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THE EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL COMMITMENT OF PRIVATE-OWNED GARMENT FACTORIES

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ABSTRACT

This thesis analyzed the effect of leadership styles on organizational commitment of selected private-owned garment factories (ShweSakar Co., Ltd and Power Fashion Co., Ltd). The objectives were (1) to identify the leadership styles of leaders in selected private-owned garment factories and (2) to explore the effect of leadership styles on organizational commitment in selected private-owned garment factories. To achieve the objectives, primary and secondary data are used and the data was collected from two private-owned garment factories with a sample of 30 leaders and 120 subordinates. The results indicated that leaders in selected garment factories mostly adopted work-oriented leadership style and least adopted transformational leadership style from subordinate perspective and also least adopted form leader perspective is people-oriented leadership style. People-oriented leadership style increases organizational commitment than work-oriented leadership style. Transactional leadership style increases organizational commitment than transformational leadership style. Therefore, leaders in private-owned garment factories should appropriately adopt people-oriented and transactional leadership styles in accordance with conditions to increase organizational commitment although they are mostly adopted work-oriented leadership style.

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LISTOFABBREVIATIONS

SSK	ShweSakar Co., Ltd
PWR	Power Fashion Co., Ltd
SPSS	Statistical Package for Social Scientists
ANOVA	Analysis of Variance

CHAPTER 1

INTRODUCTION

Organizations attempt to increase efficiency and effectiveness and to gain success in competitive surroundings. To act as a supply of competitive advantage, employees are one of the resources of organization. Achieving corporation's goals and achievement is based on employee's commitment to corporation. Employee's commitment decreases the preference to go away the business enterprise and increases the preference to work more efficaciously and loyalty. Organizational commitment additionally will increase creativity in business enterprise and it is crucial for corporation. If the organization does not have organizational commitment, it will higher employee turnover rate. The cause is that employees shift to other organization because of barely better pay or extra advantages as evaluate to present business enterprise If employee turnover rate increases, business will cost more money. Because organization is earnings-orientated business enterprise, it will be affected on its earnings. Employees who are not committed in corporation will have task insecurity, low trust, high pressure and uncertainty which may be negatively affected on organization performance. It is the obligation of leaders to maintain employees.

Organizational commitment is a usual phenomenon which has been significantly addressed with the aid of many researchers due to its significance to the organization (Angle & Perry, 1981; Kim, 2001; Lio&Nyan, 1994; Lo Ramayah,& Min , 2009). Allen and Meyer (1996) define organizational commitment as the mental link among the organization and the employee that makes it less likely for a worker to want to leave voluntarily. A devoted worker identifies with the organization, makes private sacrifices, performs beyond regular expectancies, works selflessly and contributes to the business enterprise's typical effectiveness. Committed employees are predicted to carry out at a greater level than their uncommitted opposite numbers (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989).

Leadership style of leaders to influence the subordinates is likewise other essential component of organization's success. Leaders have followed numerous styles once they lead others inside the business enterprise. The desire of a frontrunner is contingent on diverse elements which include personality, traits of leaders, follower

acceptance of leaders, readiness, mission complexity, the norms and the values embraced by the organizational members. The leader's leadership styles could make employees greater committed in company and as end result, it increases productiveness. The position of a leader is vital in adapting the aggressive surroundings. A great leader creates a surroundings that persuades subordinates in the direction of common intention and motivates them through powerful communication, generate innovative thoughts and plan worker actions. In the world of global economy, human beings are becoming more knowledgeable and that they require surroundings of participative, situational, bureaucratic, democratic, laissez-faire, transactional and transformational leadership (Mosadeghrad, 2004). Every leader have to know the different styles for unique situations and have to be acquainted with time of demonstration of a particular style (Rad &Yarmohammadian, 2006). The referred to styles are not suited for every circumstances, a leader may seem to be exceedingly powerful and proficient in a single situation but will not be as powerful inside the different.

1.1 Rationale of the Study

Asia began development via garment exports. Garment stitching is the most effective manufacturing entity that participates in local and worldwide production and distribution networks. Garments constitute the simplest exported manufactured goods in Myanmar. Soon after the military took power in Myanmar in September 1988, the State Law and Order Restoration Council (SLORC), which changed into later reconstituted as the State Peace and Development Council (SPDC), abandoned a twenty-six-year long isolationist close-door coverage and initiated open-door coverage. The military authorities allowed non-public corporations to interact in external exchange, and the Foreign Investment Law (FIL) changed into enacted in November 1988. This allowed overseas investment in Myanmar. The private sector labored extremely to start organizations in diverse sectors which includes production, construction, mining, dealer, tourism, retail, restaurants, and different offerings.

The garment industry exhibited sturdy increase during the1990s but most in particular within the late 1990s and at the start of the new century. The garment industry is labor-in depth, export-oriented, and makes use of standardized technology. Such traits have made the garment enterprise the first rung on the industrialization 3

ladder in lots of developing economies. Least developed countries (LDCs) have experienced very excessive output increase on this sector. It is the peak periods from mid-2000 to early 2001 while the Myanmar garment enterprise had approximately 400 factories with 300,000 employees generating an export volume of US$600 million. Between the years 2003 to 2010, Japan became the largest market for Myanmar garment and second changed into Germany, third changed into Spain, fourth become the United Kingdom and fifth became South Korea. In 2011, after the civil authority reforms and criminal regulations enacted, the United States government sanctions were decreased and there had been many negotiations with other international countries. According to the Myanmar Garment Manufacturers Association (MGMA), the nation's garment factories were over 200 and 195 of which are privately held. Main markets for export of apparel from Myanmar are Japan and South Korea. During 2013, worldwide garment factories came to do commercial enterprise in Myanmar either through foreign direct investment (FDI) or joint venture (JV).These factories specially located in Yangon Division and the commercial zones of Bago and Ayeyarwaddy Division.

In Myanmar, maximum garment factories are export-oriented and it is critical to provide excellent quality and reasonable clothes. Garment enterprise can get nice garments and its success with the aid of qualified and skillful employees. To be skillful and certified, personnel ought to be committed to organization. Garment factories are exertions-intensive factories and personnel obey standards in line with targeted quality and quantity and their performance can change organizational achievement. Leaders play crucial role and they can manage employee overall performance through leadership styles. If subordinates favor the leadership styles of supervisors in garment factory, they admire, imitate and trust and will perform to meet daily target and quality by following leader's instructions, standards and disciplines. Leaders who are skillful, proficient, fair and well-experienced will achieve organizational commitment of employees. Therefore, leadership styles are crucial to increase organizational commitment of employees in private-owned garment factories. Thus, it is far had to examine the effect of leadership styles on organizational commitment of employees in private- owned garment factories. 4

1.2 Objectives of the Study

This thesis proposes to achieve the following objectives:

1. To identify the leadership styles adopted by leaders in selected private-owned garment factories and

2. To explore the effect of leadership styles on organizational commitment in selected private-owned garment factories.

1.3 Scope and Methods of the Study

This thesis attention at the effect of leadership styles on organizational commitment in private-owned garment factories. Two private-owned garment factories such as ShweSakar Co., Ltd and Power Fashion Co., Ltd are decided on. The target respondents are leaders and subordinates of selected company.

Descriptive research technique is used that is achieved through primary and secondary data. Simple random sampling approach is used to accumulate the primary data. A random sample of 30 leaders and 120 subordinates are selected. The important focuses of the study are transformational, transactional, work-oriented and people-orientated leadership styles. The consequences are measured by affective, continuance and normative commitments. Primary data are collected from personal interview and field survey via structured questionnaires. This study employed Multifactor Leadership Questionnaire and Style Questionnaire for measuring leadership styles adopted by leaders. The Organizational Commitment Questionnaire (OCQ) used to measure the organizational commitment of subordinates. The secondary data is obtained from preceding thesis and books regarding leadership and from research paper and data sources on Internet and from selected private-owned garment factories.

1.4 Organization of the Study

This thesis consists of five chapters in all. The first chapter is the introductory of the study. The second chapter provides the readers with the means of the leadership, types of leadership styles, its strengths and weaknesses and organizational commitment toward leadership styles. The third chapter is the background information of garment factories. The empirical component is exhibited in chapter four, which includes the interpretation of the results, the results proven by way of the tables. Finally, chapter five summarizes research finding and discussion, suggestion and need for further studies.

CHAPTER 2

LITERATURE REVIEW

This chapter provides the theories and ideas of leadership styles, and organizational commitment. Leadership is a key thing in determining organizational commitment. The purpose of this study was to identify the leadership styles adopted by leaders in selected private-owned garment factories, and to explore the effect of leadership styles on organizational commitment in selected private –owned garment factories. A review of the literature includes the effect of leadership styles on organizational commitment, and about the nature of leadership, transformational, transactional, work- oriented and people- oriented leadership styles and its strengths and weaknesses. Selected leadership theories were tested with attention given to relationship theory, transactional and transformational models of leadership and Fielder Contingency model. According to Allen and Meyer (1991), the concept of organizational commitment including affective, continuance and normative also are blanketed.

2.1   Definition of Leader

There are numerous definitions of leadership and the function of a frontrunner (leader). A chief is someone who influences a set of people closer to the success of an intention. The definition defines a leader as the only one in the charge, the person who convinces other humans to follow. An exceptional leader evokes confidence in other human beings and actions to motion. Leaders serve as the models for the followers (Gandi). In fact a leader has to offer the subordinates what is wanted to keep them efficient and continue closer to the shared vision. But if the leaders fail to provide what became promised before, it flourishes the experience of mistrust and de-motivation. Thus, a frontrunner needs to be centered on followers' needs to keep them shifting ahead continuously. Another predominant quality of a frontrunner is foresight. Leaders can anticipate the destiny likelihoods and plan opportunity techniques to fulfill uncertainties. Such trends are not unusual in ancient leaders. This feel of anticipation is assumed to be innate and cannot be produced in managers.

2.2 Concept of Leadership

Organizations all over the international are deeply worried with expertise, looking and developing leadership. Regardless of the type of corporation, leadership is discerned to play a vital function in establishing excessive performing teams. Leaders are facing greater demanding situations due to the improved environmental complexity and the converting nature of the business enterprise. If we hint again into records, it will become obtrusive that leaders should have the capability to attract out modifications in relation with environmental demands. The current era demands having a competitive edge and sustained profitability. Moreover, it also has to the maintenance of ethical requirements, complying with civic commitments and establishing a safe and equitable surroundings. Leadership is one of the vital elements in enhancing organizational overall performance. For the improvement and execution of strategic organizational decisions, leaders ought to collect, develop and install organizational resources optimally to be able to convey out the quality products and services in the excellent interest of stakeholders., Effective leadership is the main motive of competitive benefit for any kind of organization (Zhu et al., 2005; Avolio, 1999; Lado et al., 1992; Rowe, 2001).

Leadership in enterprise is the potential of a corporation's management to set and acquire difficult goals, take speedy and decisive action, outperform the competition, and inspire others to carry out at the very best stage they can. Leadership can outline based on not unusual factors along with imaginative and prescient, motivation, serving, empathy, creativity, thoroughness, team constructing, taking risks and improving. The position of followers is crucial in leadership process. Leadership is not only a process of influencing by the leader upon others however additionally an interplay system that would be encouraged by way of absolutely everyone involved. Leadership provides route for a business enterprise and its employees. Employees need to realize the path wherein the organization is headed and who to observe to reach the destination. Leadership involves displaying workers a way to correctly perform responsibilities, supervising the completion of responsibilities, setting and reaching goals, taking action, and beating the opposition.

2.3   Leadership Theories

Theories of leadership have developed over a number of decades. Since the 20th century, many theories of management had been proffered. Leadership theories may be grouped into one of eight theory categories (Porter-O'Grady &Malloch, 2010). Eight classes are "Great Man" theory, trait theories, contingency theory, situational theories, behavioral theories, participative theories, management theories, and relationship theories.

