

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MSESI PROGRAMME**

**EFFECT OF LEADER BEHAVIOR ON FOLLOWER
MOTIVATION AND EMPLOYEE PERFORMANCE IN
HTOO ICE-CREAM CO., LTD.**

**PAING MYO KO KO
MSESI II - 14
MSESI 1st BATCH**

NOVEMBER, 2024

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ACADEMIC YEAR (2022-2024)

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“This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for the degree of Master of Sustainable Entrepreneurship and Social Innovation (MSESI).”

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Leader Behavior on Follower Motivation and Performance in Htoo Ice-Cream Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Sustainable Entrepreneurship and Social Innovation (MSESI) degree.

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ABSTRACT

The main objectives of the study are to analyze the effect of initiating structure of leader behavior on action-to-results and results-to-evaluation connection of motivation, effect of consideration of leader behavior on evaluation-to-outcomes and outcomes-to-need satisfaction connection of motivation and to analyze the effect of motivation on employee performance of HTOO Ice-Cream Co., Ltd. In this study, both primary and secondary data are used. By utilizing Raosoft sample size calculator, the respondents of 119 among 170 employees are selected by using the simple random sampling. Online survey method is used and structured questionnaires with a Five-Point Likert Scales are distributed via email. The secondary data is gathered from various sources including text books, previous research papers, internet sources and reports from the departments of HTOO Ice-Cream Co., Ltd. This study utilizes descriptive and linear regression analysis for analyzing the collected data. Data was collected between April 2024 and September 2024. The findings provide that initiating structure of leader behavior has positive significant effect on A-R and R-E connection of follower motivation and consideration of leader behavior has positive significant effect on E-O and O-NS connection of follower motivation. Then, other findings reveal that only R-E connection and O-NS connection of follower motivation have positive significant effect on employee performance. Therefore, it is recommended that the organization should continuously maintain and improve the required leader behavior that are related to follower motivation of their employee in order to increase employee performance.

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TABLE OF CONTENTS

	PAGE
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBRAVIATIONS	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	3
1.2 Objectives of the Study	5
1.3 Scope and Method of the Study	6
1.4 Organization of the Study	6
CHAPTER 2 THEORETICAL BACKGROUND	7
2.1 Leader Behavior	7
2.2 Follower Motivation	10
2.3 Pritchard and Ashwood's Theory of Motivation	10
2.4 Employee Performance	13
2.5 Previous Studies	14
2.6 Conceptual Framework of the Study	20
CHAPTER 3 PROFILE AND LEADER BEHAVIORS OF HTOO ICE-CREAM CO., LTD.	21
3.1 Profile of HTOO Ice-Cream Co., Ltd.	21
3.2 Leader Behavior Practices in HTOO Ice-Cream Co., Ltd.	24
3.3 Reliability Analysis	26
3.4 Demographic Profile of Respondents	27

CHAPTER 4	ANALYSIS ON EFFECT OF LEADER BEHAVIOR ON FOLLOWER MOTVIATION AND EMPLOYEE PERFORMANCE AMONG EMPLOYEES	31
4.1	Employee Perception on Leader Behavior, Follower Motivation and Employee Performance	31
4.2	Analysis on Effect of Initiating Structure of Leader Behavior on Follower Motivation among Employees	39
4.3	Analysis on Effect of Consideration Leader Behavior on Follower Motivation among Employees	41
4.4	Analysis on Effect of Follower Motivation on Employee Performance	44
CHAPTER 5	CONCLUSION	47
5.1	Findings and Discussions	47
5.2	Suggestions and Recommendations	49
5.3	Needs for Further Research	50
REFERENCES		
APPENDIX I		
APPENDIX II		

LIST OF TABLES

Table No.	Description	Page
Table 3.1	Reliability Test	27
Table 3.2	Demographic Profile of Respondents	28
Table 4.1	Initiating Structure	32
Table 4.2	Consideration	33
Table 4.3	A-R Connection	34
Table 4.4	R-E Connection	35
Table 4.5	E-O Connection	36
Table 4.6	O-NS Connection	37
Table 4.7	Employee Performance	38
Table 4.8	Effect of Leader Behavior on A-R Connection	39
Table 4.9	Effect of Leader Behavior on R-E Connection	40
Table 4.10	Effect of Leader Behavior on E-O Connection	42
Table 4.11	Effect of Leader Behavior on O-NS Connection	43
Table 4.12	Effect of Leader Follower Motivation on Employee Performance	44

LIST OF FIGURES

Figure No.	Description	Page
Figure 2.1	Prichard-Ashwood's Theory of Motivation	11
Figure 2.2	Conceptual Framework of Harrell	19
Figure 2.3	Conceptual Framework of the Study	20
Figure 3.1	Organization Chart of HTOO Ice-Cream Co., Ltd	23

LIST OF ABBREVIATIONS

A-R	Action to Result
E-O	Evaluation to Outcome
IS&C	Initiating Structure and Consideration
MAQ	Motivation Assessment Questionnaire
O-NS	Outcome to Need Satisfaction
OCB	Organizational Citizenship Behavior
P-A Theory	Pritchard-Ashwood Theory
VIE Theory	Valence-Instrumentality-Expectancy Theory

CHAPTER 1

INTRODUCTION

In the dynamic landscape of the contemporary business world, the role of leader behavior, follower motivation and employee performance cannot be overstated. Organizational success and profitability are dependent on an understanding of leader behavior and how it affects follower motivation and performance.

Leader behavior refers to the acts, decisions, and interactions exhibited by those who hold leadership positions in organizations (House & Mitchell, 1974). These behaviors have an impact on the attitudes, behaviors, and performance of followers, which in turn contribute to the overall effectiveness of the organization. Leader behavior can be categorized into two primary dimensions: Initiating Structure (IS) and Consideration (C) behaviors (House & Mitchell, 1974). Both are essential elements of effective leadership, because they encompass both task-oriented and relationship-oriented aspects of leading a team.

Initiating structure behaviors encompass the actions taken by leaders to arrange work, establish clear objectives, define responsibilities, and implement processes in order to facilitate the accomplishment of tasks (Northouse, 2018). They have the authority to assign tasks, establish deadlines, and oversee the progress in order to maintain optimal efficiency and productivity within the group or company. In addition, leaders that demonstrate these behaviors offer clear guidance on objectives, positions, and duties, while also implementing systems and protocols to support the completion of tasks, reduce uncertainty and enhancing efficiency, which boosts performance (Yukl, 2010).

On the other hand, consideration behaviors refer to the actions of leaders that show their concern, support, and consider for the well-being and needs of their followers (Lussier & Achua, 2015). It emphasizes the establishment of positive connections, the improvement of followers' well-being, and demonstrating of empathy and support. They actively practice the skill of listening, offer criticism, and acknowledge the valuable input of their followers (Lussier & Achua, 2015). Leaders that demonstrate consideration behaviors prioritize the needs and concerns of their team members, provide encouragement, and establish a friendly work atmosphere that can build trust and makes employees feel valued, increasing their motivation and performance (Hackman & Johnson , 2013). Understanding the important of

leader behavior is crucial for organizations aiming to foster a motivated workforce and increase employee performance.

Follower motivation refers to the level of enthusiasm, commitment, and drive that employee (or followers) exhibit towards their work and goals, often influenced by the behavior, style, and support of their leaders (Chen, 2011). Follower motivation consist of many different psychological and situational elements that drive individuals to actively participate, interact, and contribute within an organization, usually under the guidance of a leader or authority. It requires synchronizing individual efforts and energy with the goals and objectives established by the leader. Follower motivation is essential for achieving collective achievement and keeping team members performance.

According to the Pritchard-Ashwood Theory of Motivation, follower motivation can be explained using four main connections: Action-to-Results (A-R), Results-to-Evaluation (R-E), Evaluation-to-Outcome (E-O), and Outcome-to-Need Satisfaction (O-NS) Connections (Pritchard & Ashwood, 2008). Strong A-R connections are formed when followers perceive a clear and direct relationship between their exerted efforts and specific outcomes. R-E connections are strengthened when followers have confidence that their contributions will be appraised and acknowledged positively by their peers and leaders. The concept of E-O connections refers to the relation between evaluations and organizational awards or recognition (Pritchard & Ashwood, 2008). On the other hand, O-NS connections focus on the extent to which organizational outcomes fulfill the personal requirements of followers. Follower motivation significantly impacts employee performance, driving individuals to contribute more effectively and efficiently toward organizational goals. Motivated employees exhibit higher levels of productivity because motivation aligns personal goals with organizational objectives, creating a sense of purpose and direction (Ryan & Deci, 2000).

Employee performance is the measure of how well a worker carries out their duties and makes a contribution to the accomplishment of organizational objectives (Pulakos et al., 2000; Campbell et al., 1993). It includes both the level and amount of work completed, as well as the employee's actions and results in the work environment. Performance can be assessed using various indicators, including productivity, efficiency, accuracy, customer happiness, and overall value to the organization. Employee performance is influenced by various factors, such as individual talents and competencies, motivation, job satisfaction, organizational culture, leadership, and the work environment (Pulakos et al., 2003; Campbell et al., 1993).

HTOO Ice-Cream Co., Ltd has been established in 1989. Over the years, the company has grown alongside the increasing demand for ice cream in Myanmar, initially focusing on loyal consumers and special events. Since 2015, HTOO Ice-Cream has aligned leadership strategies with business goals, accelerating expansion and sustainability in the market. The company is focused on delivering excellent products and fostering a strong organizational culture, emphasizing leadership and employee motivation. With a dedicated workforce, Htoo Ice-Cream strives to maintain market competitiveness through innovation and a customer-centered approach.

The balance of leader behavior, follower motivation, and employee performance is crucial for the success of HTOO Ice-Cream in the highly competitive food market. Effective leadership establishes an environment of excellence, creativity, and a positive workplace. Motivated employees exhibit higher levels of engagement, productivity, and commitment to their roles. High employee performance is essential for the company to provide quality goods and exceptional customer service, which in turn leads to high levels of customer satisfaction and overall organizational achievement. Gaining a comprehensive understanding of these factors and effectively improving them make result in sustained growth and a distinct advantage in the market.

In conclusion, this study aims to examine how leader behaviors affect follower motivation and employee performance. It also aims to offer practical insights for improving employee motivation and performance in food industry and to provide a detailed understanding of the leader behaviors to assist HTOO Ice-Cream organization in improving follower motivation and increasing employee performance.

1.1 Rationale of the Study

Employee performance is critical in the competitive food industry because it directly affects product quality, customer satisfaction, and operational efficiency. High performance is essential for upholding customer trust and loyalty, as it provides that products fulfill quality standards. Highly efficient and productive employees contribute to the optimization of operations, resulting in cost reduction and improved overall profitability of the organization.

In a dynamic and competitive market like the ice-cream industry, each aspect of manufacturing, from ingredient management to packaging and customer service, needs precision and consistency to fulfill expectations of customers. Effective employee performance provides the achievement of production targets, the preservation of quality

standards, and the reduction of operational expenses, ultimately improving profitability and sustainability in the presence of market competition. Therefore, increasing employee performance is important for ice-cream industry.

According to Gagne and Deci (2005), motivated employees are important for sustaining the productivity levels required to successfully achieve operational goals and increase employee performance. In addition, motivation serves as a driving force for employees to maintain high standards of quality, assuring that each batch of ice-cream fulfills customer expectations in terms of taste, texture, and safety (Judge et al., 2004). The dedication to maintaining high standards of quality is essential in building and maintaining customer trust and loyalty, which are vital in a competitive market.

In addition, motivated followers are more likely to contribute innovative ideas, whether it be in the development of new tastes or the enhancement of production methods. This ultimately promotes continuous improvement and the ability to react to market needs (Amabile, 1997). Moreover, there is a strong positive relationship between high levels of motivation and excellent employee performance. Motivated followers are more inclined to interact pleasantly with customers, immediately handle their issues, and maintain the brand's reputation for outstanding service (Goleman et al., 2013). In the Ice-Cream industry, follower motivation plays a vital role in enhancing employee morale and performance. It also has a significant impact on operational efficiency, product quality, innovation, and customer satisfaction, all of which are essential for long-term success in this dynamic and competitive field. Therefore, leaders emphasize their behaviors to increase follower motivation and employee performance.

Leaders that have supportive, empowering, and ethical behaviors can increase follower motivation and improve performance, ultimately leading to the overall success of the firm. Effective leader behavior that involves providing a distinct vision and guidance, which helps followers in align with the aims of the firm.

Leaders who provide clear instructions and goals help to increase employee performance that ensure the production processes efficient and consistent, reducing errors and waste, leading to cost savings and higher productivity (Yukl, 2013). Regular performance monitoring and feedback by leaders who have initiate structure behavior can identify areas for improvement and provide necessary training or resources to their followers, fostering continuous improvement and maintaining high employee performance levels, critical for staying competitive in the fast-paced food industry (Northouse, 2018).

