

## EXECUTIVE SUMMARY

The impacts of Machiavellianism on modern leadership as well as the impact of leadership on job satisfaction have been popular research topics for decades. Much of this research has focused on the Machiavellian traits of persons in positions of authority. However, few studies to date, if any, investigate the relationship between employees' perceptions of their supervisor's Machiavellian leadership and their job satisfaction.

The purpose of the thesis is to initiate an exploration into this unclear area. A survey was designed and conducted in Zhuhai city, Mainland China. A sample of 208 employees from 4 retail banks was selected and a database consisting of 102 usable samples was established for analysis. A questionnaire consisting of a revised Mach IV scale and a Minnesota satisfaction inventory questionnaire (short form) were developed to measure both employee's perception of supervisor's Machiavellian leadership and their job satisfaction.

Simple linear regression analysis was employed to test the tendency of employees' perception of supervisor's Machiavellian leadership for predicting job satisfaction. Additionally this relationship was compared against the expected impact of four demographic variables: gender, age, tenure and education, where Pearson's correlation and Spearman's rank order correlation were used. The results of these investigations were elaborated in Chapter Four.

The results indicated that in context of Chinese culture, retail bank employee's perception of Machiavellian leadership is a moderate and negative predictor of

employee's job satisfaction. A simple linear regression equation, which is written as: *Predicted Employee's job satisfaction = 97.1 - 0.275 employee's perception of Machiavellian leadership*, can express the prediction of employee's perception of Machiavellian leadership to jobs satisfaction. It means while the score of perceived supervisor's Machiavellian leadership is increasing, score of employee's job satisfaction is dropping. And several relevant research findings were reported. Gender was revealed significantly related to job satisfaction, but intervene slightly into the relationship between employee's perception of Machiavellian leadership and job satisfaction. It also indicates that there are no meaningful relationship among the three variables (age, tenure and education) and job satisfaction respectively. In addition, implications of the finding and suggestions for further study are discussed at the last chapter of this paper.