Table 2.1 Eight Leadership Theories with Descriptions

Theory	Description
Great Man Theory	Leaders are born, not made.
Trait Theory	Leadership consists of a set of inherent leadership characteristics.
Contingency Theory	Environmental elements affect unique kinds of leadership.
Situational Theory	Leaders choose the best direction of movement based on the situation they find themselves.
Behavioral Theory	Leadership is the learned action of leaders obtained through teaching and observation.
Participative Theory	Ideal leadership is that which takes the input and participation of others into consideration.
Management Theory	Leadership is transactional, focusing on the role of supervision, structure, and performance.
Relationship Theory	Leadership is transformational, emphasizing the relations and interactions between leaders and followers and specializing in motivating people and groups to carry out at their highest capability.

Source: Porter-O'Grady and Malloch (2010)

Among these theories, the conventional theories such as contingency theory, relationship theory which are involved with the leadership styles on this look at are going to be presented. Also, contemporary concept transformational and transactional theory is presented.

(1)   Contingency Theory

This idea attention on variables which are environmentally associated which determines the leadership style that fits the scenario first-rate. It additionally promotes the concept that only one leadership fashion is the exceptional, rather success are primarily based on variables, subordinates and form of the scenario (Northouse, 2007). Environmental factors influence precise forms of leadership. It is similar to unique management patterns are extra powerful in unique conditions (Jung &Avolio, 1999). It may lead towards contingency version, developed via Fiedler (1964). The Fiedler Contingency Model places ahead three situational dimensions that decide whether or not task-oriented or people-orientated leadership is the high-quality for the contemporary state of affairs of the business enterprise (Fiedler, 1964).

Fiedler believed that leadership style is a reflection of persona (trait theory) and conduct (behavioral-concept orientated) and that leaders do not alternate patterns, they exchange the scenario. When there is a great leader-member relation, a distinctly based project, and excessive chief position electricity, the situation is considered a "favorable situation" (Fiedler, 1964).

Table 2.2   Fiedler's Contingency Model of LeadershipEffectiveness

Leader-Member Relations	Task Structure	Leader's Position Power	Most Effective Leader
Good	Structured	Strong	Task-Oriented
Good	Structured	Weak	Task-Oriented
Good	Unstructured	Strong	Task-Oriented
Good	Unstructured	Weak	Relationship-Oriented
Poor	Structured	Strong	Relationship-Oriented
Poor	Structured	Weak	Relationship-Oriented
Poor	Unstructured	Strong	Relationship-Oriented
Poor	Unstructured	Weak	Task-Oriented

Source: Fiedler, F. E. (1964)

(2) Relationship theories

This theory is likewise called the transformational theories; it concentrates on the connection evolved among leaders and their subordinates. These leaders (transformational leaders) inspire their subordinates by means of motivating them to realize the importance of the task to hand. These leaders own high moral standards and need their subordinates to attain the peak in their potential. Relationship theories generally attend on each transactional and transformational elements of leadership (Bass, 1998).

(3) Transformational and Transactional Theory

Over the beyond twenty five years, a big frame of research has emerged around transformational – transactional leadership principle. Transactional theories focus on the function of supervision, agency and institution performance and that they base leadership on a machine of rewards and punishments for meeting unique targets. The type of transaction whether or not a reward or discipline depends on the performance of the employee. Bass (1985) as referred to by means of Chan (2005) theorized the transactional leaders enchantment to the subordinates' self-hobbies. Transactional leaders attempt to meet the modern-day needs of their subordinates via bargaining and changing. Both leaders and subordinates attend on attaining the negotiated overall performance degree. Transformational theories focus upon the connections fashioned among leaders and subordinates. Transformational leadership is the leader's potential to motivate followers to upward thrust above their own personal dreams for the extra desirable of the organization (Bass, 1985, 1996 as referred to by Murphy &Drodge, 2004). Bass (1985) theorized the transformational style of leadership comes from deeply held non-public values which cannot be negotiated and appeals to the subordinates' experience of ethical responsibility and values. It was declared there have been four styles of transformational management conduct, namely idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation (Bass, 1985).

2.4 Leadership Style

The leadership styles are the behavioral styles that a leader undertakes to steer the behavior of followers. It approaches that the way the chief offers direction to the subordinates and motivates to perform the given objectives. The leadership styles can either be categorized on the basis of behavioral or situational approach. Leadership patterns are critical for managers who perform the duties effectively and efficiently. Managers have to take time to familiarize with every of the styles of leadership to apprehend certain regions to enhance leadership style.

(1) Transformational Leadership

Transformational leadership changed into originated through James Downton in 1973 and James MacGregor Burns who brought the term to wider parlance in his conventional take a look at of political leadership within the 1978 book entitled "Leadership" (Bryman, 2011).Transformational leadership fashion can help business enterprises and people to make vast high quality changes in the way they do matters. Transformational leaders generate greater dedication in their followers than do individuals who use other leadership patterns (Avolio, 1999; Bass, 1998). This sort of leaders encourages hassle fixing in followers in preference to constantly presenting answers and directions and a greater pool of information (Buhler, 1995). The transformational leadership style is just like the educate style in that it makes a clear communication, aim-setting and worker motivation. Instead of placing most of the people of the energy into each worker's goals, the transformational leader is pushed via a commitment to business enterprise goals. This kind of leaders spends a great deal of their time on the massive picture, this style of leading is excellent for teams that may deal with many delegated duties without regular supervision. Over the past a long time, researchers have dedicated an increasing degree of attention to the variable of transformational leadership. Yukl (1989) posited that transformational leaders carry adjustments inside the attitudes and behaviors of organizational participants and result in dedication closer to the employer's challenge and desires. Transformational leadership has been deemed as in particular critical in fields focused on provider to the public (Wright, Moynihan, &Pandey, 2012).

Bass &Avolio (1991) outline that subordinates who work for transformational leaders may willingly extend their task descriptions as they broaden an extra theory of

the business enterprise as a whole. Also, Bass and Avolio (2000) define transformational leadership by way of five dimensions; (1) Idealized influence (attribute), (2) Idealized influence (behavior), (3) Inspirational motivation, (4) Intellectual stimulation and (five) Individualized consideration.

(1)Idealized influence - the potential of the leader to be appeared as a role model because of the personal characters or charisma that is regarded as ethical behaviors of leaders.

(2)Inspirational motivation - the capability of leaders to provide a clear sense of undertaking, which leaders in turn carry to members and broaden a sense of loyalty and dedication.

(3)Individualized consideration- the leader's remedy of each member as a unique individual and willingness to delegate initiatives to individual participants, which stimulate and create getting to know experiences.

(4)Intellectual stimulation - the leader's provision of opportunities for institution contributors to rethink conventional approaches and have a look at conditions in new and novel methods. Such leadership style is considered as a manner of improving institutional effectiveness at a time of change.

There are important components of transformational leadership and they are charismatic leadership and stewardship and servant leadership. Charisma is defined as notion of divine, noticeably gifted characteristics of a leader. It is the notion of first rate that compels the subordinates to trust in their leader's radical imaginative and prescient rather than any rational judgment. Charismatic leaders have extremely good competencies to persuade their subordinates, they are strong role models and the followers need to emulate their behavior and they may be well reputable and deeply depended on by using their subordinates. The second component of transformational leadership, servant leadership is employee-oriented technique that aims to empower subordinates with greater ownership and obligations while the chief acts as self-sacrificing facilitator. It doesn't imply that leader is less concerned with the business or other goals of the agency, however as a substitute formulates a collective vision that serves each personnel and the business stakeholders.

(a)   Strengths of Transformational Leadership

Transformational leadership style may be beneficial to the strategic improvement of a small enterprise. Small corporations with transformational leaders at the helm can shoot for formidable desires, and they will achieve speedy fulfillment via the vision and team building skills of the chief. This style can lessen turnover cost due to the fact leaders can keep personnel and customers than different kinds of leadership. Transformational leadership is trying to find to fulfill the desires of the enterprise as they paint to fulfill their personal desires concurrently. They can create and manipulate change due to the fact they already believed in the technique. Transformational leaders can quickly formulate new company visions into the current scenario. Also, they can create enthusiasm within their ranks of followers due to their personal enthusiasm. It results in better tiers of productiveness, higher levels of morale, and decrease tiers of employee turnover. This type of leaders encourages ongoing learning and improvement due to operating in the direction of reaching higher ranges of performance for themselves and their followers. In addition to, they are splendid communicators. When group contributors are not well knowledgeable of task responsibilities, expectations or assignment prerequisites, they cannot be fully productive. Without communication, it is not possible for this leadership fashion to succeed. (www.futureofworking.com)

Transformational leaders can speedy change low-morale situations and build sturdy and wholesome relationships. Moreover, leaders can truly adjust the strengths of followers via their emphasis on communication and motivation. Transformational leader does not need to apply their position to manipulate others and that they do no longer use fear to coerce compliance. These leaders use humanistic concerns to change inner cultures due to the fact they bring the concept of hope returned into the large picture. Transformational leaders treat each follower as an individual, with their personal particular needs and talents. Directions are observed through aid, recommendation and encouragement along with function modeling rather than issuing orders. They even assign particular duties based on every person's specific motivations, abilities and strengths. Therefore, the followers of transformational leader are often unswerving to a fault with their devotion. They undertake the morality and ethics of the transformational leader in their personal lives. (www.cron.com)

(b) Weaknesses of Transformational Leadership

Transformational leadership does offer many high-quality outcome possibilities. Each effective opportunity gives a terrible outcome capability as nicely. They can simplest achieve success in the event that they preserve open strains of conversation with their team. Frequent conversation is required for imaginative and prescient and rightness of a mission are transferred from the leader to the followers. If no longer, personnel will get bored inside the obligations being asked of them. Leaders are required to serve the passion in their group to gain a particular imaginative and prescient or aim. To preserve this, leaders need to offer a steady flow of comments to their followers about the development being made. Transformational leaders who lack this skill are likely to fail. And then, leaders want their followers to accept as true with them. If followers feel that they are being led in an immoral direction, they will even rebel towards the leader. Transformational leaders use their charismatic technique to serve as a position version for his or her followers and their organization. They use their electricity to show humans how to achieve goals or accomplish responsibilities. There are certain risks which might be usually regular with the aid of transformational leadership style to locate innovation or create change. If the leader accepts risks which are immoderate or useless, the movements of the leader end up damaging to the follower and their enterprise. (www.futureofworking.com)

Transformational leaders can encourage their teams to achieve high stages of achievement. If high degrees of sustained productivity are required to attain the vision or there are unreasonable deadlines in region, then it is able to result in burnout taking place in the followers. Moreover, transformational leaders seek diversity due to the fact more opinions and reports result in greater innovation. To inspire variety, leaders inspire followers to pursue vocational enhancement opportunities. The needs of people are regularly the point of interest of corporations or maybe formal instructions. The need of people is often the focus of the leader in place of the needs of the team, this means that one team member tends to acquire extra attention than others in this region. It leads to a lack of accept as true with from affected individuals which in the long run influences the stages of productivity that are doable. One of the most important weaknesses is that transformational leaders are not constantly detail-orientated. (www.chron.com)

(2)   Transactional Leadership

One of the leadership patterns implemented by using leaders is transactional leadership which first defined in 1947 with the aid of Max Weber. It is additionally known as managerial leadership. This is targeted on the management system that entails controlling, organizing and quick-time period making plans. Transactional leadership is both theory and style of leadership that makes the supervision and corporation of individuals and obligations as well as using performance evaluation through rewards and punishment. Transactional leadership includes keeping the repute quo and supplying rewards in alternate for assignment performance. Transactional leadership concerns the power to carry out obligations and praise or punish for personnel overall performance (Burns, 1978). The pioneer of transactional leadership is Burns (1978) and describes transactional leadership as exchange the relationship among leader and subordinates. Major consciousness of transactional leaders is follower function explanation and leaders ought to understand the needs of employee which require meeting the organizational goals.

