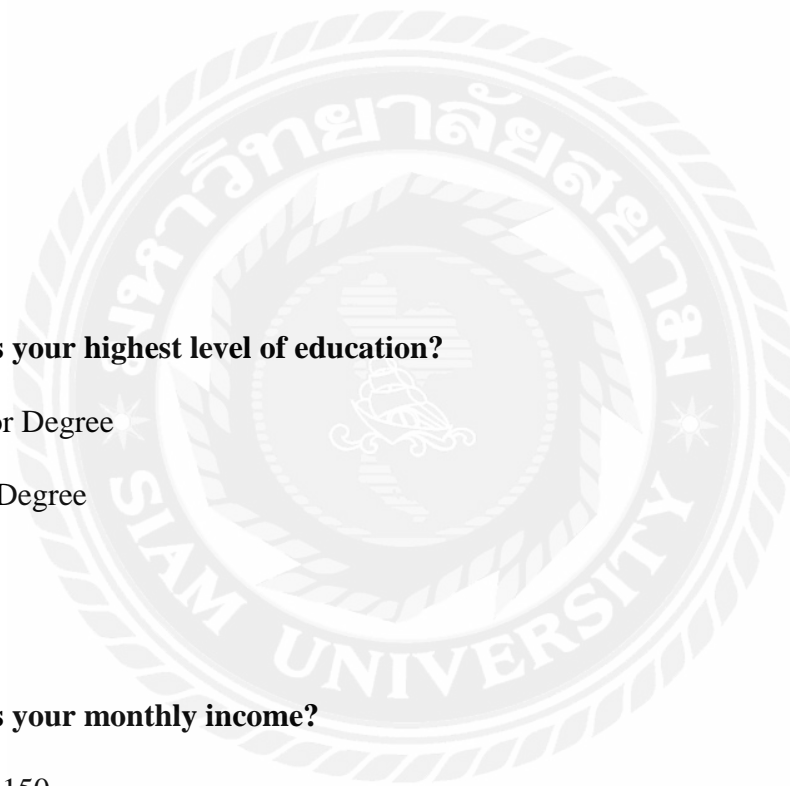
- 18-24
- 25-34
- 35-44
- 45-60

**3. What is your highest level of education?**

- Bachelor Degree
- Master Degree
- PHD
- Other:

**4. What is your monthly income?**

- Under \$150
- Between \$200 and \$499
- Between \$500 and \$699
- Between \$700 and \$999
- Above \$1000



**5. What is your job level?**

- Upper Level
- Middle Level
- Lower Level

**6. Is your organization is flat or hierarchy?**

- Flat organization
- Hierarchy organization

**7. Are you satisfied your organization culture?**

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very Dissatisfied

**8. How satisfied are you with your department leadership?**

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very Dissatisfied

**9. Is your leader is willing to share decision-making with you and your team?**

- Yes
- No