Leaders who demonstrate consideration by recognizing employees' efforts, addressing their concerns, and providing emotional support can significantly boost morale and job satisfaction that led to increase follower motivation, increase employee performance and fostering a stable workforce (Judge et al., 2004). Furthermore, leaders who have consideration behavior participate in open and honest communication foster trust and guarantee that team members are fully aware and actively involved. Regular recognition of achievements and constructive feedback further motivate followers to strive for continuous improvement and improve employee performance (Yukl, 2013).

HTOO Ice-Cream Co., Ltd. operates in the competitive food industry in Myanmar, have to maintain high product quality to ensures consumer satisfaction and loyalty. Motivated and innovated employees play a crucial role because company should continuously introduce new flavors and healthier options to meet evolving consumer preferences. Delivering an exceptional customer experience, both in product enjoyment and service, enhances consumer loyalty and to sustain its market position and promote growth. The issues of unmotivated employee and poor employee performance can pose a danger to their goals and reputation. This study intends to investigate how leader behavior impact on follower motivation and employee performance among employees of HTOO Ice-Cream Co., Ltd., to investigate the way to increase the follower motivation and employee performance by providing significant insights into the leader behaviors of the organization.

1.2 Objectives of the Study

There are three main objectives in this study.

- (1) To examine the effect of initiating structure of leader behavior on action-to-results and results-to-evaluation connection of motivation in HTOO Ice-Cream Co., Ltd.
- (2) To examine the effect of consideration leader behavior on evaluation-to-outcomes and outcomes-to-need satisfaction connection of motivation in HTOO Ice-Cream Co., Ltd.
- (3) To analyze the effect of motivation on employee performance of the organization in HTOO Ice-Cream Co., Ltd.

1.3 Scope and Method of the Study

The primary emphasis of this research is how leader actions affect HTOO Ice-Cream Co., Ltd. employees' motivation and performance. Using the Raosoft sample size calculator, 119 workers were chosen from a total of 170 employees that worked for the firm in 2024. 119 individuals are chosen using a simple random sample technique in order to gather the main data. Every one of the respondents who were observed has both management and non-managerial roles. Both primary and secondary data sources are used in the research. Structured questions with a five-point Likert scale are used in an online survey approach to collect primary data. Email is used to disseminate the surveys, and in-person follow-up is conducted. Secondary data sources for the study include books, research papers, theses, journals, and websites that are relevant to HTOO Ice-Cream. Descriptive and linear regression analysis are used in this research to examine the data that was gathered. Between April 2024 and September 2024, data was gathered.

1.4 Organization of the Study

There are five chapters in this work. The first is the introduction, which includes an overview of the principles, the study's justification, its goals, its scope and methodology, and its structure. The second chapter covers the pertinent theoretical underpinnings of employee performance, follower motivation, leader behaviors, empirical research, and the study's conceptual framework. Chapter 3 describes the reliability analysis, responder demographics, and the leader behaviors and profile of HTOO Ice-Cream Co., Ltd. The leader's actions that impact followers' motivation and HTOO Ice-Cream Co., Ltd. employees' performance are analyzed in Chapter 4. Lastly, chapter five includes the results' conclusions, debates, recommendations, and proposals for more research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical ideas and reviews of earlier research on how leader conduct affects employee performance and follower motivation. It contains the definitions of key terms used in the research, such as employee performance, follower motivation, and leader conduct. It also discusses earlier research, such as the connection between employee performance, follower motivation, and leader conduct. Lastly, it presents this study's conceptual framework, which is based on pertinent theories and actual research results.

2.1 Leader Behavior

Leader behavior is the acts and attitudes exhibited by persons in positions of leadership, which have an impact on the performance of their team and the overall outcomes of the organization (Northouse, 2018). Effective leader behavior comprises a variety of tasks, including as making decisions, communicating, motivating, and establishing a vision and strategy. Leaders frequently employ different leadership styles, such as transformational, transactional, or laissez-faire, each impacting follower differently. Effective leader behavior can significantly enhance employee satisfaction, commitment, and performance (Bass & Avolio, 1994; Yukl, 2013).

2.1.1 Initiating Structure of Leader Behavior

Initiating structure behaviors encompass the actions taken by leaders to arrange work, establish clear objectives, define responsibilities, and implement processes in order to facilitate the accomplishment of tasks (Northouse, 2018).

Despite the fact that the literature has a wealth of leadership behaviors, styles, and theories, this study's focus is beginning to take shape. establishing the framework for the fundamental ideas of many contemporary leadership theories (Fleishman, 1998)An example of an effort to combine the leadership and motivation literatures is the Path-Goal Theory's initiating structure, which also serves as the theoretical and empirical foundation for this investigation.

Before the 1950s, leadership was mostly concerned with the characteristics of leaders. Since it was believed at the time that leaders were born, not created, the focus was

on determining the qualities required for successful leadership in order to choose capable leaders (Bass, 1990; House & Podsakoff, 1994). This gives the first Initiating structure study, which was carried out in the early 1950s, a historical backdrop. Establishing structure during the period of development signified a significant change in perspective. Fleishman (1973) provided a historical description of the Ohio State research' contribution to the development of starting structural behaviors.

Approximately 1800 leader behavior statements were developed to redirect the focus of leadership from the traits of leaders to their actions. The original leader behavior questionnaire, a precursor to prominent behavioral scales such as the Leader Behavior Description Questionnaire (LBDQ), Supervisor Behavior Description Questionnaire (SBDQ), and the revised Leader Behavior Description Questionnaire (LBDQ-Form XII), was ultimately condensed to 150 items following the removal of duplicates and overlapping entries. After doing several factor analyses of the questionnaire, each yielding two factors labeled initiating structure, the orthogonal components of initiating structure were derived.

A often recognized definition of establishing structure was given by Bass (1990) and includes leadership behaviors including demanding adherence to standards, fulfilling deadlines, and making detailed decisions about what will be done and how. It is said that leaders with a high level of starting structure create clear communication and work routines and are task-oriented; they are directive. In a similar vein, leaders with a high beginning structure score were defined by House and Podsakoff (1994) as those that gave their subordinates explicit instructions on the tasks they were expected to do and organized their work.

According to House (1971), people with high initiating structure are comparable to leaders portrayed in traditional management theories in that they organize, plan, direct, and exert control. A study of the theoretical and empirical research relating initiating structure to various leadership philosophies was also given by Bass (1990). For example, the degree to which leaders divide authority among their subordinates vs hold it themselves is reflected in the democratic and autocratic leadership styles. According to Bass (1990), the authoritarian approach is conceptually comparable to starting structure, whereas the democratic method is conceptually related to contemplation. Likewise, logically, task and relation orientations align with beginning structure.

Initiating structure and giving each person particular attention are also aspects of transformational and transactional leadership. As an alternative, transactional leadership incorporates contingent compensation, which is the provision of resources and assistance

in return for the performance and efforts of subordinates (Bono & Judge, 2004). Task-related and theoretically comparable to initiating structure, this style of leadership.

2.1.2 Consideration Leader Behavior

Consideration is a fundamental concept in many contemporary leadership philosophies.(Fleishman, 1998). An effort to combine the leadership and motivation literatures is shown by the consideration of Path-Goal Theory, which also serves as the theoretical and empirical foundation for this investigation.Before the 1950s, leadership was mostly concerned with the characteristics of leaders. Since it was believed at the time that leaders were born, not created, the focus was on determining the qualities required for successful leadership in order to choose capable leaders (Bass, 1990; House & Podsakoff, 1994). This gives the first consideration study, which was carried out in the early 1950s, a historical backdrop. Consideration marked a significant change in perspective at the period of development. Fleishman (1973) provided a historical description of how the Ohio State research contributed to the development of contemplation behaviors.About 1800 leader behavior statements were created in an attempt to shift the emphasis of leadership away from the characteristics of leaders and onto what they do. The original leader behavior questionnaire, a precursor to widely utilized behavioral scales such as the Leader Behavior Description Questionnaire (LBDQ), Supervisor Behavior Description Questionnaire (SBDQ), and the revised Leader Behavior Description Questionnaire (LBDQ-Form XII), was ultimately condensed to 150 items following the removal of duplicates and overlapping elements. After doing several factor analyses of the questionnaire, each yielding two components labeled consideration, the orthogonal elements of consideration were identified.

Leaders that were well regarded were defined by House and Podsakoff (1994) as "those who demonstrated friendliness and a concern for the well-being of their subordinates." As a result, although initial structure or consideration focuses on task organization, consideration is more focused on people.

A summary of the theoretical and empirical research relating attention to various leadership philosophies was given by Bass (1990). For example, the degree to which leaders divide authority among their subordinates vs hold it themselves is reflected in the democratic and autocratic leadership styles. According to Bass (1990), the democratic and autocratic styles are philosophically comparable. In a similar vein, task and relation orientations conceptually align with consideration.

When taken into account, the significance of the transformational and transactional leadership dimensions is likewise similar. Intellectual stimulation (e.g., promoting risk-taking and diverse thinking) and personalized attention (e.g., addressing each person's growth and development) are both components of transformational leadership (Bono & Anderson, 2005). Conceptually, these two aspects—individualized regard and intellectual stimulation—are comparable to the previously given notion of contemplation. As an alternative, transactional leadership involves contingent compensation, which is the provision of resources and assistance in return for the performance and efforts of subordinates (Bono & Judge, 2004). Task-related and theoretically comparable to contemplation, this style of leadership.

2.2 Follower Motivation

Pinder (1998) describes work motivation as a set of energy elements originating from both internal and external sources that initiate and shape work-related behavior, influencing its direction, intensity, and duration. The notion that motivation varies among individuals and within the same individual, that it integrates with the ability to produce behavior and performance, and that it is a voluntary choice are recognized attributes of the motivation construct (Mitchell & Daniels, 2003). Moreover, motivation is seen as an internal collection of processes as well as a theoretical concept (Mitchell & Daniels, 2003; Pinder, 1998). Motivation is thus not conduct. According to Mitchell and Daniels (2003), motivation is really a psychological state whose end or effect is behavioral (such as effort).

Numerous theories of motivation have been created and studied throughout time. These hypotheses are grouped or arranged differently in each independent evaluation.

2.3 Pritchard and Ashwood's Theory of Motivation

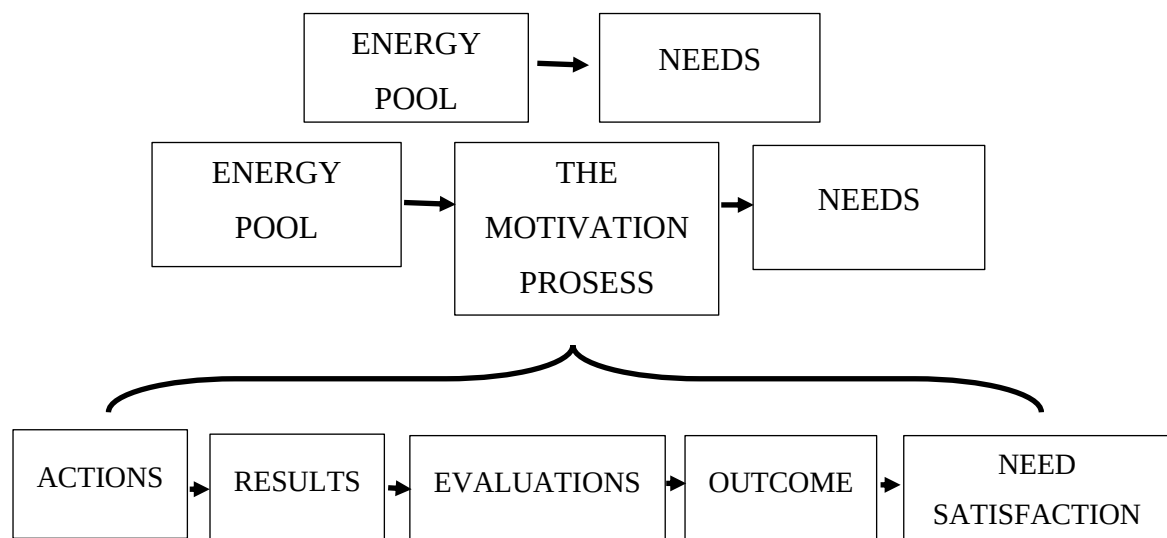
The expectancy theory, first developed by Naylor et al. (1980) and subsequently refined by Pritchard and Ashwood (2007), serves as the motivational framework for this study. The new concept posits that motivation is the process of channeling one's energy into actions that fulfill one's desires. In other words, individuals are motivated by the anticipation that their actions will fulfill their desires.

Pritchard and Ashwood's hypothesis has four linkages. There are four categories of connections: action to results, results to evaluations, evaluations to outcomes, and outcomes to need fulfillment.

Five essential elements that make up four vital links in comprehending motivational processes were included in Pritchard and Ashwood's 2007 Theory of Motivation. Actions, results, evaluations, outcomes, and need fulfillment are the five elements.