It gives the opportunity to leaders to lead the personnel and they comply with follow their leaders to accomplish the goals. Power is given to the leaders to evaluate, educate and correct and manage the personnel whilst productivity is beneath the expectation degree and reward correctly when the expected final results is reached. Reward leadership has been observed in lots of cases to be relatively correlated to transformational management (Avolio, Bass, & Jung, 1999). Bass and Stogdills (1990); and Avolio et.al. (2004) discuss the characteristic of transactional leadership in ways, first is contingent rewards and different is management by exception. In trendy, active leadership is found to be extra effective than passive leadership. Transactional leadership is based totally three components; contingent reward, active management by exception and passive management by exception (Hellriegel and Slocum, 2006).

(1) Contingent Reward

Managers who use the contingent reward display the standards, and inspire their personnel to carry out nicely because the leaders will let their employees know the rewards they may acquire if their overall performance degree is excessive. Subordinates are promised rewards for correct performance however if the

performance is horrific they may get hold of the punishment (Bass and Stogdills, 1990; Avolio, et al., 2004).

(2) Management by Exception (Active)

Management by Exception (active) occurs while leaders make corrective criticisms or use negative reinforcement. This leadership conduct monitors personnel closely with the intention to become aware of errors and mistakes. Leaders with Management by Exception with active behaviors are characterized as tracking subordinate performances and taking corrective motion if deviations from the set standards occur. These leaders implement rules to avoid errors (Bass and Stogdills, 1990; Avolio, et al., 2004).

(3) Management by Exception (Passive)

In this style, leaders use Management by Exception (passive), only interfere whilst goals have no longer been met or a problem arises. The Management-by-Exception chief with passive behavior would not get involved until problems emerge as critical. The Management by Exception (passive) leaders wait to do so until errors are brought to their interest (Bass and Stogdills, 1990; Avolio, et al., 2004).

Under this style, the manager establishes predetermined incentives generally within the shape of financial praise for fulfillment and disciplinary motion for failure. Transactional leaders are centered on mentorship, instruction and training to achieve goals and revel in the rewards. Transactional leader is amazing for organizations or teams tasked with unique goals. It is not always the satisfactory style for riding creativity. Leaders who are more satisfying to their followers and who are effective as leaders are extra transformational and less transactional (Avolio and Bass, 1991).

(a)   Strengths of Transactional Leadership

Transactional leaders can cope with small operational details fast. They deal with all of the information that come together to construct a strong recognition within the marketplace, whilst maintaining employees effective at the front line. Based on reward and punishment, this style is powerful in motivating personnel in turning into effective member of the team. There are two motives and first, the inducement that awaits the worker if they make contributions to the corporation serves as the

motivation for them to work doubly tough to meet cut-off dates, attain or exceed quota due to the fact the worker is aware of that their efforts will no longer be left unrecognized. Second, this style serves as a reminder to a member of the group of workers that the management continues a watch on them and is extreme with its pressure to count on most performance from its employees that errors committed and under performance would suggest demerit and punishment. With short-term planning as part of this style, management guarantees that its visions for the company or business enterprise will be realized.

Consequently, these are less difficult to meet and less demoralizing for personnel. By making achievements greater available in a short time frame, participants of the team are more prompted to perform and on the same time be extra self-assured. This is in part because of the autonomy given to subordinates makes them capable of carry out their tasks while not having to be aware that eyes are immediately on them. Transactional leadership is likewise composed of a shape that is clear and concise. Employees also are supplied with clear commands and expected to follow a series of command which makes it simpler for them to know what proper channels to visit. This makes it easier for personnel conscious from day one which they may be rewarded for following goals and finishing their duties with flying shades while they will also be punished if they move against the rules of the business enterprise. Transactional leadership is powerful with regards to boom in manufacturing and reducing down expenses. This leadership fashion has short-time period desires that make it less complicated for personnel to get things achieved. (www.profouls.com)

(b)   Weaknesses of Transactional Leadership

The strong focus at the primary desires of individuals is one of the weaknesses of transactional leadership. The cause is that when the people have reached the primary tiers of needs along with physiological and safety desires, they obviously improve to extra superior tiers which includes belongingness, esteem and self-actualization. Some people are dissuaded with the aid of the bare minimal. For instance, there are employees who cannot be motivated through salaries and standard employment benefits. Some aspire to find deeper meanings in what they do while others want to have critical part of the group or organizational success via deeper

participation and collaboration. Another weakness is that it is inflexible. Because there are employees that are deterred by using the naked minimal, there are conditions wherein transactional leaders can fail in motivating these people. Another drawback emphasizes on a lower in the morale and motivation. Some personnel who are inherently creative thinkers and problem solvers may experience alienated due to the fact they suppose they may be no longer contributing to organizational dreams and targets. The strict adherence to compliance or the imposition of stringent regulations and strategies can border to micromanaging, thereby discouraging people who need a higher level of freedom in acting their duties. (www.futureofworking.com).

(3)   Work- Oriented Leadership

Work-oriented leadership is doing something it takes to get the process finished. It emphasizes the tasks had to achieve goals. According to the Center for Leadership Development, the manager's job is to devise, organize, coordinate, inspire and motivate. The work-oriented leadership style fits the definition of a manager. Work-oriented leaders put heavy emphasis on structure, plans and schedules for getting things done. This style of leadership include step-by-step planning and praise and punishment systems, constantly defining structure and goals, prioritizing fulfillment of precise consequences, sticking to rigid schedules and requiring employees to set technique-oriented goals and formulate plans to obtain them. Work-oriented management is a behavioral approach, in which the leader specializes in the duties that need to be performed so that it will meet goals, or to gain performance preferred. The work-oriented leadership style covers some features of work management. It requires coordination of process-related activities, giving significance to administrative activities, supervising product high-quality and making financial reports. Thus, it may be concluded that the leaders who undertake work-oriented style, emphasize on completing necessary responsibilities with a purpose to reach organizational goals. One of the distinct characteristics of these leaders is that they are much less involved with the employees, who are actually the essential marketers to attain the desired goals. On the contrary, they're greater worried with a planned path with the intention to achieve precise organizational goals (Forsyth and Donelson, 2010).

(a)   Strengths of Work-Oriented Leadership

The biggest strength of work-oriented leadership is that all required jobs are completed flawlessly and in a well-timed way. This ensures personnel manipulate their time properly. Furthermore, work-orientated leaders represent an example for personnel by focusing on the necessary processes, in the feel of the way the duties are fulfilled. Thus, they are able to delegate work and make sure that responsibilities are finished in a timely and effective manner (Anzalone and Chris 2012). As for the other strengths of work-oriented leadership style, the purpose is apparent and the task definitions are unique. Leaders are open to conversation in the sense that they need to ensure that the targets are absolutely understood by way of the personnel. In addition to this, they layout work groups for unique obligations and ensure that group members have a clear expertise in their roles. Therefore, it is able to be concluded that this style is suited to properly-structured environments, including manufacturing assembly traces, in which repeating properly-described approaches consequences in high levels of productivity and quality (Fiedler, 1964).Work-orientated leadership style can keep excessive standards with most advantageous performance. Under this style , employees who need shape and who struggle with dealing with time work excellent because it is far more organized and is closing date driven. Work-oriented leaders have several traits that help ensure that matters get completed in a way this is each proficient and on time every time. They typically create clean, smooth-to-observe schedules with unique requirements and deadlines (www.Linkedin.Com).

(b)   Weaknesses of Work-Oriented Leadership

For the weaknesses of the work-oriented style, a fear of breaking the guidelines amongst personnel, might also bring about a loss of creativity, low morale and accordingly, high turnover. When personnel afraid to interrupt rules, they will not take any risks, and consequently there might also occur a lack of innovation. Moreover, the personnel who are creative might also sense demoralized and tend to go away their present day businesses which will discover greater appealing opportunities in other corporations (Bass, 1990). Another weak point is visible in organizations which work in particularly competitive industries. These organizations ought to be capable of right away react to outside threats and opportunities in order to exist. Therefore, their personnel should take risks, and this may cause them to no

longer feel comfortable. This style can cause terrible while a manager is just too work-oriented. It can be loss of autonomy and creativity that can result in low morale. When an employee has to work beneath very strict closing dates and immoderate work orientation, it is able to carry the corporation way of life down. The lack of creativity underneath excessively work-oriented management could have a negative effect on an enterprise's product and as an end result it tends to deaden innovation.

(4) People-Oriented Leadership

People-oriented style attention on strengthening and building the first-rate of relationship among leaders and subordinates and it is able inspire and encourage employee to fulfill the corporations' needs and goals. This relationship is steady with the notion leadership theory. Relations-oriented leadership is an approach which specializes in the task pleasure, motivation and work life balance of personnel. The leaders are focused on supporting, motivating and developing their employees. They inspire teamwork and collaboration, by using constructing nice relationships and encouraging verbal exchange. Relations-orientated leaders prioritize the welfare of each employee, and do not hesitate to spend time and effort in assembly their wishes. In this sense, they offer incentives like bonuses, try to deal with workplace conflicts, have greater informal interactions with employees to study their strengths and weaknesses and create a non-competitive work environment (Reilly and Anthony 1968). People-orientated leadership is a critical conduct style because it encourages leaders to form mutual respect, consider and self-assurance with followers, in addition to inspire and encourage them to accomplish the strategic enterprise vision and missions in their company (Sinani (2016); Robbins & Judge, (2013).) According to many scholars which include Amabile et al. (2004), Yukl (2005), and Jong and Hartog (2007), people-oriented leadership includes two salient functions: participative style and consultative style.

Participative style broadly defined as the willingness of leaders to carefully work with subordinates and involve them in making decision to acquire each day goals. Leaders who adopt this style lead the corporation via joint decision making process and session in appearing each day task. Consultative style alternatively is frequently defined as the readiness of leaders to request for thoughts or evaluations from their followers in attaining work goals. Leaders who adopt consultative style

understand the subordinates thoughts and reviews in setting their dreams whilst finishing their everyday duties (Berson&Avolio, 2004; Jong &Hartog, 2007). Literatures on leadership found out that leaders who are capable of planning and administering each day process operations through well imposing participative style and consultative style, had sizable impact on various aspects such as organizational commitment (Mahmoud et al., 2018; Tabbodi, 2009; Yousef, 2000) and job satisfaction (Sinani 2016; Brown, 2003; Rad &Yarmohammadian, 2006).The capability of leaders to correctly exercise participative style and consultative style in executing day-to-day activity operations had brought about an stronger (Ismail et al., 2010; Yiing& Ahmad, 2009) in the meantime, evidences from literature on organizational leadership highlighted that humans-orientated leadership may additionally act as capacity predictor to organizational commitment (Abouraia& Othman, 2017; Mahmoud et al., 2018; Tabbodi, 2009; Yousef, 2000).

(a)   Strengths of People-Oriented Leadership

People-oriented leadership has a tendency to energize personnel as it makes them sense appreciated for the work they do. One of the most important advantages is that the point of interest on employee relationships makes personnel sense that they make a distinction in the company. They will positioned extra powerful attempt on company and it is going to cause company success. One of the strengths of this leadership style is that members of the relations-oriented leaders create groups that everyone wants to be a part of. Team individuals are often extra productive and inclined to take risks, due to the fact they recognize that the leader will offer aid in the event that they want it. The other energy is that the employees are in surroundings wherein their leader cares their welfare. These types of leaders are aware that productivity within the workplace , requires building an effective surroundings where people experience encouraged. Therefore, these types of leaders prioritize people to ensure that issues including dissatisfaction, boredom, conflicts and turnover, stay at a minimum (Graen and Uhl-Bien, 1995). With this leadership style, leaders are absolutely targeted on organizing, helping, and contributing to the development the members of their groups. This is a participatory style and has a tendency to inspire accurate teamwork and creative collaboration. People-oriented leadership style is far the other of work-oriented leadership style. Furthermore, group participants can be

greater willing to take risks, because they are aware about the truth that their leader will provide help whenever needed (Arana et. al., 2009).

(b)   Weaknesses of People-Oriented Leadership

Employees may additionally experience that the responsibilities they have got given are overwhelming and they will want extra path. Ineffective decisions might also result if the focus is constantly put on the leader and subordinates relationship in place of the important enterprise decisions that need to be made. One of the weaknesses is that the development of crew spirit may additionally hinder completing the actual responsibilities and preferred dreams (Burke et. al., 2006). Some leaders can take this method too far; they will put the improvement of their team above obligations. In addition, if personnel have an excessive amount of duty without leader steerage, the decision-making responsibility can grow to be hard and this could lead to lower overall performance, excessive employee turnover, customers dissatisfaction and reduced profitability (Tabernero et. al., 2009).

2.5   Organizational Commitment

The concept of organizational dedication attracts substantial response in analyzing administrative center behaviors and attitudes (Meyer & Allen,1991; Mathieu & Zajac,1990) as it is far associated with vital organizational problems; employees goal to depart from business enterprise accompanied by using real decision to cease the organization (Allen & Meyer,1996) .Organizational commitment includes personnel loyalty, eager to be the a part of organization, willingness to do level pleasant for business enterprise and the volume to which employees perceive organizational desires and values their very own (Bateman &Starasser, 1984).Organizational commitment represents a link between the employee and the organization that consists of process pleasure. Promoting employees' organizational commitment is the most important difficulty for company to engage with employees who are talented (Reiche, 2008). According to Meyer and Allen (1991), affective, continuance and normative commitment are the elements that useful resource in determining the scope of organizational commitment.

(1)   Affective Commitment: Employees with a valid affective commitment hold employment with the company because they enjoy working with the enterprise. There

are four wonderful corporations diagnosed regarding affective commitment and they are private characteristics, activity characteristics, work experiences and structural characteristics. Employees with excessive degree of affective commitment to their organization are expected to triumph over turnover intentions and to stay with the organization as they know it is far benefited to their organization. (Vandenberghe, 2014). Affective commitment is employees' emotional attachment to job, identification with business enterprise and involvement in business enterprise. Employees, who have robust affective commitment, stay inside the enterprise due to the fact they want to (Allen &Meyer, 1990). Therefore, this form of commitment is primarily based on desire. However, there has not been a uniform end on what are the mechanisms involved growing it, but Meyer and Herscovitch (2001) advocate that any variable a good way to increase the probability of the subsequent three matters will assist individual to become affectively committed. First, individual becomes involved, which means prompted through their own will or absorbed within the go with the flow, in a course of movement. Second, a person acknowledges the cost or relevance of the entity or the path of movement to themselves. Last, association with the entity or a path of motion will form character's identity. (Meyer &Herscovitch , 2001). Out of the three forms, affective commitment has been studied the maximum (see Meyer, Stanley, Herscovitch&Topolnytsky, 2002; Bergman 2006).

(2)Continuance Commitment: The concept of continuance commitment is received from the notion of a loss of employment alternatives. Continuance commitment is a tendency to interact in constant traces of acivity based on the person perception of the charges related with discontinuing the interest. Employees continue with the organization because they want to accomplish that. Discontinuing employment with the organization will terminate task-associated opportunities like seniority, pension, job experiences and status. According to Meyer & Allen 1991), any aspect that increases the expected cost of discontinuing the process can be mentioned as a forecaster of continuance commitment. Continuance commitment is commitment based totally at the charges that could arise if the person left the organization. Therefore, humans having high continuance commitment stay inside the organization due to the fact they need to. In other phrases, it would cost too much to leave. This will be the case, for example, if employee has used a lot of time and sources to analyze something that may best be utilized in that particular enterprise or on the time

there are no similar or higher employment opportunities available than the modern position. (Allen & Meyer, 1990; Meyer &Herscovitch , 2001; Garcia-Gabrera& Garcia-Soto , 2012).

(3)   Normative Commitment: According to Allen & Meyer (1990), employees operating to begin with from the normative issue of commitment use their efforts on behalf of the business enterprise as they trust they ought to. It pertains to a worker's commitment based on a notion of commitment to a particular organization. Employees trust that they have responsibility to be loyal to organization while it is good to them and place extra attempt on commitment. Normative commitment refers to person's emotions of responsibility to stay with the company. In different phrases, personnel continue to be within the business enterprise due to the fact they ought to do so. It is proposed that normative commitment is encouraged by way of person's studies both earlier than and after getting into the enterprise. This means that not most effective organizational socialization however additionally socialization that happens within the families and society at massive also affects how worker's normative commitment develops. (Allen & Meyer, 1990; Markovits, Boer & van Dick, 2013) Until nowadays, this is the only that has been studied the least out of those three (Bergman, 2006).

2.6   Conceptual Framework of Previous Studies

FelekeYeshitilaTeshome (2014) did the thesis about the relationship between Leadership Styles and Organizational Commitment at Defense University based on Full Range Leadership Model evolved by means of Bruce Avolio and Bernard Bass (1991). That study examined the relationship among transformational leadership behavior, transactional leadership behavior, laissez-faire leadership behavior and organizational commitment (affective commitment, continuance commitment and normative commitment). The end result located that both transformational and transactional leadership behavior have been positively related with organizational commitment (affective, continuance and normative commitments) whereas laissez-fair leadership behavior had no relationship with organizational commitment at Defense University.

Abdullah M. Al- Ansi&Kusdirahardjo&ArikPrasetya (2015) did the studies on evaluation impact of leadership style and pay fairness on job satisfaction and

organizational commitment. That study examined the impact of transformational and transactional style and the effect of pay fairness that includes justice, fairness, trust, worker's engagement and reward and bonuses on job satisfaction and organizational commitment. Job Satisfaction blanketed four elements together with supervision, job characteristics, rewards and co-worker satisfaction. Organizational commitment contained affective, continuance and normative commitments. The result of the studies confirmed that firstly leadership style has bad impact on both job satisfaction and organizational commitment. Secondly, pay fairness has direct effect on job satisfaction and indirect impact on organizational commitment. Lastly, job satisfaction has direct impact on organizational commitment.

Figure (2.1)Relationship between Leadership Styles and Organizational Commitment at Defense University
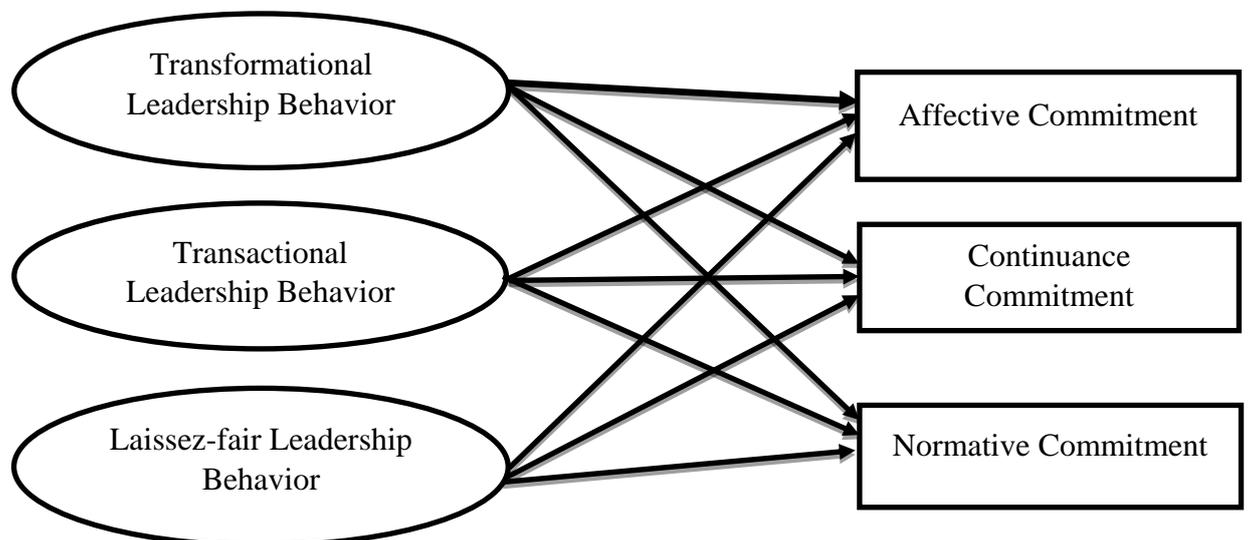
Source:FelekeYeshitilaTeshome (2014)

Figure (2.2) Analysis Impact of Leadership Style and Pay Fairness on Job Satisfaction and Organizational Commitment
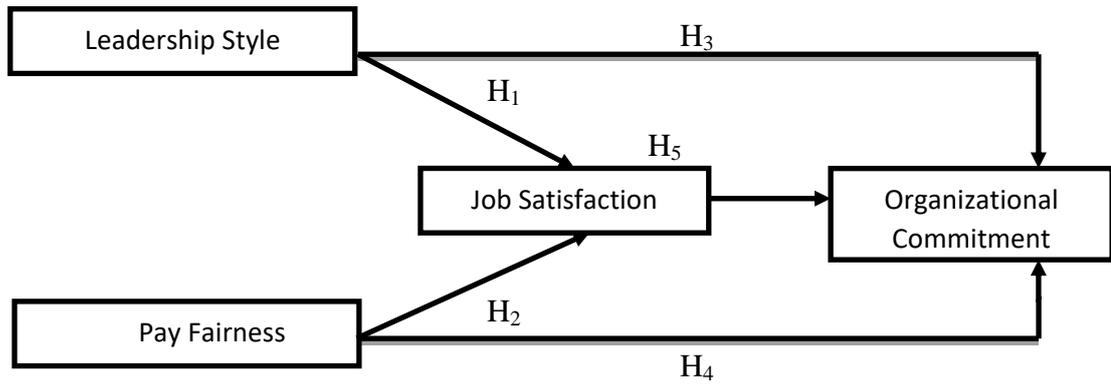
Source: Abdullah M. Al- Ansi&Kusdirahardjo&ArikPrasetya (2015)

2.7 Conceptual Framework of the Study

The emphasis of the study is to identify the leadership styles used by the different department at selected private-owned garment factories from both leader and subordinate perspectives. In addition, the study will explore the effect of leadership styles on organizational commitment being measured by affective, continuance and normative commitment. The conceptual framework of the study is constructed based on previous studies which have been observed. In this study, independent variables are transformational leadership style, transactional leadership style, work-oriented leadership style and people-oriented leadership style; and dependent variable is organizational commitment (affective, continuance and normative commitment.

Figure (2.3)   Conceptual Framework of Leadership Styles on Organizational Commitment

Independent Variables   Dependent Variables

Leadership Styles

| Transformational |

| Transactional |

| Work-Oriented |

| People-Oriented |

Organizational Commitment
- Affective Commitment
- Continuance Commitment
- Normative Commitment
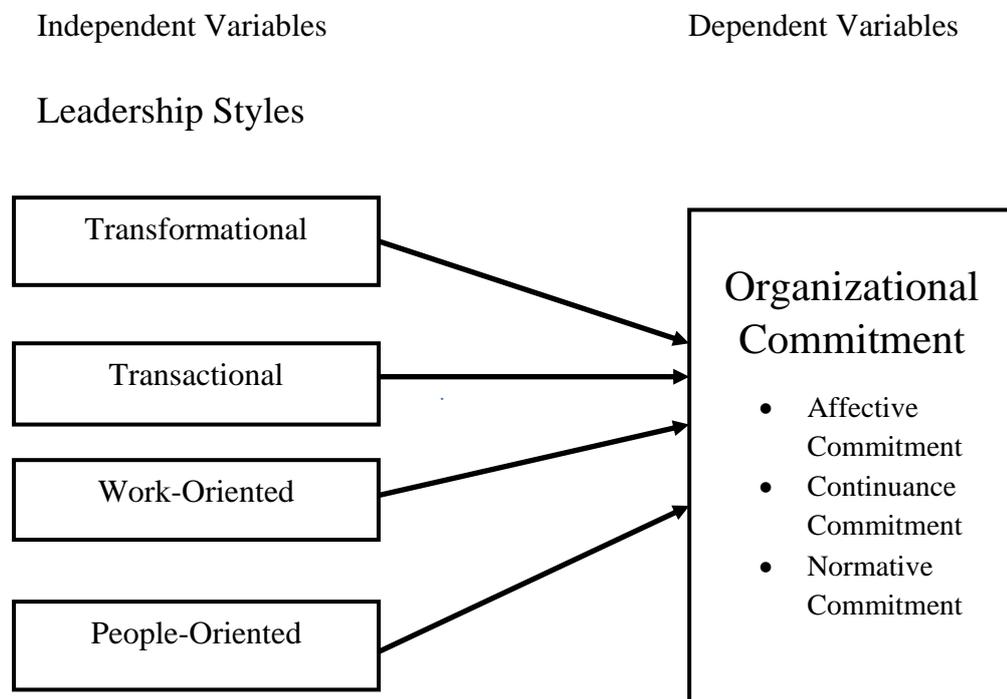
Source: Own Compilation based on FelekeYeshitilaTeshome (2014) adopted from Bruce Avolio and Bernard Bass (1991) and Abdullah M. Al-Ansi&Kusdirahardjo&ArikPrasetya (2015)

CHAPTER 3

BACKGROUND INFORMATION OF PRIVATE-OWNED GARMENT FACTORIES

This chapter expresses the history, vision, mission, future plan and code of conduct of selected private-owned garment factories. It also contains the kind of manufactured garment products, which countries these are exported, working hour and wages and training and development of selected private-owned garment factories. This chapter also describes the organizational structure of the factories.