Actions are the acts that people do, including typing, thinking, operating a vehicle, or pounding a hammer. These actions, which are seen as verbs or "doings," produce certain outcomes. For example, a journal article might be produced by typing and thinking. These acts then result in results, which are then assessed. Evaluations may be casual, like comments from colleagues or self-evaluations, or formal, like performance reports from supervisors or journal reviewers.

Figure (2.1) Pritchard and Ashwood's Theory of Motivation



Source: Pritchard-Ashwood (2007)

Results are provided based on these assessments. Pay, promotions, friendships, and a sense of success are examples of positive results; reprimands, termination, social isolation from colleagues, and feelings of failure are examples of bad consequences. These results then have an effect on need fulfillment, addressing needs like affiliation, accomplishment, and food and shelter. Action-to-result, result-to-evaluation, evaluation-to-outcome, and outcome-to-need satisfaction are the four main linkages formed by these elements (Cornejo, 2007).

2.3.1 Action-to-Result Connections (A-R Connections)

Action-to-Result Connections (A-R Connections) denote the perceived relationship between the effort exerted by individuals and the resultant output. For example, the effort

put into cleaning a room typically results in a cleaner space, indicating a strong A-R connection. Conversely, composing a musical script might have a weaker A-R connection, as more effort does not always yield a better script.

2.3.2 Result-to-Evaluation Connections (R-E Connections)

Result-to-Evaluation Connections (R-E Connections) represent the expected correlation between the produced results and the evaluations of those results, whether formal or informal, and from various sources such as peers, supervisors, or self-assessments. In a work context, this reflects how certain behaviors and their resulting outcomes are more valuable to the organization than others.

2.3.3 Evaluation-to-Outcome Connections (E-O Connections)

The degree to which organizational outcomes are linked to the evaluations that are received is known as Evaluation-to-Outcome Connections, or E-O Connections. Pay is one tangible example, but other results like office space, promotions, and recognition are all important. For example, there is a higher E-O relationship between occupations that give performance-based pay increases and those that offer uniform yearly cost-of-living rises.

2.3.4 Outcome-to-Need Satisfaction Connections (O-NS Connections)

The expectation that the results offered by the organization would meet the requirements of each person is known as an outcome-to-need satisfaction connection (O-NS connection). For instance, an entry-level worker could find great satisfaction in a \$500 bonus, while a high-earning, seasoned worker would not feel the same way. The degree of pleasure obtained from results is contingent upon the intensity of the person's wants at that moment.

According to Pritchard and Ashwood's idea, people have demands and a finite quantity of energy to satisfy them. As a result, they distribute their resources to maximize the fulfillment of expected needs. Therefore, how people decide to use their limited energy resources depends on the strength of the aforementioned relationships. (Harrell, 2008)

While recognized as an expectancy theory, Pritchard and Ashwood's theory incorporates multiple dimensions and interactions discussed in other motivational theories, following are the relationship of Pritchard and Ashwood's theory and other motivation theories.

2.4 Employee Performance

Employee performance is the measure of how well a worker carries out their duties and makes a contribution to the accomplishment of organizational objectives (Pulakos et al., 2000; Campbell et al., 1993). Performance comprises a wide range of contexts, including individuals, teams, organizations, machines, and processes, and describes the way in which tasks and goals are carried out or achieved. Efficient, effective, and high-quality work performance are all taken into account when evaluating the overall quality of a task (Aguinis, 2019). Successful companies utilize performance as a criterion to gauge their employees' job output. Performance, according to experts, is the result of an individual's labor or the performance of that labor in carrying out his or her duties and obligations (Rusmiati & Fitriani, 2021).

On the other hand, job performance particularly relates to how well a person carries out the duties and responsibilities related to their job role. It centers on actions and results that are directly linked to the requirements for the job, including features like task performance, contextual performance (actions that contribute to the organizational environment), and adaptive performance (capacity to change as the work environment or demands on the job do) (Murphy & Cleveland, 1995)

Similar to work performance, employee performance frequently encompasses a wider range of actions and results related to a person's position inside the organization. Employee performance is the measure of how well a worker carries out their duties and makes a contribution to the accomplishment of organizational objectives (Pulakos et al., 2000; Campbell et al., 1993). Performance on the job is usually restricted to tasks related to the job, but it can also include interpersonal skills (like communication and teamwork), organizational citizenship behaviors (like lending a hand to coworkers or suggesting changes), professional development (like working on improving oneself and learning new skills), and adherence to organizational policies (like abiding by company policies and ethical guidelines) (DeNisi & Smith, 2014). Employees who meet the organization's requirements for completing tasks and objectives are also considered to have high performance, and their evaluation is based on how well they meet these standards (Chen, 2011).

Employee performance is a grading system used in many firms to assess workers' competencies and productivity, according to Darden and Babin (1994). Employee performance is crucial for every business, but employee loyalty, inventiveness, and training are all critical for the success of the company (Ramlall, 2008). Since employee performance

is crucial for society as a whole, a balanced economy depends on better employee performance since it raises living standards for workers and increases their incomes, which in turn stimulates consumption of goods (Griffin et al., 1981)

Employee performance is an assessment of how well individuals adhere to priorities, norms, and objectives—both explicit and implicit. Employee performance refers to how workers execute their assigned activities and fulfill their obligatory responsibilities (Omar, 2010). It pertains to the efficiency, effectiveness, and quality of production. Employees' assessments of their value to the organization are also affected by production. A crucial determinant of a company's success is employee performance. To ensure the attainment of the company's vision and objectives, every employee must exert considerable effort (Bakar & Omar, 2018). One issue that may be evaluated is the productivity level of the staff.

Multiple studies have proposed various approaches for assessing organizational performance (Wong & Wong, 2007; Prajogo, 2007). This encompasses the individual's quality, quantity, comprehension, or inventiveness about completed jobs that fulfill requirements within a certain timeframe. In other words, evaluation systems must include many dependable standard characteristics. Employee performance, as defined by Basit and Hassan (2017), encompasses the actions undertaken by workers to fulfill the duties assigned by the company. Assuming personal responsibility is not autonomous; it always relies on the employee's job happiness, remuneration, and individual skills, capabilities, and personality characteristics.

To sum up, performance is the widest definition and can be applied to any activity or goal in any circumstance. work performance is more narrowly focused on how effectively work responsibilities are fulfilled, while employee performance includes both job performance and extras such organizational contributions, interpersonal skills, and policy compliance. These expressions each highlight different aspects of achieving goals and doing tasks in diverse contexts.

2.5 Previous Studies

A number of research studies investigate the impact of leader behaviors on follower motivation and employee performance using different theories. The following research papers of relationship between leader behaviors, follower motivation and employee performance are used to gain insight into the current study.

2.5.1 Relationship between Leader Behaviors and Follower Motivation

Judge et al. (2004) conducted a meta-analysis in which they investigated the association between starting structure and consideration actions and the motivation and performance of followers. They discovered substantial meta-analytic correlations for consideration and starting structure, respectively, which indicates that there is a strong link between these leadership characteristics and the motivation of followers. A study of the 10 main studies that were included in the meta-analysis, which was supplied by Ronald Piccolo, found that distinct measurements and conceptions of motivation were used in each of these research. To make the topic easier to understand, the motivational constructs that were found in the original research were translated into the vocabulary of the P-A Theory, and then they were matched to the links in the theory that were the most closely related to them. Due to the limited amount of empirical research that has been conducted on IS&C behaviors since 1987, it is important to consider that the literature that was evaluated included older studies.

For five of the ten investigations, overall motivation was the key dependent variable that was examined. These studies used constructs such as additional effort (Ehrlich et al., 1990) and job-related daily motivation (Schriesheim, 1979) to measure overall motivation. Evans (1974), Matsui et al. (1975), and Miles and Petty (1977) are examples of research that used expectancy theory principles. These investigations included the mathematical combination of expectancy, instrumentality, and valence. On the other hand, the mathematical combining of both constructs in order to calculate total motivation has not received widespread acceptance (Muchinsky, 2006), and the operationalization of expectancy theory variables often fails to effectively reflect the link between the two. There is empirical data that supports the association between IS&C and overall motivation, notwithstanding the problems that have been mentioned. Ehrlich et al. (1990), for example, discovered that the amount of additional effort associated with the amount of consideration and organization that was initiated. Although Schriesheim (1979) discovered a connection between usual everyday motivation and contemplation, he did not find a connection between the two and starting structure. It was revealed by Evans (1974) that there were relationships between consideration and expectancy-instrumentality products. The method that Miles and Petty (1977) used to compute total motivation from expectation components revealed relationships with beginning structure and contemplation. These correlations varied depending on the formula that was utilized.

On the other hand, the R-E Connections allude to the connection that exists between evaluations and outcomes, while the A-R Connections are a representation of the perceived link that exists between effort and results. According to Bass (1990) and House and Podsakoff (1994), leaders who are high in initiating structure are distinguished by their ability to decide what should be done and how it should be done, as well as to establish performance criteria and communicate this information to subordinates. According to Pritchard and Ashwood (2008), effective work strategies, which are a component of the A-R Connections, assist workers in experiencing a sense that the activities they do will result in outcomes. According to Oldham (1976), there is a link between the placement of individuals and the beginning of structure, however the association is weaker when taking into account.

The R-E Connections are clarified via the process of setting and communicating performance standards, which also helps workers become aware of what constitutes acceptable and unsatisfactory job outputs. There were associations between starting structure and consideration, and studies conducted by Miles and Petty (1977) and Szilagyi and Keller (1976) provided support for the idea that initiating structure enhances the A-R and R-E linkages more than contemplation does.

Following the completion of the evaluation of the job results, the E-O and O-NS Connections include expecting outcomes and estimating levels of satisfaction. When leaders demonstrate gratitude for outstanding work, they improve the bond between employees and management. Several studies, such as Dessler and Valenzi (1977) and Szilagyi and Keller (1976), have investigated Expectancy II (the connection between performance and personal reward), and they have discovered that the intensity of links with initial structure and considering leader conduct varies. According to Colquitt et al. (2001), thoughtful leaders consult their subordinates and demonstrate care for their well-being, which significantly improves the perceptions of fairness and contentment among their employees.

In general, the evidence lends support to the hypotheses that both initiating structure and consideration have a positive relationship with subordinate motivation. However, the evidence suggests that initiating structure has a more significant impact on performance-based outcomes, such as A-R and R-E connections, while consideration has a more significant impact on affective outcomes, such as E-O and O-NS connections.

2.5.2 Relationship between Follower Motivation and Employee Performance

One of the key reasons why scholars and practitioners are interested in motivation is because of the connection that exists between motivation and performance. Consequently, theories of motivation that are beneficial should be able to explain the variation in the performance of workers. There have been few empirical experiments conducted to investigate the links between P-A Theory and performance. Until very recently, there were no metrics that were able to operationalize the idea. This is one of the reasons why this is the case. Pritchard, on the other hand, has only recently created the Motivation Assessment Questionnaire (MAQ), which is intended to evaluate the P-A Theory (Pritchard, 2006). For the purpose of contributing to the continuous validation evidence of the theory and the questionnaire, this research will be conducted.

An overall motivation scale and a subscale for each of the four P-A Theory linkages are included in the MAQ, which constitutes the five core components of the questionnaire. It has been shown that this recently constructed questionnaire has excellent psychometric qualities. In the section under "Method," further information on the questionnaire instrument has been supplied, including its development and the psychometric features it has. This section provides an overview of the literature about empirical experiments that investigate the link between the P-A theory and performance.

Direct evidence that supports the MAQ is provided in the form of two manuscripts that have not yet been published. These papers are a thesis and a dissertation respective. In each of these studies, the link between the MAQ and the performance that was graded by the supervisor was investigated. For the first study, a representative sample of law enforcement personnel was used to investigate the overall motivation scale of the MAQ (Botero, 2007). According to Botero (2007), there is a link between motivation and the performance that is judged by supervisors. There was a little degree of significance in this association. Nevertheless, there were just a few people that took part in the activity. The association was much larger when supervisors assessed both motivation and work performance, as was to be anticipated; this impact is likely owing to both a true link between motivation and job performance as well as biases on the part of raters.

Cornwallejo (2007) conducted dissertation research that used the MAQ and discovered findings of a comparable size. In this research, it was discovered that the MAQ, which is a measure of overall motivation, was connected to the assessments of performance given by supervisors. Once again, the association was much larger when supervisors judged both work performance and motivation at the same time. The participants in this research

were undergraduate students who were employed for a minimum of ten hours each week. In contrast to what is commonly seen among individuals who are employed full-time, it is probable that the correlation between their motivation and performance is not as strong as was previously thought.