3.1 Background Information of ShweSakar Co., Ltd

ShweSakar Company Limited is a ready-made garment manufacturer which produces the products such as Underwear and Loungewear, Jackets and Coats, Trousers and Shorts, T-shirts and Polo Shirts, Sweatshirts, Dresses and Skirts. The factory was established at 1 September, 2011 with total capital USD 2,000,000 and is operated with employees. Its total asset is USD 298017 in Myanmar Investment and Commercial Bank. Factory address is 18. Nearby Thanlyin-Thilawa Road, Alwansutt Village, Thanlyin Township, Yangon Division. Factory license number is N 1264. The number of employees including leaders, supervisors and operational level are 600 persons. ShweSakar Co., Ltd produces the main products such as Jackets and Coats, Underwear and Loungwear, Trousers and Shorts, T-shirts and Polo shirts, Sweatshirts, Dresses and Skirts. This factory also manufactures Accessories, Denim and Jeans, Full Body, Gloves, Hats and Caps, Lingerie, Pullovers, Scarfs and Handkerchiefs, Seamless, Socks and Tights, Suits and Blazers, Swimwear and Wetsuits and Ties and Bowties. Its target segment is both men and women. ShweSakar Co., Ltd major markets are Princess Collection (EU), Sumikin (Japan) and Takko (Germany). The main importer of the factory is from Princess Collection (EU).

(1)　Vision, Mission, Future Plan and Code of Conduct

Vision-The vision is (1) to provide its customers by creating qualified products and meeting export deadline with the collaboration of its employees and (2) to enter the international markets with the brand name ShweSakar.

Mission-The mission of ShweSakar Co., Ltd is to support the national unemployment by creating employment opportunities for local people.

Future Plan -ShweSakar Co., Ltd would like to create the brand name ShweSakar by changing from CMP (Cutting, Making and Packing) garment factory to FOB garment factory.

Code of Conduct- ShweSakar specifies its code of conduct with the criteria that they regard as being important to their partnership with customers. The criteria are compliance with national laws and regulations, no child labor, no discrimination, no forced labor, freedom of association, fair wages and benefits policy, acceptable working hours and active care for health and safety.

(2)   Working Hour, Wages and Training and Development

The working hour of ShweSakar Co., Ltd is from 8 a.m to 4 p.m. Employees work from Monday to Friday except of gazetted holidays. On Saturday, they work on half day and weekly off day is on Sunday. The lunch hour is from 11:30 am to 12:00 pm. The basic wages is 4800 kyats per day. The salary date is 5th of every month. Employees can get the incremental wages according to their skills meeting the target. When they do their work efficiently and effectively, they can earn 7200 kyats per day. If employees work overtime during the working day, they get the extra wages called overtime wages. Sometimes, employees will work on Sunday and they get the double wages. If they don't take the double wages, they can get one off-day at any working day they desire. In addition, to improve the employees' capabilities, qualities and responsibilities, the factory always do it. The factory gives training to employees regarding machinery equipment that they know how to use and operating procedures, standards, methods and how many qualified garment they can sew during one day with effectively. It also gives training to supervisor to improve the relationship between employees and them. The reason is to reduce the employee turnover rate. Before becoming a supervisor, they get training regarding the necessary skills to become a leader and to get promotion.

(3)   Disciplinary Practices

The discipline is the habit of acting according to the rules. It is obedience to the orders of proper authority. The disciplinary practices of ShweSakar garment factory are hanged up on the entrance wall and they are:

(1) Discipline enhances the performance of work continuously and with higher morale through proper compliance of rules and regulations framed for smooth running of a company.

(2) The company shall not engage in or support use of corporal punishment, mental or physical coercion and verbal abuse.

(3) The manager and supervisors to be trained on behavioral aspects to deal with workmen.

(4) In case of any misconduct as defined in the standing orders of the company, the management initiates the oral corrective action.

(5) If the same behavior continues, the concerned personnel will receive a written warning letter from the management.

(6) A written explanation is sought from the concerned person and if the explanation is found satisfactory, a record of the same is made in the personnel life.

(a)   Discipline for Wages and Benefit

Remuneration to employees shall be at least as per the Minimum Wages Act to meet the basic needs of the personal and insurance income. These disciplines are

(1) Each employee is paid the minimum wages in timely manner as per the Local Labor Laws for the three categories namely, Training, Probations period and regular workers.

(2) All personnel are provided with personnel protective equipment's, portable water and other welfare facilities at free of cost. No employee is required to pay for tools or property, plant and equipment (PPE) to perform their job functions.

(3) The management will provide a well-maintained electronic time keeping system for employees to record their exact work hours. The time keeping system should be used for recording both start and closing timings. Both regular and overtime (OT) hours must be recorded on the same card.

(4) The company ensures that wage and the other benefit details are explained clearly to the employees and payment is made in cash on a specified day or date of the week, month as applicable which is displayed through factory notice board in the facility.

(5) The company ensures that all legality mandated with holdings such as taxes are remitted to the respective statutory.

(b) Discipline for Working Hour

At the factory, Personnel do not work more than the legally mandated working hours and overtime is voluntary. The disciplines regarding the working hour of the ShweSakar private garment factory Co., Ltd are

(1) The working hour of the employees shall be clearly defined and communicated through the notice board in the factory. The working hours shall include legally required rest periods.

(2) It also ensures that one day off is provided to all personnel for every seven day period.

(3) If holiday on Sunday is not given than a substituted holiday to be declared within 3 days or the employees will be paid double the ordinary rate of wages.

(4) Overtime work is required on emergencies or exigencies situations. If overtime work is required after the closing of working hours, the management ensures that the same will be informed to employees in advance.

(5) Overtime is voluntary.

(6) If employees are not interested in working overtime, the management will not force or coerce them to work overtime hours in any way.

(7) ShweSakarCo.,Ltd ensures that all overtime work is compensated at a premium rate and it means that double the normal rate as per Law.

(4)   Freedom of Association and Collection Bargaining

ShweSakarCo.,Ltd recognizes the rights of employees to associate freely and bargain collectively. The company also recognizes the right of employees to join any trade union and there is no threat penalty or discrimination against or otherwise interfere with employees exercising these rights. It enlightens the workers to progressively achieve the desired means by collective bargaining and thus encourages the working community. Trade union and the right of employees have to be respected by one and all for the well-being of the working community. The company recognizes

the right of freedom of association of workmen. Receiving and addressing of grievances shall be as per the redressal mechanism contained in the certified standing orders of the company. The company practices open door policy and personnel are encouraged to interact with the top management on issues relating to their working conditions in the facility.

(5)   Non Discrimination

Employees are employed and promoted on the basis of their ability. The management is committed to equal treatment of all individuals regardless of race, color, sex, age, religion, marital status, sexual orientation, gender identity, gender expression, veteran status, disability, Union membership and political affiliation as per local laws regarding discrimination or any other factors that are not directly related to the job. It ensures that non-discrimination in pay, promotion, discipline, separations or other terms and conditions of employment based solely on an employee's ability to perform the job. Employees can report their grievances through which telephone hot-line number. The management communicates this policy during new employee's orientation and at ongoing management meetings. The management does not question prospective employees about their pregnancy before hiring as a pre-condition to employment. Besides no pregnant woman is engaged in strenuous work that will cause substantial health risks. ShweSakar Co., Ltd does not discriminate in hiring, employment practices, in making decisions about hiring, pay, benefits, training opportunities, work assignments, advancement, discipline, separations. The management periodically reviews hiring practices to ensure that all employees have equal opportunity and that the practices are in compliance with the buyer's policies and local laws.

(6)   Organizational Structure

ShweSakar Co., Ltd is private citizen –owned garment manufacturing and export organization and it is organized and operated with 600 employees. It is first established at 2011 and it was rewarded certificates. The chief executive officer of the factory, managing director is U MyintSoe. The managing director is managed the operations with factory manager, technical manager, production manager, accounting manager, human resource manager. It is organized with 12 departments and each has respective Head of department. Departments are cutting department, sewing department, finishing department, mechanic department, electrical department, quality

control department, IE department, merchandising department, store department, accounting department, human resource department and compliance department. Because of the manufacturing and export company, department regarding manufacturing is the major department of company. The departments that directly concerning production are cutting department, sewing department and finishing department. In cutting department, most are male employees and managed by leader of department. Employees are worked with accurate, active manner and less default as much as possible. Line employees in sewing department do their work with skills, experiences and capabilities to get the qualified product. Sewing department is managed by leader of department, senior supervisors, lines supervisor. There are 18 lines and each has one senior supervisor. One senior supervisor manages line supervisors in 6 lines.

Employees do many tasks in finishing department such as laundering, ironing, buttoning, labeling and packaging. Leader of finishing department controls operational employees to meet with the targeted date and quality. The role of mechanic department and electrical department is important in producing qualified products. Leader and employees in mechanic department are responsible for repairing and maintaining machinery and equipment. The responsibility of electrical department is to get the efficient voltage to meet the daily target and attain the quality products. After producing, labeling and packaging the garment products, quality control is the essential task to export with qualified garment products. Quality Control department (QC) checks the raw materials to be qualified and free defects and the manufactured products to meet the export quality. The next department is Industrial Engineering department (IE). This department evaluates the operations, research and design methods to improve the utilization of employees, raw materials and machines. Another important department is store department and it undertakes to get the raw materials at the right time and maintains the necessary raw materials with few defects as much as possible, and protects shortage and inefficiency of raw materials.

The above mentioned departments operate with the direction and management of production manager. The major department which enhances the interest of garment factory, the human resource department operates together with compliance department. HR department manages the employees who manufacture the qualified garment such as hiring and selection, training, evaluation, monitoring performance,

promotion, compensation, health and safety and fringe benefits. Compliance department performs legal compliance and employee compliance with established standards. Accounting department performs the financial position and performance of the factory and analyzes income is more or expenditure which should not is more and summarizes the financial information and anticipates the future condition. Technical manager in technical department strives to use the techniques in changing environment, and then discuss with Factory manager, Production manager, HR manager, Finance and Accounting manager to train line employees. Factory manager is the vice chief officer of the garment factory after the managing director and manages the whole factory's operations, employees performance, training, factory financial condition together with the respective managers, supervisors and leaders.