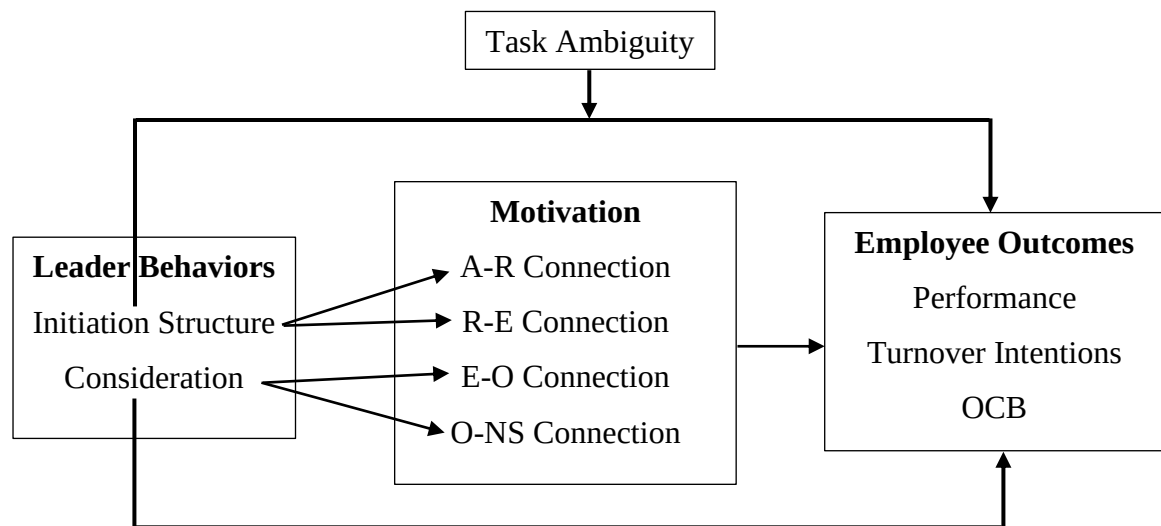
The previous research (Cornejo, 2007) suggested that there were substantial links between P-A Theory linkages and supervisor assessed performance, but it was unable to provide evidence to support these hypotheses. It was shown that there were correlations between the links between motivation and supervisor-rated performance ratings. Insufficient statistical power was one of the factors that contributed to the failure of the hypothesis to be supported. On the other hand, the P-A Theory provides still another explanation for why these ideas do not get backing from the evidence. The theory does not make any predictions about the relationship between each link and performance. According to Pritchard and Ashwood (2008), this theory predicts that the amount of motivation will be decided by the link with the lowest level of importance, rather than by each connection individually.

In summary, while the MAQ has shown promise in validating aspects of P-A Theory, further research is needed to explore its applicability across diverse populations and organizational contexts. Continued investigation into how different P-A Theory connections impact performance ratings will be crucial for refining the understanding of motivational dynamics in the workplace. Such insights not only advance theoretical understanding but also inform practical strategies for enhancing motivation and performance in organizational settings.

2.5.3 Conceptual Framework of the Previous Study

Harrell (2008) did the study named “The Relationships Between Leader Behavior, Follower Motivation, And Performance” of the employees from two central Florida companies. The conceptual framework of Harrell (2008) is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Harrell



Source: Harrell (2008)

This study's main goal was to investigate how leaders may affect the motivation of their followers. The Pritchard and Ashwood Theory, a contemporary theory of motivation, is used in this research. According to this view, motivation is made up of four connections—perceived relationships. This research looked at how the Pritchard and Ashwood motivational links relate to two leadership behaviors: establishing structure and consideration.

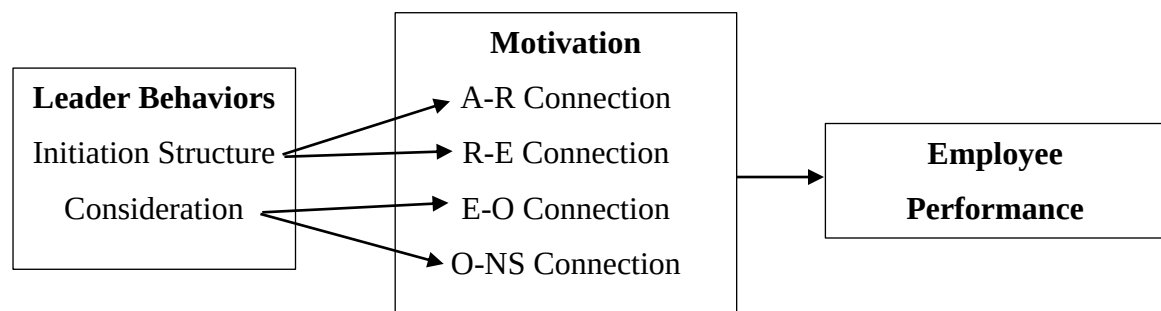
The link between leader behaviors and employee outcomes, such as employee performance, organizational citizenship behaviors, and turnover intentions, was also thought to be mediated by motivation. 208 workers were selected as a sample from two businesses in central Florida. Through a safe online survey, these workers answered the MAQ and other research questions.

The findings of the research showed strong support for consideration, one of the leadership traits. Performance was correlated with consideration, and motivation acted as a partial mediating factor in this connection. However, there was no correlation between employee performance and the introduction of structure. There was no difference relationship between consideration and starting structure and the four motivational links. Unlike in earlier research, there was no correlation between performance and the total effort scale. However, the motivation connections have positive effect on performance. Furthermore, organizational citizenship actions and turnover intentions are significantly impacted by follower motivation.

2.6 Conceptual Framework of the Study

The theoretical ideas and earlier research article on "The Relationships Between Leader Behavior, Follower Motivation, And Performance" of the staff members of two central Florida organizations served as the foundation for the study's conceptual framework. Figure (2.3) displays the study's conceptual structure.

Figure (2.3) Conceptual Framework of the Study



Source: Adopted from Harrell (2008)

Motivational factors like the action-to-results, results-to-evaluation, evaluation-to-outcome, and outcome-to-need satisfaction connections are dependent variables in the relationship between leader behaviors and motivation, while initiating structure and taking into account leader behavior are independent variables. Motivation factors including action-to-results, results-to-evaluation, evaluation-to-outcome, and outcome-to-need fulfillment are independent variables in the link between employee performance and motivation, whereas employee performance is a dependent variable.

This research first investigates and evaluates the impact of establishing the structure of leader behavior on the action-to-results and results-to-evaluation connections, as indicated by the conceptual framework. The second is to investigate how leader conduct affects the relationship between evaluation and result as well as between outcome and need fulfillment. After that, the research looks at how employee performance at HTOO Ice-Cream Co., Ltd. is affected by follower motivation, action-to-results, results-to-evaluation, evaluation-to-outcome, and outcome-to-need satisfaction.

CHAPTER 3

PROFILE AND LEADER BEHAVIORS OF HTOO ICE-CREAM CO., LTD.

This chapter describes the profile of HTOO Ice-Cream Co., Ltd. which comprises the background of HTOO Ice-Cream Co., Ltd., their vision, mission and their organization structure. Leader behaviors practices of the organization are also presented in this chapter. Moreover, reliability test and demographic factors are also included in this chapter.

3.1 Profile of HTOO Ice-Cream Co., Ltd.

HTOO Ice-Cream Co., Ltd have been produced and sold to customers since 1989. Since 1989 within a starting sales volume of MMK 10 million per year and leader behavior has to changes of business strategy plan grown over the years and reached the current annual sales of MMK 500 million in 2023. Its production and sales volume trend reflects on consistently increasing ice-cream consumption in Myanmar in the years beyond 2000. Earlier around 2000s, Htoo Family had produced and sold HTOO Ice-Cream focusing only on the brand-loyal regular consumers and the key customers in their wedding receptions, social gatherings, dates and ceremonial events such as the ones in monasteries and schools.

Since 2015, HTOO Ice-Cream family has implemented its leadership changes to strategic-aligned business plans accordingly, and it has gained significant momentum in business expansion and sustainability in Myanmar, achieving its business success of an annual sales. Local competitors these days have improved their ice-cream products packing size, services, and price to acquire consumers' values and thus their purchase decision and recommendation to others. However, the effect of such improvements is yet to be studied systematically formatting from Leadership behavior strategy.

In 2015 and after, leader of HTOO Ice-Cream carefully reviewed its business at each year end in view of higher and higher competition due to new entrants in the market and decided to develop an “annual business strategy” at the beginning of every year to stay ahead in the market under intense competitive dynamics among the local ice-cream producers and sellers in Myanmar. The business strategy is encompassed with the specific strategic-fit action items: operation analysis for excellence (e.g., production efficiency, quality, service, consumer convenience, distribution logistics, etc.), market trend review, competitor analysis, consumer survey for brand loyalty, marketing plan (e.g.,

Segmentation, targeting, positioning, and marketing mixes such as channeling, distribution, advertising, promotion, etc.), and near-future business opportunities.

3.1.1 Vision and Mission of HTOO Ice-Cream Co., Ltd.

The vision is to become the leading brand in Myanmar's ice cream and related products market, recognized for quality, innovation, and customer satisfaction.

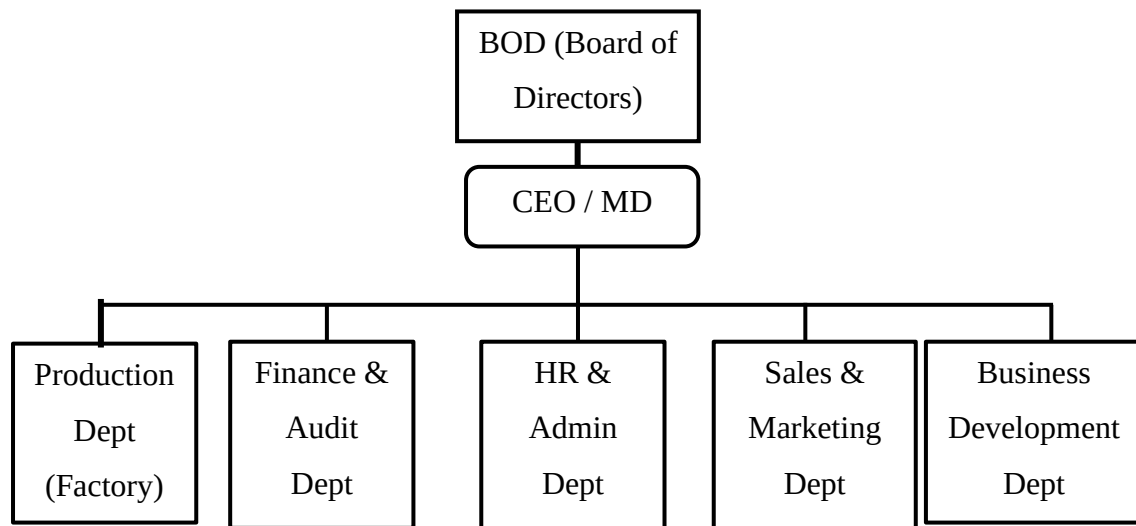
Mission stated “to expand our product offerings beyond ice cream, producing a diverse range of high-quality, related products that meet the evolving tastes and preferences of our customers”.

3.1.2 Organization Structure of HTOO Ice-Cream Co., Ltd

In 2023, Htoo Ice-Cream Co., Ltd underwent an organizational restructuring, including updates to its organizational chart and redefined Head of Department (HOD) level positions for each department. As part of this restructuring, Standard Operating Procedures (SOPs) were created and formatted for all departments to ensure consistency and clarity in operations. Additionally, the company enhanced its human resources development initiatives, implementing training programs tailored to employees based on their position or educational level. These changes aim to streamline operations, clarify roles, and support professional growth across the organization.

The Board of Directors at Htoo Ice-Cream Co., Ltd has shifted away from directly overseeing ground staff or operational positions. In line with this change, the company has appointed a new CEO/Managing Director (MD) from outside the organization, selecting a professional with expertise suited to the role. This CEO/MD now leads Htoo Ice-Cream Co., Ltd, overseeing day-to-day operations and implementing the company's strategic vision. This leadership structure allows the Board to focus on governance and long-term strategy while empowering the CEO/MD to manage operations and drive organizational growth.

Figure (3.1) Organization Chart of HTOO Ice-Cream Co., Ltd



Source: Organization Chart of Htoo Ice-Cream (2024)

The company's organizational structure places the CEO/Managing Director (MD) within the Board of Directors (BOD), which consists of four members, including the Chairperson, who also serves as the CEO/MD. In this role, the CEO/MD is accountable to the BOD and is responsible for implementing the company's business strategies. The CEO/MD leads five major departments, each managed by a respective head of department. These department heads oversee their teams, fostering collaboration and coordination within and across departments to achieve company objectives. They also provide regular reports to the management team to keep leadership informed on departmental progress. Regular management meetings are conducted to assess and discuss business growth, ensuring alignment across the company and addressing any strategic adjustments needed for continued progress.

Each department within the company plays a crucial role in promoting smooth operations, effective management, and market competitiveness. The Sales and Marketing department, comprising nearly 20 employees, manages end-to-end supply chain activities, including order processing, inventory control, logistics, and the physical distribution of products. The Finance and Audit department, with a team of 15, is responsible for financial planning, risk management, and internal auditing, ensuring accurate financial reporting, adherence to compliance standards, and the implementation of robust financial control mechanisms. Additionally, the Business Development department, with nearly 5 employees, is focused on market expansion and revenue growth through activities such as

market research, strategy development, and customer relationship management. Together, these departments work to maintain the company's operational efficiency and support its competitive position in the market.

The Production department, consisting of 69 employees, oversees the operation of all systems involved in producing final goods. This includes managing raw material storage, operating machinery for ice cream production, and supporting other essential operational technologies. In addition, the Human Resource and Administration department, staffed with 10 employees, is responsible for recruitment, training, and employee development, ensuring the company attracts and retains talented individuals. They handle employee relations, payroll, benefits, and compliance with labor laws. The administrative segment of the department provides essential support across the organization by managing daily operations and ensuring other departments have the resources and services needed for smooth functioning.

3.2 Leader Behavior Practices in HTOO Ice-Cream Co., Ltd

As a food production company, leader behavior is important for enhancing both follower motivation and employee performance. They are vital for maintaining a motivated workforce leading to increase employee performance. The following are the leader behavior that practices in HTOO Ice-Cream Co., Ltd to their employees.

3.2.1 Initiating Structure of Leader Behavior Practices in HTOO Ice-Cream Co., Ltd.

As initiating structure leader behavior, company focuses on defining roles, establishing clear expectations, and organizing workflows to enhance efficiency and quality.

Leader assigns specific responsibilities, such as overseeing ingredient measurement, operating the ice cream machine, or managing packaging. This clarity helps employees understand their individual contributions to the production line. Detailed job descriptions are also created for each position, outlining specific duties and performance expectations.

Leaders provide standardized recipes for each ice-cream flavor, specifying ingredient quantities, mixing times, and temperature settings. This ensures that every batch meets the company's quality standards. They also provide SOPs include safety guidelines

for operating machinery and handling ingredients. Leaders conduct regular training sessions to ensure that all employees are familiar with these procedures.

Leaders develop detailed production schedules that outline daily and weekly goals. These schedules specify what flavors to produce and when to allocate resources to meet demand. The physical layout of the production area is organized to streamline operations. For instance, leaders might arrange equipment in a sequential manner (e.g., from mixing to churning to packaging) to minimize movement and reduce delays.

Leaders also conduct regular check-ins with teams during production shifts to review progress against targets. They may use performance dashboards that display key metrics such as output rates and quality control results. They establish feedback loops where employees can report issues or suggest improvements.

Before shifts begin, leaders conduct daily briefings to outline production goals, discuss any challenges from the previous day, and clarify expectations. This sets the tone for the day and aligns the team's efforts.

3.2.2 Consideration Leader Behavior Practices in HTOO Ice-Cream Co., Ltd.

As consideration leader behavior, company emphasizes the leader's focus on employee well-being, fostering a supportive environment, and building strong interpersonal relationships.

Leaders schedule regular one-on-one meetings with employees to discuss not only their performance but also their personal aspirations and challenges. For instance, a leader might ask an employee about their career goals in the food industry and provide guidance on professional development opportunities.

They also organize team-building events, such as ice cream tasting sessions or outings, helps foster camaraderie among team members. These informal gatherings allow employees to connect outside of work, strengthening relationships and enhancing team cohesion.

During team meetings, leaders highlight individual and team accomplishments, such as meeting production targets or successfully launching a new flavor. They also provide a reward system, such as "Employee of the Month," recognizes outstanding contributions.

Leaders maintain an open-door policy, encouraging employees to approach them with questions, suggestions, or grievances. This accessibility fosters a sense of trust and ensures that employees feel heard and valued. Leaders regularly feedback on workplace

practices and production processes. For instance, they might conduct anonymous surveys to gauge employee satisfaction and gather suggestions for improvement, demonstrating that they value employee input.

During busy production seasons, leaders may offer flexible work hours or shift-swapping options to accommodate employees' personal needs. They also facilitate training sessions to enhance employees' skills, such as workshops on new production techniques or safety practices.

When interpersonal conflicts arise among team members, leaders step in to mediate discussions, encouraging open dialogue to understand different perspectives and find common ground. Leaders also promote a culture of respect and inclusivity, encouraging employees to support one another and celebrate diversity within the team. This fosters a positive atmosphere where all employees feel comfortable contributing their ideas.

3.3 Reliability Analysis

The questionnaire's variables are tested for internal consistency using reliability analysis. This approach demonstrated dependability by looking at the study questionnaire's internal consistency, which is shown on a five-point Likert scale. The reliability of the respondents' responses to Likert Scale questions was examined using the Cronbach's Alpha score.

Cronbach's alpha coefficient, one of the widely used reliability metrics in quantitative research, is used to assess dependability. The following alpha value, as determined using Cronbach's Alpha, may be used to characterize internal consistency. Alpha values of 0.9 and above are considered exceptional, 0.8 and 0.9 are considered good, 0.7 and 0.8 are considered acceptable, 0.6 and 0.7 are considered doubtful, 0.5 and 0.6 are considered bad, and less than 0.5 is considered unsatisfactory. Tavakoi and Dennick (2011) state that a Cronbach's alpha value greater than 0.6 is also regarded as legitimate and credible. Table (3.2) displays the study's reliability test.

Table (3.1) Reliability Test Category Cronbach's Alpha

Sr. No.	Variables	No. of Items	Cronbach's Alpha
1	Initiating Structure	5	0.746
2	Consideration	5	0.812
3	A-R Connection	5	0.653
4	R-E Connection	6	0.850
5	E-O Connection	5	0.745
6	O-NS Connection	5	0.891
7	Employee Performance	10	0.874

Source: Survey Data (2024)

In this study, Cronbach's Alpha values for intrinsic and extrinsic motivation factors are more than 0.9 as shown in the Table (3.1). In addition, Cronbach's Alpha values of affective, continuance and normative commitment are 0.945, 0.987 and 0.913 respectively. Moreover, Cronbach's Alpha value of turnover intention is greater than 0.9. This shows the reliability test of data for all independent and dependent variables are more than 0.9 and it indicates as excellent, reliable and can be used with confidence in this analysis.

3.4 Demographic Profile of Respondents

The questions of gender, age, education, marital status, income, and years of service are the main focus of the study of the respondents' profiles. Respondents must choose the most pertinent response from a list of multiple-choice options provided for each question. The respondents' demographic information is shown in Table (3.2).

Table (3.2) Demographic Profile of Respondents

Sr. No.	Demographic Factors	Descriptions	No. of Respondents	Percentage
		Total	119	100.00
1	Gender	Male	79	66.39
		Female	40	33.61
2	Age (Years)	Under 20	12	10.08
		20 – 30	13	10.92
		31 - 40	55	46.22
		41 - 50	30	25.21
		Above 50	9	7.56
3	Education Level	High School	30	25.21
		Diploma	25	21.01
		Bachelor	55	46.22
		Master	9	7.56
4	Marital Status	Single	78	65.55
		Married	41	34.45
5	Current Position	Management/Executive	8	6.72
		Supervisory	24	20.17
		Operational	87	73.11
6	Monthly Salary	300,000 - 500,000 kyats	87	73.11
		500,001 - 800,000 kyats	24	20.17
		800,001 - 1,000,000 kyats	5	4.20
		Above 1,000,000 kyats	3	2.52
7	Working Experience at Present Work (Years)	Less than 1 year	10	8.40
		1-3 years	28	23.53
		4 - 6 years	32	26.89
		7-10 years	38	31.93
		Above 10 years	11	9.24

Source: Survey Data (2024)

In Htoo Ice-Cream Co., Ltd., the majority of respondents—79 men, or 66.39 percent of the total—are male, while the least number of respondents—40 women, or 33.61 percent—are female. Due to the nature of their jobs at Ice-Cream Company, the majority of responders are men. The respondents' age groups are split up into five categories for the research: under 20 years respondents are 12 employee which contributes 10.08 percent, between 20-30 years respondents are 13 employee which contributes 10.92 percent, 31-40 years respondents are 55 employee which contributes 46.22 percent, 41-50 years respondents are 30 employee which contributes 25.21 percent and above 50 years respondents are 9 employee which contributes 7.56 percent. It is found that most of the HTOO Ice-Cream business industry workforce is over 30 to 50 age employees. It is because company want to provide job vacancy for middle aged.

In this research, the respondents' educational backgrounds are separated into four groups: high school, diploma, bachelor's degree, and master's degree. Table (3.2) displays the number of responders by degree of education. The majority of responders, at 46.22 percent of the total, had a bachelor's degree. Next in line are high school, which accounts for 25.21 percent, and diploma level, which accounts for 21.01 percent. And last, 7.56 percent of the respondents had a master's degree. It has been discovered that the organization hires and offers employment opportunities to qualified candidates for open positions, irrespective of their educational background, and then works to provide opportunities for professional advancement via training and ongoing education initiatives.

According to the poll results on marital status, the majority of respondents—65.55 percent of the total—are single, while the smallest percentage—34.45 percent—are married. The majority of the workers of HTOO Ice-Cream Co., Ltd. are discovered to be unmarried. Three categories of respondents' job types are identified in the study: operational, supervisory, and management/executive. Because of the nature of the food and beverage industry, the research indicates that the majority of respondents—73.11 percent—are at the operational level, followed by supervisory level (20.17 percent) and managerial level employees (6.72 percent).

Below 300,000 kyats, 300,001 kyats to 500,000 kyats, 500,001 kyats to 800,000 kyats, 800,001 kyats to 1,000,000 kyats, and over 1,000,000 kyats are the five income levels of the respondents in the survey. Table (3.3) displays the respondents' income level. According to the study, the majority of respondents get incomes that fall below 300,000 Kyats, or 0%. This indicates that HTOO Ice-Cream Co., Ltd. is aware of the state of the market and how inflation affects workers. Following that, 73.11 percent of respondents

received between 300,000 and 500,000 kyats, while 20.17 percent received between 500,001 and 800,000 kyats. between 800,001 and 1,000,000 Kyats, or 4.20 percent, and above 1,000,000 Kyats, or 2.52 percent.

The respondents' employment experiences are broken down into five categories for the study: less than a year, one to three years, four to six years, seven to ten years, and more than ten years. The majority of respondents, according to the study, have four to ten years of work experience, while those with more than ten years have the least amount of experience (less than one year, between one and three years). HTOO Ice-Cream Co., Ltd. has been discovered to have an employee royalty organization.

In conclusion, the workforce of HTOO Ice-Cream Co., Ltd. is characterized by its male employees, the majority aged 31-50 years and most of the employees hold at least bachelor's degrees. The majority of employees are single and are primarily in operational roles which are reflecting the labor demands of the Ice-Cream business sector. Salaries for most get within the 300,001 to 500,000 kyats range and many employees have 4 to 6 years and 7 to 10 years of service that are indicating reliable salaries for employees of HTOO Ice-Cream company and a low turnover rate of age 31-50 years. But age of under 20 years and 21-30 years employees can't join on current political situation. These show a maturity ages employees number joined, educated, and stable workforce aligned with the HTOO Ice-Cream Co., Ltd.

CHAPTER 4

ANALYSIS ON EFFECT OF LEADER BEHAVIOR ON FOLLOWER MOTIVATION AND EMPLOYEE PERFORMANCE AMONG EMPLOYEES IN HTOO ICE-CREAM CO., LTD.

The descriptive and analytical investigation on the data analysis and questionnaire results is covered in this chapter. Employee impressions of the findings are reported in the descriptive action, and an analysis of the impact of leader conduct on follower motivation and employee performance among HTOO Ice-Cream Co., Ltd. workers is offered in the analytical part.

4.1 Employee Perception on Leader Behavior, Follower Motivation and Employee Performance

The impact of leader conduct on employee performance and follower motivation is evaluated in this research using structured questionnaires. It employs a five-point Likert scale to judge its emphasis (1: Strongly disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly agree). The mean and standard deviation is obtained using descriptive statistics. In order to examine the result, a regression model was also used to calculate.

According to the Best (1977), the mean values are interpreted as:

Score between 1.00 - 1.80 means strongly disagree,

Score between 1.81 - 2.60 means disagree,

Score between 2.61 - 3.40 means neither agree nor disagree,

Score between 3.41 - 4.20 means agree and

Score between 4.21 - 5.00 means strongly agree.

4.1.1 Initiating Structure

In this study, 5 statements are used to measure the initiating structure of leader behavior practiced within the organization. Table (4.1) shows the initiating structure of leader behavior of HTOO Ice-Cream Co., Ltd which includes means and standard deviations.