Figure3.1 Organizational Structure of ShweSakar Co., Ltd
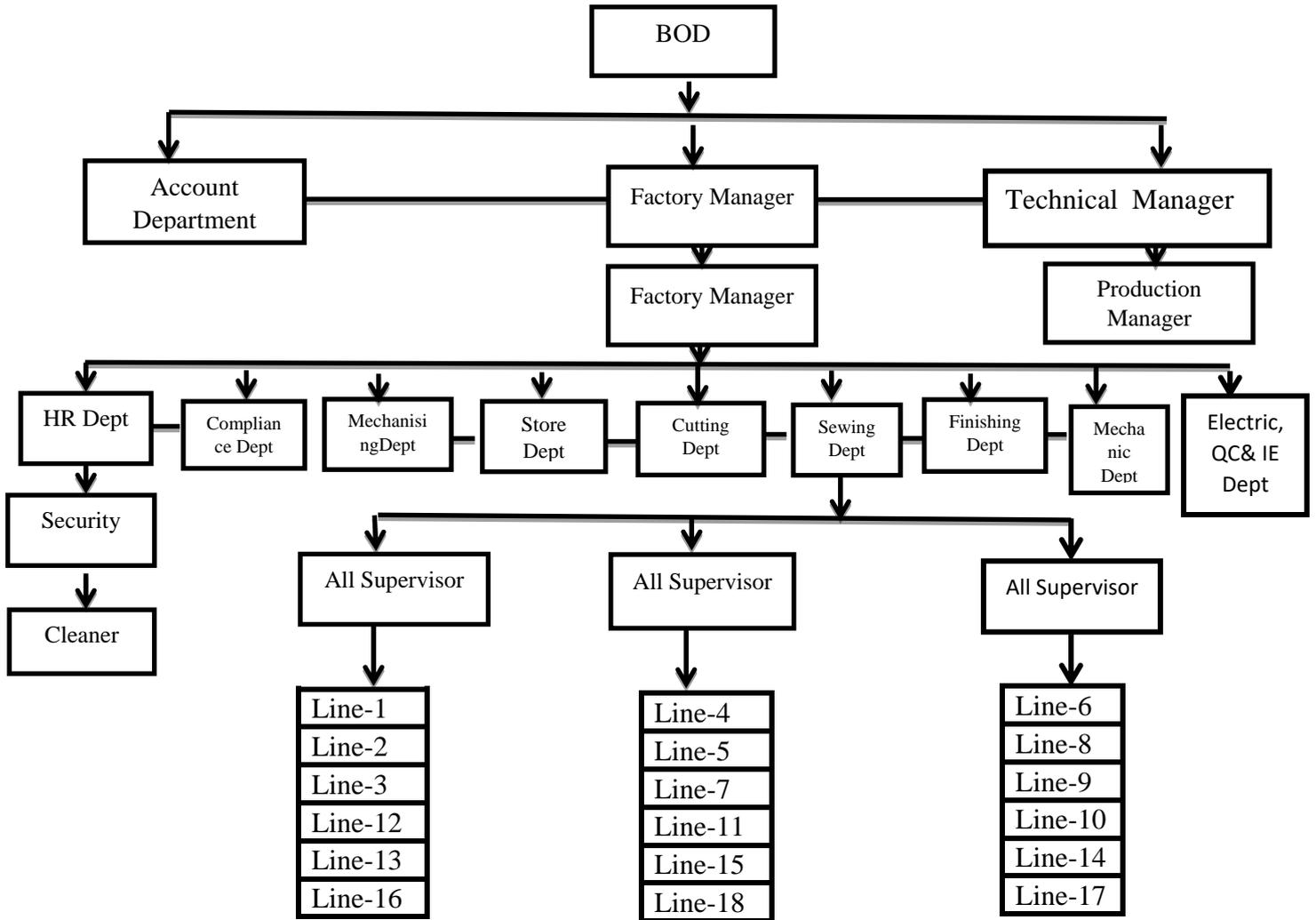
Source: ShweSakar Co., Ltd ,2019

3.2 Background Information of Power Fashion Co., Ltd (PWR)

Power Fashion Co., Ltd (PWR) is a private-owned garment factory which operates with about 900 employees. The factory is firstly started from March, 2014. Head Office is situated in China and it is owned by Grahum. In Myanmar, only subsidiary office is situated and its address is 287/C/D/E, No. (4), Main Road, Thar Du Kan Industrial Zone, ShwePyiThar Township, Yangon Region. The number of employees is about 900 employees. It operates as CMP (Cutting, Making and Packing) in Myanmar and exports them to Europe. Its target segment is both men and women. Power Fashion Co., Ltd major markets are Europe market and raw materials are imported from China. In Myanmar, only production processes are operated and then exported. Its main product is Jackets.

(1)   Vision, Mission and Objectives

Vision- the vision is to export the qualified products and to extend the market in addition Europe market.

Mission- the mission of Power Fashion Co., Ltd (PWR) is to improve the productivity with efficient capacity.

Objectives- the objective is to meet the daily target quality and quantity.

(2)   Working Hour, Wages and Training and Development

The employees at Power Fashion Co., Ltd (PWR) work from Monday to Saturday and Sunday is the weekly off-day. The working hour starts at 8 am and ends at 4:30 pm. If the factory has emergency needs, the worker will work overtime hour. The overtime hour is from 4:30pm to 6:30pm. The basic monthly salary for supervisor is 450000 kyats and they also earn bonus in addition the basic salary. Operators who manufacture the products at the operational level earn the basic salary 4800 kyats on daily. Operators can earn the extra salary in addition the basic salary and it is on how many products that operators can manufacture a day, regularly attendance, efficiency and bonus. The factory train employees about how to handle and operate sewing machines and equipment, standards, methods, daily target as soon as they work on first day. Training also includes how to communicate with colleagues, supervisors. Supervisors are trained to improve communication, management skills and necessary skills before and after promoted. Employees also train other communication skills and

maintain their existing skills and improve better skills when they get sufficient skills to sew the garment.

(3)   Organizational Structure

Power Fashion Co., Ltd is private foreigner- owned garment factory. The factory is operated with about 900 employees. It only manufactures the jackets and exports them to Europe Market. Factory Manager is the chief officer of the subsidiary office as Head office is in China. Factory Manager manages the overall factory operations and works together with Human Resource manager, Finance manager and Production manager. Human Resource department includes HR manager, HR staff, cleaner and security. HR department performs hiring and selection, training, evaluation, monitoring performance, promotion, compensation, health and safety and fringe benefits. Finance department performs the financial position and performance of the factory and analyzes income is more or expenditure which should not is more and summarizes the financial information and anticipates the future condition. The factory also hires external financial team to analyze the financial information about the factory.   Production department includes production manager, technicians, supervisors and operators. Technicians in production department strives to use the techniques in changing environment, and then discuss with Factory manager, Production manager, HR manager, to train the manufactured employees and supervisors ,check the conditions of machines day to day and maintain the existing machines. Supervisors supervise operators to get the right quality and quantity, explain the unknown things and guiding and supporting the methods that operators should do. Operators made the jackets according to the established standards to meet the daily target quantity.

Figure 3.2   Organizational Structure of PWR Fashion Co., Ltd
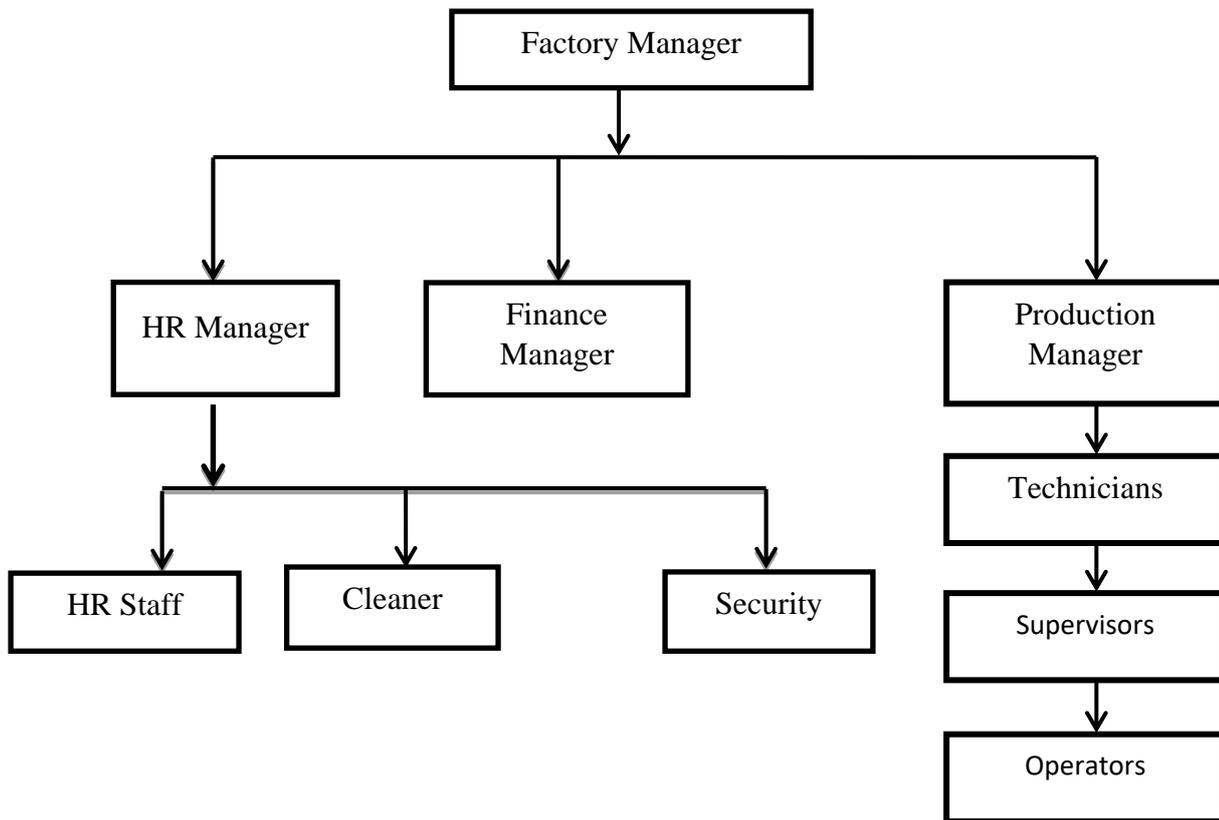
Source: Power Fashion Co., Ltd , 2019

CHAPTER 4

RESEARCH METHODOLOGY

This chapter describes the analysis of organizational commitment on leadership styles of selected private-owned garment factories. It includes demographic profile of respondents, subordinates perspectives on leadership styles which their leaders practice and the effect of leadership styles on organizational commitment. Besides, it includes the demographic profile of leaders which is from supervisors to managers and the analysis on the leadership styles they practiced.

4.1 Research Design

This thesis aimed to study the effect of leadership styles on organizational commitment of private-owned garment factories. Two private-owned garment factories, namely ShweSakar Co., Ltd and Power Fashion Co., Ltd are selected and questionnaires are distributed to 30 leaders and 120 subordinates in selected garment factories. The questionnaire is divided into two sections.

The first section is to collect the demographic profile of respondents (leaders) and the practiced leadership styles from leader perspectives and it includes 26 questions regarding leadership styles. The second section is to gather the demographic profile of respondents (subordinates), the perception on leadership styles practiced and organizational commitment on leadership styles which practiced in private –owned garment factories. This section includes the questions concerning demographic profile of employees, 26 questions regarding leadership styles and it includes 18 questions for organizational commitment and it is measured by five point Likert scales.

4.2 Demographic Profile of Respondents

The demographic profile of respondents in two private-owned garment factories namely ShweSakar Co., Ltd and Power Fashion Co., Ltd (PWR) is presented in table 4.1 and 4.2. Questionnaires are divided into two sets for leaders and subordinates. All sent out questionnaires are responded and the response rate for both leaders and subordinates is 100%.

Table (4.1) Demographic Profile of Respondents (Leaders)

No.	Personal Information	No of Respondents	Percentage (%)
1.	Gender		
	Male	7	23.3
	Female	23	76.7
	Total	30	100.0
2.	Age (Years)		
	Under 25	6	20.0
	25-34	12	40.0
	35-44	6	20.0
	45-54	5	16.7
	Above 54	1	3.3
	Total	30	100.0
3.	Educational Level		
	Bachelor	14	46.7
	Master	1	3.3
	Ph.D	-	-
	Any others	15	50.0
	Total	30	100.0
4.	Working Experience		
	Under 5 years	15	50.0
	5-10 years	7	23.3
	11-15 years	3	10.0
	16-20 years	2	6.7
	Over 20 years	3	10.0
	Total	30	100.0

Source: Survey Data, 2019

Table (4.2) Demographic Profile of Respondents (Subordinates)

No.	Particular	No. of Respondents	Percentage (%)
1.	Gender		
	Male	38	31.7
	Female	82	68.3
	Total	120	100.0
2.	Age (Years)		
	Under 25	89	74.2
	25-34	25	20.8
	35-44	5	4.2
	45-54	1	8.0
	Above 54	-	-
	Total	120	100.0
3.	Educational Level		
	Bachelor	32	26.7
	Master	-	-
	Ph.D	-	-
	Any others	88	73.3
	Total	120	100.0
4.	Working Experience		
	Under 5 years	114	95.0
	5-10 years	5	4.2
	11-15 years	-	-
	16-20 years	-	-
	Over 20 years	1	8.0
	Total	120	100.0

Source: Survey Data, 2019

Table (4.1) describes the leader's demographic profile of two private garment factories. The result shows that the respondents who responded the survey are included 7 male leaders and 23 female leaders. Age is divided into five groups and the respondents in five age-groups are responded. Five age groups such as under25,

between 25 and 34, between 35 and 44 and between 45 and 54 and above 54 are responded as percentage 20%, 40%, 20%, 16.7% and 3.3%. It is observed that 46.7% of respondents are bachelors, 3.3% are master degree holder and 50% are any other which means that under graduate. And then, 50% of leader respondents are worked for under5 years, 23.3% are worked for 5 to 10 years and 10% are worked for 11 to 15 years, 6.7% are worked for 16 to 20 years and 10% are worked for over 20 years.

Table (4.2) mentions that male employees 31.7% and female employees 68.3% responded the survey. Most are under25 age level employees as percentage 74.2%. Between 25 and 34, between 35 and 44, between 45 and 54 are responded as percentage 20.8%, 4.2% and 8%. There is no respondent (subordinates) who is above 54. The educational levels of respondents (subordinates) are graduate 26.7% and under graduate (any other) 73.3%. The majority of subordinate respondent had under5 year experience and as percentage 95%. Also, according to finding, 4.2% of respondents had 5 to 10 year experience and 8% had over 20 year experience.

4.3 Assessment on Reliability

The variables contained inside the study are transformational leadership style, transactional leadership style, work-oriented leadership style and people-oriented leadership style and organizational commitment. Reliability is how well a take a look at measures what it should. Internal Consistency is a part of reliability that is a need for measures to be valid (Saunders et al., 2012). Cronbach's alpha or coefficient alpha, evolved through Lee Cronbach in 1951, measures reliability or inner consistency. The rule of thumb for interpreting alpha is that alpha fee of 0.7 to 0.8 indicates that acceptable reliability, alpha value of 0.8 to 0.9 indicates that proper reliability and 0.9 to not greater than 0.95 suggests that excellent reliability. If alpha value is high (greater than 0.95), it is going to imply there are redundant questions. If alpha value is low (less than 0.7), it will indicate that there are not sufficient questions on the test (Mohsen tavakol&RegDennick, 2011). Also, Kaiser-Meyer-Olkin (KMO) test is a measure of the way perfect the sampling data for every variable is for Factor Analysis. KMO value among 0.8 and 1 suggests that the sampling is good enough. And then, KMO value much less than 0.6 suggests that the sampling is not adequate and that remedial action ought to be taken (Cerny, C.A., & Kaiser, H. F, 1977).

Table (4.3) Reliability Test from Respondent Responses on Scale Items

Factors	No. of Items	Cronbach's Alpha	KMO and Bartlett's Test
Transformational	8	.883	.807
Transactional	6	.863	.864
Work-Oriented	6	.870	.861
People-Oriented	6	.848	.865
Organizational Commitment	18	.776	.700

Source: Survey Data, 2019

According to table (4.3) results, it can be observed that there are reliability and validity among the factors. Cronbach's Alpha value for transformational leadership style is the highest value 0.883 and it is good reliability. The alpha values for work-oriented, transactional and people-oriented leadership style are above 0.8 and they are good reliability. The alpha value for organizational commitment is 0.776 and it is acceptable reliability. Therefore, these factors are internally consistent and reliable to measure. The sampling data for each variable are adequate because KMO values are above 0.6.

4.4 Analyzing the Leadership Styles

The leadership styles in private-owned garment factories are analyzed by transformational, transactional, work-oriented and people-oriented leadership styles using mean score. The leadership style analysis had made from both leader and subordinate perspectives. The following tables describe the mean score of each leadership style from leader and subordinate point of view. If mean score is more than 3, leaders supervise their employees by using this leadership style. If it is under 3, leaders may not be used this leadership style.

Table (4.4) Level of Transformational Leadership Style in SSK and PWR

No.	Particular	Leader Mean	Subordinate Mean
1.	Making subordinates to think leader is good to be	4.1667	3.9167
2.	Subordinates have complete faith in leader	4.3333	3.8250
3.	Instructing with clear words what it could and should do	4.4000	3.9833
4.	Helping to find meaning in work	4.5333	4.1833
5.	Allowing to consider about old problems in new ways	4.3333	3.9917
6.	Rethinking ideas that had never questioned before	3.9667	3.8250
7.	Helping	4.0667	3.5750
8.	Knowing how it think subordinates are doing	4.0000	3.7917
	Overall Mean	4.2250	3.8865

Source: Survey Data, 2019

Table (4.4) shows that the adoption of transformational leadership by leaders and the perception of subordinates on transformational leadership style in ShweSakar Co., Ltd and Power Fashion Co., Ltd. The overall mean value is above 4 from leader perspectives and nearly 4 from subordinate perspectives. According to results, leaders in private-owned garment factories adopt transformational leadership style effectively because the mean scores from both perspectives are above 3. From leader perspectives, they help subordinates in finding the meaning of their work as the highest mean score of 4.5333. Subordinates in private-owned garment factories agree to the fact that leaders help them in finding the meaning of their work because there is the highest mean score 4.1833 from subordinate perspectives.

Table (4.5) Level of Transactional Leadership Style in SSK and PWR

No.	Particular	Leader Mean	Subordinate Mean
1.	Telling about what to do if it is to be rewarded for work.	4.4667	3.9833
2.	Providing recognition when it reaches goals.	3.4667	3.4083
3.	Paying attention to what it can get for accomplishing	4.4667	4.0167
4.	Enjoying whilst it meet agreed-upon standards.	4.4333	4.1167
5.	Performing the best at current task	4.0333	4.0833
6.	Telling the standards which have to know to carry out work.	4.4333	4.2417
	Overall Mean	4.2167	3.9750

Source: Survey Data, 2019

Table (4.5) presents that the adoption of transactional leadership style by leaders and the perception of subordinates on transactional leadership style in private-owned garment factories. Leaders in private-owned garment factories adopt transactional leadership style as the overall mean score from leader perspectives is above 4 and it is rounded 4 from subordinate perspectives. From leader perspectives, they do telling others what to do if they want to be rewarded for their work and they call attention to what others can get for what they accomplish as the highest mean score of 4.4667. Subordinates are little agreeable the fact that leaders tell them what to do if they want to be rewarded for their work because the mean score is third highest score. Also, subordinates are less agreeable that leaders pay attention to what others can get for what they accomplish as the mean score is second highest score.

Table (4.6) Level of Work-Oriented Leadership Style in SSK and PWR

No.	Particular	Leader Mean	Subordinate Mean
1.	Making suggestions about how to solve problems.	4.4000	3.9833
2.	Developing plan of action for the group.	4.1000	3.8167
3.	Defining role and responsibility for each group member.	4.4000	4.0083
4.	Establishing criteria for what is expected of the group.	4.4333	4.0833
5.	Encouraging group members to do high-quality work.	4.5667	4.2833
6.	Providing plan for how the work is to be done.	4.5333	4.2000
	Overall Mean	4.4056	4.0625

Source: Survey Data, 2019

Table (4.6) presents that the adoption of work-oriented leadership style by leaders and the perception of subordinates on work-oriented leadership style in private-owned garment factories. The overall mean scores from leader and subordinate perspectives are above 4. Leaders in private-owned garment factories practice work-oriented leadership style effectively as mean scores are above 3. Leaders adopt the above six statement regarding work-oriented leadership style effectively and efficiently as all the mean score are above 4. Employees agree on the above six statement because of there are mean score of above 4 and rounded 4. It means that leaders do six statements regarding work-oriented leadership style. Leaders in private-owned garment factories do encouraging group members to do high-quality work because of the highest mean score of 4.5667. From subordinate perspectives, they agreed on the fact that leaders encourage group members to do high-quality work as the highest mean score of 4.2833.

Table (4.7) Level of People-Oriented Leadership Style in SSK and PWR

No.	Particular	Leader Mean	Subordinate Mean
1.	Respond favorably to suggestions made by others.	4.0000	3.7417
2.	Act friendly and fairly with members of the group.	4.0667	4.0833
3.	Showing concern for the well-being of others.	4.3333	4.0417
4.	Showing flexibility in making decisions.	4.2667	3.9917
5.	Disclosing thoughts and feelings to group members.	4.1000	4.0000
6.	Helping others in the group feel comfortable.	4.0333	3.6750
	Overall Mean	4.1333	3.9222

Source: Survey Data, 2019

Table (4.7) describes that the adoption of people-oriented leadership style by leaders and the perception of subordinates on people-oriented leadership style in ShweSakar Co., Ltd and Power Fashion Co., Ltd. The overall mean score from leader perspective is above 4 and it is from subordinate perspective is rounded 4. Leaders in private-owned garment factories practice people-oriented leadership style according to overall mean score results. Leaders adopt the above six statement regarding people-oriented leadership style effectively and efficiently as all the mean score are above 4. Subordinates agree on the above six statement because of there are mean score of above 4 and rounded 4. It means that leaders do six statements regarding people-oriented leadership style. From leader perspectives, they do showing concern for the well-being of others as there is the highest mean score of 4.3333. From subordinate perspectives, they less agreed upon the fact that leaders show their concern for the well-being of others because of the second highest mean score.

Table (4.8) Adoption Level of Leadership Styles in SSK and PWR

No.	Types of leadership Styles	Leader Mean	Subordinate Mean
1.	Transformational	4.2250	3.8865
2.	Transactional	4.2167	3.9750
3.	Work-Oriented	4.4056	4.0625
4.	People-Oriented	4.1333	3.9222

Source: Survey Data, 2019

Table (4.8) shows that private-owned garment factories leadership styles practice level from leaders and subordinates perspective. According to mean score results from leaders perspective, all four leadership styles are adopted in selected garment factories as all the mean scores are above 4. Among them, work-oriented leadership style is mostly adopted to meet the daily target quantity and quality as the mean score is highest. People-oriented leadership style is least adopted as the mean score is lowest. Transactional and transformational leadership styles are moderately adopted from the perspective of leaders.

According to mean score results from subordinate perspectives, leaders adopt all four leadership styles as all mean scores are 4 and rounded 4. Among them, the mean score of work-oriented leadership style is highest and therefore, leaders mostly adopt work-oriented leadership style, the mean score of transformational leadership style is lowest and as a result, leaders least adopt transformational leadership style. Leaders secondly adopt transactional leadership style and thirdly adopt people – oriented leadership style from subordinate perspectives. The same result had been found that work- oriented leadership style is mostly adopted in selected garment factories from both leader and subordinate point of view.