Table (4.1) Initiating Structure

Sr. No.	Description	Mean	Std. Deviation
1	Leader does not refuse to explain the actions.	4.04	.302
2	Leader acts with consulting the group.	4.10	.588
3	Leader decides what shall be done and how it shall be done.	4.04	.302
4	Leader schedules the work to be done.	3.78	.703
5	Leader maintains definite standards of performance.	4.07	.722
	Overall Mean	4.01	

Source: Survey Data (2024)

According to the results of Table (4.1), all the mean scores (including overall mean score) fall between 3.41 to 4.20 which mean agree and the result found that the respondents agreed organization provide leaders' initiating structure behaviors. Respondents agree that leaders are generally open to explaining their decisions and actions to their team members. They also agree that the leader's tendency to involve the team in decision-making processes. In the leader's role in making decisions regarding tasks and the leader's responsibility for organizing and planning work schedules, the respondents are also agreed. Finally, they also agree the leader's commitment to upholding clear performance standards.

The overall mean score of initiating structure of leader behavior 4.01 which is at the agree level. It indicates that employees feel that the company leader behavior contain initiating structure for them.

4.1.2 Consideration

To measure the consideration leader behavior of the organization, 5 statements are used. Table (4.2) indicates the consideration leader behavior practices of HTOO Ice-Cream Co., Ltd which includes means and standard deviations.

Table (4.2) Consideration

Sr. No.	Description	Mean	Std. Deviation
1	Leader is friendly and approachable.	4.10	.741
2	Leader puts suggestions made by the group into operation.	3.83	.376
3	Leader treats all group members as equals.	4.21	.623
4	Leader gives advance notice of changes.	3.39	.726
5	Leader looks out for the personal welfare of group members.	4.00	.567
	Overall Mean	3.91	

Source: Survey Data (2024)

According to the results of Table (4.2), the mean values except mean value of 4.21 including overall mean fall between 3.41 and 4.20 at agree level. This indicates that most of the respondents agree on their leader's behavior in terms of consideration quite positively. Employees are agreed with leader is friendly and put suggestion made by the group into operation. They also agreed leader give notice of any changes to them and leader from HTOO Ice-Cream shows concern for the well-being of each team member.

The statement about the leader treats all group members as equal got 4.21 is strongly agree level and it means that respondents perceive their leaders as highly effective in promoting equality among team members.

4.1.3 A-R Connection

This study uses 5 statements to measure the A-R connection of follower motivation in the organization. Table (4.3) indicates the A-R connection of follower motivation among employee in HTOO Ice-Cream Co., Ltd which includes means and standard deviations.

Table (4.3) A-R Connection

Sr. No.	Description	Mean	Std. Deviation
1	The level of effort determines the quantity and quality of work do.	3.30	.798
2	If increase the amount of effort put into this job, the quantity and quality of work improve.	4.02	.638
3	The level of effort has effect on the quantity and quality of work.	4.04	.602
4	The quantity and quality of work is due to own efforts.	3.97	.610
5	When put more effort into this job, the quantity and quality of work go up.	4.20	.743
	Overall Mean	3.91	

Source: Survey Data (2024)

According to Table (4.3), the analysis shows that all the mean scores (including overall mean score) fall between 3.41 to 4.20 which is indicating that employees at HTOO Ice-Cream agree they have the connection between effort and performance. It shows that leader behavior provided by the company make the employee motivation and employee are likely to increase their effort when they believe it will lead to tangible improvements in their performance. Respondents agree that the effort put into work directly impacts both its quantity and quality and they feel that increased effort directly results in better performance. They also agree that effort impacts both the amount and quality of work and their own efforts, reflecting a sense of individual responsibility. They also agree that their effort has a tangible impact on productivity and quality.

The level of effort determines the quantity and quality of work do result show 3.30 falls between 2.61 and 3.40 means neither agree nor disagree or Neutral level.

4.1.4 R-E Connection

To measure the R-E connection of the employees, 6 statements are used. Table (4.4) indicates the R-E connection of follower motivation among employee at HTOO Ice-Cream Co., Ltd which includes mean and standard deviation.

Table (4.4) R-E Connection

Sr. No.	Description	Mean	Std. Deviation
1	If the quantity and quality of the work went up a lot, work evaluations would increase.	3.64	.778
2	If the quantity and quality of the work go down, the work evaluations go down.	4.29	.510
3	The quantity and quality of work have effect on the evaluations of the work.	3.92	.605
4	The higher the quantity and quality of the work, the higher the evaluations.	3.80	.632
5	The most important factors in how the work is evaluated are the quantity and quality of the work.	3.99	.529
6	The quantity and quality of the work determine how favorable the evaluations are.	4.10	.718
	Overall Mean	3.93	

Source: Survey Data (2024)

Table (4.4) shows that the mean values except mean value of 4.29 including overall mean fall between 3.41 and 4.20 at agree level. It shows that employees generally believe that there is a link between work performance and evaluations, though they perceive a stronger connection when performance decreases rather than when it increases. Respondent agree that improvements in work output (quality and quantity) lead to better evaluations and feel their evaluations are affected by work quality or quantity. Also, they agree increased work performance leads to better evaluations. They agree that their work quality and quantity are the primary bases for evaluation. Thus, employees agree on a strong connection between their work output and positive evaluations.

The results also show that employees strongly agree that a decline in work quality or quantity results the remaining mean value of 4.21 falls between 4.21 and 5.00 at strongly agree level. This means that employees are aware of the performance expectations within the organization and recognize that a drop in their output or the standard of their work can have a direct impact on their evaluations.

4.1.5 E-O Connection

To measure the E-O connection of the employees, 5 statements are used. Table (4.5) indicates the E-O connection of follower motivation among employee at HTOO Ice-cream Co., Ltd which includes mean and standard deviation.

Table (4.5) E-O Connection

Sr. No.	Description	Mean	Std. Deviation
1	If the work evaluations go up, the amount of job outcomes (like raises, promotions, recognition, criticism, feelings of achievement, etc.) increase.	3.75	.571
2	The job outcomes that get have little to do with how good the work evaluations are.	4.10	.476
3	If the evaluations of the work go down, the job outcomes will be worse.	4.08	.640
4	The better the evaluations of the work are, the better the job outcomes will get.	3.51	.595
5	If the work evaluations improved a lot, job outcomes would increase.	3.90	.543
	Overall Mean	3.87	

Source: Survey Data (2024)

According to Table (4.5), all the mean scores (including overall mean score) fall agree level between 3.41 to 4.20 which means employees agree on the E-O connection but to improve this connection, company still need to ensure that job outcomes (raises, promotions, etc.) are closely tied to performance evaluations and communicated clearly. Employees believe that improved evaluations lead to more positive job outcomes. Employees agree that improved evaluations lead to more positive job outcomes and their evaluations directly impact their job outcomes. They also agree on declining evaluations would lead to negative outcomes and higher evaluations result in better job outcomes. Finally, they also agree significant improvement in evaluations would lead to better job outcomes.

4.1.6 O-NS Connection

To measure the O-NS connection of the employees, 5 statements are used. Table (4.6) indicates the O-NS connection of follower motivation among employee at HTOO Ice-cream Co., Ltd which includes mean and standard deviation.

Table (4.6) O-NS Connection

Sr. No.	Description	Mean	Std. Deviation
1	The job outcomes (like raises, promotions, recognition, criticism, etc.) can get on this job are important.	3.99	.753
2	The job outcomes that get on this job are valuable.	3.99	.707
3	Get the positive job outcomes and avoid the negative outcomes this job can provide, going to be satisfied.	4.08	.653
4	It is matter what the job outcomes are, the level of satisfaction will change.	4.21	.687
5	The more positive the job outcomes, the more satisfied.	4.13	.596
	Overall Mean	4.08	

Source: Survey Data (2024)

According to Table (4.6), the mean values except mean value of 4.29 including overall mean fall between 3.41 and 4.20 at agree level which reflects employee agree in the connection between positive job outcomes and employee satisfaction. Employees agree that their job-related outcomes are important and they recognize and appreciate the benefits associated with their job outcomes. They also agree that their satisfaction is influenced by obtaining positive outcomes and employees also agree that more favorable outcomes contribute to greater satisfaction.

The respondents strongly agree with the statement, "It is matter what the job outcomes are, the level of satisfaction will change" which is 4.21 indicating that they believe job outcomes have a significant impact on their overall job satisfaction. This suggests that employees at Htoo Ice-Cream Co., Ltd view their satisfaction as directly linked to the results of their work.

4.1.7 Employee Performance

The analysis of Employee Performance provides insight into how employees perceive their effectiveness and contributions within their roles at Htoo Ice Cream. To measure the performance of the employees, 10 statements are used. Table (4.7) indicates the employee performance of HTOO Ice-Cream Co., Ltd. which includes mean and standard deviation.

Table (4.7) Employee Performance

Sr. No.	Description	Mean	Std. Deviation
1	Compared to other people, overall performance is very good.	3.74	.441
2	Performance does not need to improve in many areas.	3.93	.446
3	Can maintain good standards.	3.91	.689
4	Take a proactive approach to resolving work-place issues.	3.87	.632
5	Usually reach the standards of performance.	4.12	.555
6	Can always resolve an unexpected event.	3.88	.666
7	Can complete the assigned task quickly and efficiently.	4.05	.699
8	Very familiar with standard operational procedures.	3.85	.515
9	Maintain good attendance records.	4.22	.599
10	Generally speaking, manager pleased with job performance.	4.20	.561
	Overall Mean	3.98	

Source: Survey Data (2024)

According to the results of Table (4.6), the mean scores except mean value of 4.22 including overall mean fall agree level range between 3.41 to 4.20 that mean employee agree on employee performance statements. Employees agree their performance is above average compared to others and see little need for improvement in many areas, suggesting confidence in their current skill level. Employees agree on meet performance standards and show adaptability in handling unexpected events, indicating a solid degree of competence and resilience. They also agree that they complete tasks efficiently, are familiar with operational procedures, and maintain strong attendance records, underscoring their reliability and understanding of job requirements. Furthermore, employees agree that their managers are pleased with their performance, showing they meet or exceed managerial expectations.

The respondents strongly agree with the statement "Maintain good attendance records," which suggests that employees feel motivated and confident in their ability to be reliable and committed to their work. This high level of agreement indicates that employees understand the importance of consistent attendance and are motivated to demonstrate their reliability through punctuality and regular presence at work.

4.2 Analysis on Effect of Initiating Structure of Leader Behaviors on Follower Motivation among Employees

In this section, to find out the effect of initiating structure leader behavior on follower motivation, regression analysis is applied. Effect of initiating structure on A-R and R-E connection are analyzed.

4.2.1 Analysis on Effect of Initiating Structure of Leader Behavior on A-R Connection among Employees

In this study, the effect of initiating structure leader behavior on A-R connection is analyzed by regression method. The results for regression analysis are shown in Table (4.8).

Table (4.8) Effect of Initiating Structure of Leader Behavior on A-R Connection

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.008	.300		3.359	.001
Initiating Structure	.230**	.115	.204	2.007	.047
R Square	.497				
Adjusted R Square	.489				
F value	57.396***				
Durbin-Watson	1.483				

Source: Survey Data (2024)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.8), the result indicates that the model explains the independent variable of initiating structure leader behavior effect on A-R connection of employees from HTOO Ice-Cream Co., Ltd. The value of “R square” is 49.7 percent and its “adjusted R square” is 48.9 percent. It means the model explains 49 percent of the variance of the

independent variable and dependent variable. The overall significance of the model of test result for “F Value” is highly significant at 1 percent level and have the predicted positive indication. The Durbin Walson statistics is 1.483 that means there is no severe autocorrelation in the residuals, implying that the model assumptions are reasonably met.

The results of the model indicate that initiating structure, independent variable, is a positive significant at 5 percent level. The B value of the independent variable is 0.23. This indicates that leaders who provide clear definitions of roles, tasks, and expectations play a crucial role in how employees perceive the link between their actions and the outcomes they achieve. This clarity in leadership fosters a better understanding of responsibilities and goals, which in turn enhances employee motivation. By focusing on leadership practices that emphasize role definition and clear expectations, HTOO Ice-Cream can strengthen the connection between employee efforts and the desired results, leading to improved follower motivation and overall performance.

4.2.2 Analysis on Effect of Initiating Structure of Leader Behavior on R-E Connection among Employees

In this study, the effect of initiating structure leader behavior on R-E connection is analyzed by regression method. The test results for regression analysis are shown in Table (4.9).

Table (4.9) Effect of Initiating Structure of Leader Behavior on R-E Connection

Variables	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.535	.331		1.619	.108
Initiating Structure	.679***	.126	.553	5.366	.000
R Square	.484				
Adjusted R Square	.475				
F value	54.448***				
Durbin-Watson	1.966				

Source: Survey Data (2024)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.9), the result indicates that the model explains the independent

variable of leader behavior effect on R-E connection from HTOO Ice-Cream Co., Ltd. The value of “R square” is 48.4 percent and its “adjusted R square” is 47.5 percent. It means the model explains 47.5 percent of the variance of the independent variable and dependent variable. The overall significance of the model of test result for “F Value” is highly significant at 1 percent level and have the predicted positive indication. The Durbin Walson statistics is 1.966 which is between 1.5 and 2.5. It indicates that there is no autocorrelation between them.

The results of the model indicate that initiating structure leader behavior, independent variable, has highly positive significant with R-E connection of follower motivation at 1 percent level. The B value of the independent variable is 0.679. It means leaders who clearly define tasks, expectations, and processes enable employees to better understand how their results lead to performance evaluations. The large Beta value highlights that initiating structure is the primary factor influencing the R-E connection. By emphasizing clear communication of roles and expectations, Htoo Ice-Cream can strengthen the connection between employee results and evaluations, thereby improving motivation and performance.

4.3 Analysis on Effect of Consideration Leader Behaviors on Follower Motivation among Employees

In this section, to find out the effect of consideration leader behavior on follower motivation, regression analysis is applied. Effect of consideration on E-O and O-NS connection are analyzed.

4.3.1 Analysis on Effect of Consideration Leader Behavior on E-O Connection among Employees

In this study, the effect of consideration leader behavior on E-O connection is analyzed by regression method. The test results for regression analysis are shown in Table (4.10).

Table (4.10) Effect of Consideration Leader Behavior on E-O Connection

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.271	.286		4.445	.000
Consideration	.329***	.091	.387	3.607	.000
R Square	.441				
Adjusted R Square	.431				
F value	45.776***				
Durbin-Watson	1.247				

Source: Survey Data (2024)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.10), the result indicates that the model explains the independent variable of leader behavior effect on E-O connection from HTOO Ice-Cream Co., Ltd. The value of “R square” is 44.1 percent and its “adjusted R square” is 43.1 percent. It means the model explains 43.1 percent of the variance of the independent variable and dependent variable. The overall significance of the model of test result for “F Value” is highly significant at 1 percent level and have the predicted positive indication. The Durbin-Watson statistic of 1.247 is slightly below the ideal value of 2, which suggests some potential autocorrelation in the residuals, though it is not severe enough to invalidate the model's findings.

According to the result from multiple linear regression analysis, as shown in Table (4.10), the result indicates statistically positive significant between the independent variable of consideration leader behavior and the dependent variable of E-O connection of follower motivation at a 1 percent significant level. The B value of the independent variable is 0.329. This indicates that employees who feel supported and valued by their leaders are more likely to perceive a strong connection between their evaluations and the rewards they receive. To enhance employees' perception of the link between their performance evaluations and outcomes, Htoo Ice-Cream can focus on developing leadership behaviors that emphasize support, communication, and relationship-building, fostering a more supportive and relationship-oriented leadership approach.

4.3.2 Analysis on Effect of Consideration Leader Behavior on O-NS Connection among Employees

In this study, the effect of consideration leader behavior on O-NS connection is analyzed by regression method. The test results for regression analysis are shown in Table (4.11).

Table (4.11) Effect of Consideration Leader Behavior on O-NS Connection

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.336	.400		.840	.403
Consideration	.505***	.128	.417	3.955	.000
R Square	.460				
Adjusted R Square	.451				
F value	49.454***				
Durbin-Watson	1.970				

Source: Survey Data (2024)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

The model describes the independent variable of leader behavior influence on O-NS connection from HTOO Ice-Cream Co., Ltd., as shown by the results in Table (4.11). It has a "adjusted R square" of 45.1 percent and a "R square" of 46.0 percent. This indicates that 45.1% of the variation in both the independent and dependent variables can be explained by the model. At the 1 percent level, the model's overall significance for the test result's "F Value" is extremely significant, and it shows the expected positive signal. The Durbin-Watson statistic falls between 1.5 and 2.5, at 1.970. It suggests that they do not autocorrelate with one another.

Table (4.11), which displays the results of multiple linear regression analysis, shows that, at a 1 percent significant level, there is a statistically significant positive relationship between the independent variable of consideration leader behavior and the dependent variable of O-NS connection of follower motivation. The B value of the independent variable is 0.505. It means employees who feel supported and valued are more likely to believe that the outcomes they receive (such as rewards and recognition) satisfy their personal and professional needs. This indicates that employees who feel supported and

valued are more likely to believe that the outcomes they receive, such as rewards and recognition, effectively satisfy their personal and professional needs. The findings suggest that consideration leader behavior plays a crucial role in influencing the O-NS connection. Prioritizing leadership behaviors that focus on providing employee support and demonstrating genuine care can enhance employees' perceptions of how outcomes meet their needs.

4.4 Analysis on Effect of Follower Motivation on Employee Performance

In this study, the effect of follower motivation on employee performance are analyzed by regression method. The results for regression analysis are shown in Table (4.12).

Table (4.12) Effect of Follower Motivation on Employee Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.907	.024		4.733	.000	
A-R Connection	.069	.015	.076	.786	.433	4.112
R-E Connection	.464***	.009	.555	6.100	.000	3.668
E-O Connection	-.146	.013	-.145	-1.234	.220	6.093
O-NS Connection	.375***	.051	.530	7.363	.000	2.295
R Square	.743					
Adjusted R Square	.734					
F value	82.391***					
Durbin-Watson	2.139					

Source: Survey Data (2024)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

The model explains the independent variables of follower motivation on employee performance from HTOO Ice-Cream Co., Ltd., as shown by the results in Table (4.12). 74.3 percent is the "R square" figure, while 73.4 percent is the "adjusted R square." This indicates that 73.4% of the variation in both the independent and dependent variables can be explained by the model. At the one percent level, the model's overall significance for the test result's "F Value" was firmly acknowledged to be significant. There is no issue with

correlation between the independent variables when the variance inflation factor (VIF) of the independent variable is less than 10. Between 1.5 and 2.5, the Durbin-Watson statistic is 2.139. It suggests that they do not autocorrelate with one another.

Table (4.12), which displays the results of multiple linear regression analysis, demonstrates that, at a 1 percent significant level, there is a statistically significant relationship between the independent variable of follower motivation's R-E link and the dependent variable of employee performance. The independent variable's B value is 0.464. It indicates that employees' performance is positively impacted by their view of how their job outcomes translate into assessments. Workers often perform better when they are aware that their performance outcomes are linked to impartial and open assessments.

The result also shows the independent variable of O-NS connection has a positive significant effect on the employee performance, dependent variable at 1 percent level. The B value of the independent variable is 0.375. This indicates that when employees feel that their needs are fulfilled through job outcomes, they are more engaged, motivated, and driven to maintain or improve their performance. The employees have strong connection between outcomes and need satisfaction which is focus on meeting the psychological, emotional, and social needs of them.

According to another result shown in Table (4.12), A-R Connection, independent variable, has no significant effect on employee performance, dependent variable. It means the connection between employees' actions and the results they achieve has not effect on employee performance in this analysis. It is because employees at Htoo Ice-Cream may not perceive a strong, direct relationship between their effort and the immediate results they achieve. It could indicate that external factors, such as team dynamics or resource availability, play a larger role in determining results, making employees' individual actions feel less impactful on their own performance outcomes.

The result of the analysis also shows that the independent variable of E-O connection has not significantly effect on the dependent variable of employee performance. Employees may not see their performance evaluations as directly leading to outcomes, possibly due to unclear promotion pathways or reward systems, which in turn reduces the motivational impact of this connection on their performance.

As the results, to improve employee performance at HTOO Ice-Cream, leaders should focus on clarifying the A-R connection by clearly linking employees' efforts to the results they achieve through regular feedback and structured tasks. Additionally, enhancing the E-O connection can be achieved by ensuring transparency in how performance

evaluations lead to tangible rewards like promotions or recognition. Leaders should maintain the strong R-E and O-NS connections by continuing to provide consistent feedback and fostering a supportive environment where outcomes meet employee needs. These improvements will boost motivation and drive better overall performance.

CHAPTER 5

CONCLUSION

The conclusion, which comes from the analysis of the thesis findings, is presented in this chapter. This section is divided into three major sections. The results and comments from the analysis carried out in the preceding chapter 4 are the first. It also highlights the need for further research as well as ideas and proposals for this study. The study's goals are to investigate how leader conduct affects employee performance and follower motivation among HTOO Ice-Cream Co., Ltd. personnel.

5.1 Findings and Discussions

The study mainly focused on leader behavior for improving of follower motivation and increase employee performance among employees. Independent variables are leader behavior (initiating structure and consideration) and dependent variables are follower motivation (A-R, R-E, E-O, O-NS connection) and employee performance. By Raosoft calculation, 119 employees are chosen out of 170 employees as sample from HTOO Ice-Cream Co., Ltd. A standardized questionnaire with a 5-point Likert scale is utilized to gather primary data. This research used the statistical package for social science to examine the data using multiple regression and descriptive analysis.

According to demographic factors of respondents, the workforce at HTOO Ice-Cream Co., Ltd., is predominantly male and mainly composed of employees aged 31 to 50 years, reflecting a stable, experienced, and mature workforce. Most employees hold at least a bachelor's degree and are in operational roles, with the majority earning between 300,001 to 500,000 kyats. The company offers job opportunities regardless of education level and focuses on employee development through training. Additionally, many employees have 4 to 10 years of work experience, indicating a loyal and stable workforce.

Descriptive data show that respondents believe that the organization provides initial framework and takes leader conduct into account. It refers to the HTOO Ice-Cream Co., Ltd. leader's initial framework and thoughtful leadership conduct. is effective for their employees. The respondents agree with A-R connection of follower motivation. It means employees generally agree that their actions have a tangible impact on the results they achieve. The mean result of R-E connection indicates that employees agree their performance results are linked to their evaluations. E-O connection has the lowest mean

value among the four connections, indicating slightly less agreement regarding the link between evaluations and job outcomes (such as promotions, raises, or recognition). It means that employees may not fully perceive that their evaluations lead directly to meaningful rewards or outcomes, highlighting an area for potential improvement in the transparency or consistency of the reward system. Moreover, O-NS connection, which relates to how job outcomes satisfy employee needs, has the highest mean value. This indicates that employees receive outcomes, such as promotions or raises, that meet their personal and professional needs. Finally, respondents are agreed with employee performance statements. It means employees have a positive perception of their own performance within organization.

Finding from the regression analysis, there is a significantly positive effect between initiating structure leader behavior and A-R connection. Leader behavior of clearly defined goals and plans make employees feel a stronger connection between their actions and the results they achieve. Then A-R connection has no significant effect on employee performance. It means employees may not feel that their level of effort (action) is strongly linked to the results they achieve at work. It indicates a potential gap in how clearly employees understand the impact of their efforts on the outcomes of their work.

Another finding from the study, there is a significant effect on initiating structure leader behavior on R-E connection. This indicates that when leaders provide clear guidelines, set expectations, and organize tasks effectively, employees perceive a stronger link between their results and performance evaluations. Then R-E connection of follower motivation has a significant positive effect on employee performance. It means when employees feel that the results of their work are accurately reflected in their performance evaluations, their motivation to perform increases.

The analysis data also show that consideration leader behavior has significant positive effect on E-O connection. It means that leadership approach of supportive behavior helps employees better link their performance evaluations to job outcomes. But there is no significant effect on employee performance. It means that employees may not clearly see how their performance evaluations are tied to their performance within organization.

According to the final result, consideration leader behavior has significantly positive effect on O-NS connection of follower motivation. It means that employees believe that outcomes like promotions and recognition effectively satisfy their needs when leaders provide emotional support. Then there is a positively significant effect between O-NS

connection and employee performance. It means employees are motivated to perform better when they believe that the job outcomes are satisfying their personal and professional needs.

Therefore, it can be concluded that leader behavior provided by the organization is effective for their employee. These leader behaviors also support the follower motivation of the employee and R-E and O-NS connection of follower motivation can increase the employee performance of HTOO Ice-Cream Co., Ltd.

5.2 Suggestions and Recommendations

Based on the results of the study, it is recommended that HTOO Ice-Cream Co., Ltd. should adopt targeted strategies to enhance leader behavior, follower motivation, and employee performance. The company should first focus on refining leadership behaviors, particularly in terms of initiating structure and consideration. The analysis highlights that both of these leadership dimensions have significant positive effects on motivational connections. Leaders should clearly define roles, set specific goals, and provide well-structured guidance. This creates clarity about what is expected of employees and aligns their efforts with organizational objectives. Leaders should provide regularly communicate performance expectations and break down complex tasks into achievable milestones. By doing so, employees will have a clearer understanding of how their efforts contribute to organizational success, leading to enhanced motivation and performance.

Leaders should also display empathy, support, and recognition towards their employees. Consideration involves understanding employees' personal and professional needs, providing emotional support, and fostering a positive work atmosphere. Leaders who show genuine concern for employee well-being tend to foster higher levels of engagement and loyalty. Leader should actively listen to employee feedback and promote a collaborative atmosphere where ideas and concerns can be freely shared. Additionally, offering constructive feedback helps employees refine their skills and address areas for growth. Supporting career development through training and mentoring also motivates employees to strive for excellence. HTOO Ice-Cream Co., Ltd should train its leaders to provide consistent feedback, recognize achievements, and address concerns proactively. This balance of structured guidance and personal support can strengthen employee motivation and enhance job satisfaction.

For improving follower motivation, company should prioritize strengthening the link between employee efforts and organizational rewards. The findings indicate that while

the Result-Evaluation (R-E) and Outcome-Need Satisfaction (O-NS) connections have a positive impact on employee performance, the Action-Result (A-R) and Evaluation-Outcome (E-O) connections have no significant. This showed that employees may not clearly understand how their efforts translate into results or how their evaluations lead to tangible rewards. To address this, HTOO Ice-Cream Co., Ltd should implement more transparent feedback mechanisms, ensuring that employees understand the direct impact of their actions on their performance evaluations and subsequent rewards. Additionally, aligning performance evaluations more closely with meaningful outcomes, such as promotions, bonuses, or recognition, can further strengthen motivation and these can improve employee performance.

In conclusion, by refining leadership behaviors, enhancing the transparency of motivational connections, and fostering a fair and supportive work environment, HTOO Ice-Cream Co., Ltd. can further strengthen follower motivation and boost overall employee performance. These efforts will not only improve individual outcomes but also contribute to the company's long-term success.

5.3 Needs for Further Research

This study focuses specifically on the impact of leader behavior on follower motivation and employee performance among employees at Htoo Ice-Cream Co., Ltd, utilizing structured questions to gather data. To enhance future research, it is recommended to expand the scope to include a wider range of food production companies in Myanmar, which would provide more reliable and generalizable data. Additionally, exploring other leadership styles and motivation theories could offer further insights into the factors influencing motivation and performance. Future research should adopt a more comprehensive approach to consider other contributing factors, which would provide a deeper understanding of what drives follower motivation and employee performance within the food production.

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APPENDIX – I

Structured Questionnaire

Dear Sir/Madam,

I am a student from a Department of Management Studies, Yangon University of Economics conducting a survey on measuring the effect of leader behavior on follower motivation and employee performance of HTOO Ice-Cream Co., Ltd. I assure that your responses will only be used for academic purposes and your identity will not be disclosed in any cases. Your participation is highly appreciated, and your response will be kept confidential. Thank you for your time and cooperation.

Paing Myo Ko Ko

MSESI II- 14

MSESI 1st Batch

Yangon University of Economics

Questionnaire for Leader Behavior on Follower Motivation and Employee Performance of HTOO Ice-Cream

Part 1: Demographic Factors

Please put a tick mark on the bracket of correct answer to the following questions.

Gender

☐

Male

☐

Female

Age

☐

Under 20 Years

☐

Between 20 and 30 Years

☐

Between 30 and 40 Years

☐

Between 40 and 50 Years

☐

Above 50 Years

Education Level

☐

High School Level

☐

Diploma

☐

Bachelor Degree

☐

Master Degree

☐

Doctorate

Marital Status

☐

Single

☐

Married

Current Position Level

☐

Management/Executive

☐

Supervisory

☐

Operational

Monthly Salary

☐

Below 300,000 Kyats

☐

Between 300,000 and 500,000 Kyats

☐

Between 500,001 and 800,000 Kyats

☐

Between 800,001 and 1,000,000 Kyats

☐

Above 1,000,000 Kyats

Service Years in this Organization

☐

Less than 1 Year

☐

Between 1 and 3 Years

☐

Between 4 and 6 Years

☐

Between 7 and 10 Years

☐

Above 10 Years

Part 2: LEADER BEHAVIOR DESCRIPTION QUESTIONNAIRE FORM XII

Structure and Consideration Scales (Stogdill, 1962)

- Read each item carefully.
- Think about how frequently your supervisor engages in the behavior described by the item.
- Use the following scale to indicate your level of agreement or disagreement with each statement. 1=Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

Consideration Leader Behavior Scales						
	Statement	1	2	3	4	5
1	Leader is friendly and approachable					
2	Leader puts suggestions made by the group into operation					
3	Leader treats all group members as equals					
4	Leader gives advance notice of changes					
5	Leader looks out for the personal welfare of group members					

Initiating Structure Leader Behavior Scale						
	Statement	1	2	3	4	5
1	Leader refuses to explain the actions					
2	Leader acts without consulting the group					
3	Leader decides what shall be done and how it shall be done					
4	Leader schedules the work to be done					
5	Leader maintains definite standards of performance					

Part 3: MOTIVATION ASSESSMENT QUESTIONNAIRE

A-R Connection

Motivation and Work Attitudes

In the following pages, we are asking about your job. Please answer each question by marking the box that best gives your opinion.

In this section, we want to know how much your effort on the job influences the quantity and quality of your work.

Use the following scale to indicate your level of agreement or disagreement with each statement. 1=Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

	Statement	1	2	3	4	5
1	My level of effort determines the quantity and quality of work I do.					
2	If I increase the amount of effort I put into this job, the quantity and quality of my work:					
3	My level of effort has no effect on the quantity and quality of my work.					
4	How much of the quantity and quality of your work is due to your own efforts?					
5	When I put more effort into this job, the quantity and quality of my work go up.					

R-E Connection

Evaluations

In this section, we want to know about evaluations of your work. Evaluations include formal evaluations like a performance review or feedback systems and informal evaluations such as coworkers' comments about your work or your supervisor saying such things as saying "nice job" or "that needs improvement."

	Statement	1	2	3	4	5
1	If the quantity and quality of my work went up a lot, my work evaluations would					
2	If the quantity and quality of my work go down, my work evaluations go down.					
3	The quantity and quality of my work have no effect on the evaluations of my work					
4	The higher the quantity and quality of my work, the higher my evaluations					
5	The most important factors in how my work is evaluated are the quantity and quality of my work.					
6	The quantity and quality of my work determine how favorable my evaluations are					

E-O Connection

Job Outcomes

In this section, we want to know about job outcomes.

Job outcomes include things that you give yourself such as feelings of accomplishment, personal growth, pride, or disappointment.

Outcomes also include things you receive from the organization such as raises, work space, criticisms, recognition, promotion opportunities, type of work assignments, friendships, and other job outcomes.

	Statement	1	2	3	4	5
1	If my work evaluations go up, the amount of job outcomes (like raises, promotions, recognition, criticism, feelings of achievement, etc.) I get more.					
2	The job outcomes that I get have little to do with how good my work evaluations are.					
3	If the evaluations of my work go down, the job outcomes I get will be worse.					
4	The better the evaluations of my work are, the better the job outcomes I will get.					
5	If my work evaluations improved a lot, my job outcomes would increase.					

O-NS Connection

Satisfaction

In this section, we want to know how satisfied you are with job outcomes you can get on your job. As before, these job outcomes include raises, work space, friendships, feelings of accomplishment, criticisms, type of work assignments, and other job outcomes.

	Statement	1	2	3	4	5
1	The job outcomes (like raises, promotions, recognition, criticism, etc.) I can get on this job are important.					
2	The job outcomes I can get on this job are valuable to me.					
3	If I get the positive job outcomes and avoid the negative outcomes this job can provide, I am going to be satisfied.					
4	It does not matter what my job outcomes are, my level of satisfaction will not change.					
5	The more positive my job outcomes, the more satisfied I am.					

Part 4: PERFORMANCE

Please complete the following questionnaire about your employee. Select the most accurate response to each item. Your honest and thoughtful replies are appreciated. Your responses will remain confidential and will not be released to anyone, including the employee whom you are evaluating.

1. Compared to other people, my overall performance is:

Marginal	Fair	Satisfactory	Good	Exceptional
----------	------	--------------	------	-------------

2. In how many areas does my performance need to improve?

None	Very Few Areas	Some Areas	Many Areas	Most Areas
------	----------------	------------	------------	------------

3. I can maintain good service standards.

Never	Rarely	Sometimes	Frequently	Always
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4. I take a proactive approach to resolving workplace issues.

Never	Rarely	Sometimes	Frequently	Always
-------	--------	-----------	------------	--------

5. I can usually reach the standards of performance.

Never	Rarely	Sometimes	Frequently	Always
-------	--------	-----------	------------	--------

6. I can always resolve an unexpected event.

Never	Rarely	Sometimes	Frequently	Always
-------	--------	-----------	------------	--------

7. I can complete the assigned task quickly and efficiently.

Never	Rarely	Sometimes	Frequently	Always
-------	--------	-----------	------------	--------

8. I am very familiar with standard operational procedures

Never	Rarely	Sometimes	Frequently	Always
-------	--------	-----------	------------	--------

9. I maintain good attendance records.

Never	Rarely	Sometimes	Frequently	Always
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10. Generally speaking, my manager pleased with my job performance

Never	Rarely	Sometimes	Frequently	Always
-------	--------	-----------	------------	--------

Thank you for your answering.

APPENDIX – II

STATISTICAL OUTPUTS

Regression Analysis for Effect of Leader Behavior on A-R Connection of Follower Motivation

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.705 ^a	.497	.489	.31586	1.483

a. Predictors: (Constant), Consideration, Initiating Structure

b. Dependent Variable: AR connection

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.453	2	5.726	57.396	.000 ^b
	Residual	11.573	116	.100		
	Total	23.026	118			

a. Dependent Variable: AR connection

b. Predictors: (Constant), Consideration, Initiating Structure

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.008	.300		3.359	.001
	Initiating Structure	.230	.115	.204	2.007	.047
	Consideration	.506	.096	.537	5.285	.000

Coefficients					
Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.414	1.602		
	Initiating Structure	.003	.458	.419	2.385
	Consideration	.316	.695	.419	2.385

a. Dependent Variable: AR connection

**Regression Analysis for Effect of Leader Behavior on R-E Connection of Follower
Motivation**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.696 ^a	.484	.475	.34808	1.966

a. Predictors: (Constant), Consideration, Initiating Structure

b. Dependent Variable: RE connection

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.194	2	6.597	54.448	.000 ^b
	Residual	14.054	116	.121		
	Total	27.248	118			

a. Dependent Variable: RE connection

b. Predictors: (Constant), Consideration, Initiating Structure

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.535	.331		1.619	.108
	Initiating Structure	.679	.126	.553	5.366	.000
	Consideration	.180	.105	.176	1.706	.091

Coefficients					
Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.119	1.190		
	Initiating Structure	.428	.929	.419	2.385
	Consideration	-.029	.389	.419	2.385

a. Dependent Variable: RE connection

**Regression Analysis for Effect of Leader Behavior on E-O Connection of Follower
Motivation**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.664 ^a	.441	.431	.30114	1.247

a. Predictors: (Constant), Consideration, Initiating Structure

b. Dependent Variable: EO connection

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.302	2	4.151	45.776	.000 ^b
	Residual	10.520	116	.091		
	Total	18.822	118			

a. Dependent Variable: EO connection

b. Predictors: (Constant), Consideration, Initiating Structure

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.271	.286		4.445	.000
	Initiating Structure	.327	.109	.320	2.990	.003
	Consideration	.329	.091	.387	3.607	.000

Coefficients					
Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.705	1.838		
	Initiating Structure	.110	.544	.419	2.385
	Consideration	.148	.510	.419	2.385

a. Dependent Variable: EO connection

**Regression Analysis for Effect of Leader Behavior on O-NS Connection of Follower
Motivation**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.678 ^a	.460	.451	.42108	1.970

a. Predictors: (Constant), Consideration, Initiating Structure

b. Dependent Variable: O-Ns connection

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.537	2	8.769	49.454	.000 ^b
	Residual	20.568	116	.177		
	Total	38.106	118			

a. Dependent Variable: O-Ns connection

b. Predictors: (Constant), Consideration, Initiating Structure

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.336	.400		.840	.403
	Initiating Structure	.443	.153	.305	2.895	.005
	Consideration	.505	.128	.417	3.955	.000

Coefficients					
Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.456	1.128		
	Initiating Structure	.140	.746	.419	2.385
	Consideration	.252	.757	.419	2.385

a. Dependent Variable: O-Ns connection

Regression Analysis for Effect of Follower Motivation on Employee Performance

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.862 ^a	.743	.734	.20734	2.139

a. Predictors: (Constant), O-Ns connection, R-E connection, A-R connection, E-O connection

b. Dependent Variable: Performance

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.168	4	3.542	82.391	.000 ^b
	Residual	4.901	114	.043		
	Total	19.069	118			

a. Dependent Variable: Performance

b. Predictors: (Constant), O-NS connection, R-E connection, A-R connection, E-O connection

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.907	.192		4.733	.000
	AR connection	.069	.088	.076	.786	.433
	RE connection	.464	.076	.555	6.100	.000
	EO connection	-.146	.118	-.145	-1.234	.220
	O-Ns connection	.375	.051	.530	7.363	.000

Coefficients					
Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.527	1.286		
	AR connection	-.105	.242	.243	4.112
	RE connection	.313	.615	.273	3.668
	EO connection	-.379	.088	.164	6.093
	O-Ns connection	.274	.475	.436	2.295

a. Dependent Variable: Performance