4.5 Analyzing the Organizational Commitment

This section analyzed organizational commitment of ShweSakar Co., Ltd and Power Fashion Co., Ltd on three factors namely affective, continuance and normative commitment. Each has six statements and subordinates rated their commitment level on these statements by Five -Point Likert Scale. There were reverse statements(R) and subordinate's commitment level was measured by mean scores. If mean score is

above 3, subordinates will not commit to organization and if not, subordinates commit to organization. For direct statement, subordinates will commit to organization if mean scores is more than 3 and if not more than 3, they will not commit to organization.

Table (4.9) Analyzing Affective Commitment of Subordinates in SSK and PWR

No.	Particular	Mean	Standard Deviation
1.	Happy to spend the rest of career with this company	3.7250	.78817
2.	Enjoy discussing about organization with people outside it	3.6667	.83347
3.	Really feel as if this organization's problems are self- own	3.6833	.77766
4.	Easily become as attached to another organization. (R)	3.0833	.97518
5.	Do not feel like part of the family at organization. (R)	2.3583	1.03547
6.	The company has a great deal of personal meaning for employees.	3.3083	.95966
	Total	3.3042	.47321

Source: Survey Data, 2019

The results from table (4.9) mentions that first, second, third and sixth direct statements caused affective commitment which subordinates emotional attachment to, identification with and involvement in selected private-owned garment factories because mean scores are more than 3. Fifth reverse statement results showed that affective commitment of subordinates in selected organizations. The mean score of fourth reverse statement is more than 3 and thus, the statement that easily become as attached to another organization cannot be able to affective commitment. However, subordinates in selected private-owned garment factories are affective commitment according to total mean result.

Table (4.10) Analyzing Continuance Commitment of Subordinates in SSK and PWR

No.	Particular	Mean	Standard Deviation
1.	Not afraid of what might happen if leave job without having another one queued up. (R)	3.0583	1.21126
2.	Very difficult to leave company right now even if wanted to	2.9917	1.16313
3.	Too much costly to leave the organization. (R)	2.9500	1.03591
4.	Staying with the organization is a matter of necessity as much as desire.	3.9833	.70987
5.	Few serious consequences would be the scarcity of alternatives.	3.1000	.98219
6.	Leaving company would require considerable personal sacrifice.	3.0917	1.16674
	Total	3.1958	.53131

Source: Survey Data, 2019

Table (4.10) presents continuance commitment of subordinates in ShweSakar Co., Ltd and Power Co., Ltd. In the table, first statement and third statement are reverse statements. For reverse statement, if the mean score less than 3, subordinates continue to stay with the organization rather than necessity. Another three statements are not reverse statement and therefore, subordinates continue to work with the organization if the mean score is more than 3. According to results, first and second statements may not continue to work and they work in organization because of necessity. In accordance with third, fourth, fifth and sixth statements mean result, employees desire to work in selected garment factories rather than necessity. Although employees may not continue to work with organization regarding some statements, it can be founded that employees in selected private-owned garment factories continue to work with factories according to total mean results.

Table (4.11) Analyzing Normative Commitment of Subordinates in SSK and PWR

No	Particular	Mean	Standard Deviation
1.	People these days shift from company to company too often.	3.3500	.95838
2.	A person must be disloyal to company.(R)	2.7750	1.08823
3.	Jumping from organization to organization does not seem at all unethical.(R)	3.1667	1.04787
4.	Believe that loyalty is important and feel a sense of moral obligation to remain	3.7583	.85990
5.	Even if got another offer, not feel it was right to leave this organization.	2.9333	1.03496
6.	Things were better in the days when people stayed in one organization for most of their careers.	3.4417	1.00248
	Total	3.2375	.57600

Source: Survey Data, 2019

For direct statement, subordinates will commit to organization if mean scores is more than 3 and if not more than 3, subordinates will not commit to organization. For reverse statement, if the mean score less than 3, subordinates committed in the organization. Table (4.11) describes that third statements are reverse and its mean scores are more than 3. Therefore, subordinates are not normative committed to selected garment factories regarding reverse statement results. Fifth statement is direct statement and result indicates that subordinates are not normative committed to garment factories because of mean score is less than 3. First, , fourth and sixth statement results indicate that subordinates are committed in normative types and the reverse statement, second statement result shows that subordinates are committed in organization because its mean score is less than 3. According to total mean results, subordinates are normative commitment to private-owned garment factories which means that they appreciate on loyalty to working factories and believe that shifting from one factory to factory is unethical.

Table (4.12) Analyzing Organizational Commitment of Subordinates in SSK and PWR

No.	Types of Organizational Commitment	Mean	Standard Deviation
1.	Affective Commitment	3.3042	.47321
2.	Continuance Commitment	3.1958	.53131
3.	Normative Commitment	3.2375	.57600

Source: Survey Data, 2019

Table (4.12) mentions that the overall mean scores on organizational commitment in ShweSakar Co., Ltd and Power Fashion Co., Ltd. All mean scores are more than 3 and in accordance with the overall mean score results, subordinates are committed to selected private-owned garment factories in three types of organizational commitment. Employees are emotional attachment to, identification with and involvement in private- owned garment factories and they continue to work with the company not a matter of necessity. Also, they desire to stay with the factories because they appreciate on loyalty and social norms. It can be founded that subordinates are committed in selected private-owned garment factories because mean scores are more than 3.

4.6 Analyzing the Effect of Leadership Styles on Organizational Commitment

(1)Correlation Analysis

In this part, the relationship between leadership styles and organizational commitment are determined by correlation. It is significant at 1% and 5% level. Each has negative and positive range. If the significance level is negative, it will have negative linear relationship between variables and meaning that if one variable increases, the correlated variable will decrease. There is positive linear relationship between variables if the significant level is positive and it means that the related variable will increase if one variable increases.

Table (4.13) Correlation between Leadership Styles and Organizational Commitment

Leadership Styles	Organizational Commitment
Transformational	.458** .000
Transactional	.390** .000
Work-Oriented	.428** .000
People-Oriented	.530** .000

Source: Survey Data, 2019

Note: ** indicates 1% significance level and * indicates 5% significance level.

Table (4.13) indicates that the correlation between leadership styles and organizational commitment. According to table results, all independent variables have positive linear relationship with dependent variables and all variables are significant at 1% level. The correlation coefficients between transformational, transactional, work-oriented and people-oriented leadership style are 0.458, 0.390, 0.428 and 0.530. Therefore, all leadership styles positively significant on organizational commitment. Regarding the ANOVA result, all variables are significant 1%. Therefore, multi collinearity test is required. To check the multi collinearity, variance inflation factor (VIF) is analyzed. All VIF values of four independent variables such as transformational, transactional, work-oriented and people- oriented leadership styles are less than 10. There is no multicollinearity effect and thus there is no correlation between independent variables.

(2)   Multiple Regression Analysis

In this study, multiple regression analysis is applied to analyze the effect of leadership styles on organizational commitment in ShweSakar Co., Ltd and Power Fashion Co., Ltd. Regression can be calculated by using one dependent variable and more than one independent variables. Dependent variable is organizational commitment. Independent variables are transformational, transactional, work-oriented and people-oriented leadership styles.

Table (4.14)Multiple Regression Analysis of Leadership Styles on Organizational Commitment

Variables	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
(Constant)	2.281	.159		14.336	.000
Transformational	-.022	.102	-.046	-.218	.032
Transactional	-.090	.090	-.196	-1.003	.021
Work-Oriented	.002	.093	.004	.022	.028
People-Oriented	.357	.103	.734	3.467	.001
R Squared	.293				
Adjusted R^2	.269				
F Value	11.943				
P-Value	.000				

Source: Survey Data, 2019

Significant levels indicate that ** (1%) and * (5%) respectively.

After fitting a linear regression model, it needs to determine how well the model fits the data. Therefore, it needs to examine R-squared (R^2). R-squared indicates that the amount of variance around the mean of the dependent variable that the model explains. According to table (4.14), the specified model explains about the variations of the organizational commitment at ShweSakar Co., Ltd and Power Fashion Co., Ltd because R-squared value is 29.3%. Because of the value of adjusted R-squared is 0.269, the model can explain 26.9% about the variance of the

independent and dependent variables. According to ANOVA result, there is a model of fitness because significance value is 0.000 and F value is 11.943.

The B value mentions that the relationship between organizational commitment and all the predictor. The coefficients indicate positive or negative relationship. According to results, the coefficient of transformational leadership style is -0.022. It shows that there is negative relationship between transformational leadership style and organizational commitment. The more practice the transformational leadership style, the less committed to private-owned garment factories by subordinates while other things remain unchanged. The coefficient of transactional leadership style is -0.090. It indicates that there is indirect relationship between transactional leadership style and organizational commitment. If private- owned garment factories more practice transactional leadership style, it will less committed by subordinates. It is true when other things are constant. However, the regression coefficient of work-oriented leadership style is .002. It describes that there is positive relationship between work-oriented leadership style and organizational commitment. The more practice this leadership style, the more organizational commitment by employees to private-owned garment factories while other things remain unchanged. Also, people-oriented leadership style regression coefficient is 0.357. It indicates that there is direct relationship between people-oriented leadership style and organizational commitment. If private-owned garment factories practice people-oriented leadership style increasingly, organizational commitment by employees will increase while other things remain unchanged.

CHAPTER 5

CONCLUSION

This chapter presents the finding and suggestion of the study on data analysis results and further research that is needed to study. To analyze the data, frequency, descriptive analysis, correlation and multiple regression analysis have been used.

5.1 Finding

This study analyzes the effect of leadership styles on organizational commitment of private owned garment factories. It has two objectives and that are to identify the leadership styles used in selected private-owned garment factories and to examine the effect of leadership styles on organizational commitment in selected private-owned garment factories. By using simple random sampling method, 30 leaders and 120 subordinates are selected as primary data from two private-owned garment factories to study the objectives. Demographic profiles of respondents are analyzed by frequencies. For ShweSakar Co., Ltd and Power Fashion Co., Ltd the number of female leaders is more than male leaders. Most leader respondents are under graduate. It indicates that leaders get promoted according to experience and skills rather than educational level. Leaders in private-owned garment factories are worked for 5 to 10 years. Like leader respondents, subordinate respondents are more female than male. Most subordinates are under graduate and age group is under 25 years. Most of subordinate respondents have under5 year working experiences.

The leadership styles adopted in selected private-owned garment factories which are the first objective of the study are analyzed by descriptive statistics from leaders and subordinates point of view. From leaders point of view, work-oriented leadership style is mostly adopted to meet the daily target quantity and quality and people-oriented leadership style is least adopted. From the perspectives of subordinates, most adopted style is work-oriented leadership style and least is transformational leadership style, secondly adopted transactional leadership style and thirdly adopted people -oriented leadership style. So, leaders mostly adopted work-oriented leadership style in private-owned garment factories because it had same result from both leader and subordinate point of view. Also, the result of least adopted leadership style is different from leader and subordinate point of view. The least

adopted style from leader perspective is people-oriented leadership style and it is transformational leadership style from subordinate perspective.

Correlation and Regression analysis are used to examine the effect of leadership styles on organizational commitment which is the second objective. In accordance with correlation results, there is positive linear relationship between transformational, transactional, work-oriented and people-oriented leadership styles and organizational commitment and all variables are significant at 1% level. According to regression analysis results, transformational, transactional, work-oriented and people-oriented leadership styles increase organizational commitment. Work- oriented leadership style which is the most adopted stylecommits subordinates in private-owned garment factories although they work with strict and concrete standards, deadlines, target quality and quantity.

Transactional leadership style which is the second adopted style achieves organizational commitment because leaders provide sufficient information and necessary guidelines, appraise performance and subordinates can get reward if they try the job as much as they can and they will be punished if they do not meet the target. The least adopted styles people-oriented leadership style from leader perspectiveachieves organizational commitment. Transformational leadership style which is the least adoption from subordinate perspective achieves organizational commitment in private-owned garment factories.In conclusion, subordinates in private-owned garment factories commit with people-oriented leadership style which is the least adopted style from leader perspectives than work-oriented leadership style which is most adopted style. Subordinates are also committed with transactional leadership style than transformational style which is the least adoption from subordinate perspectives.

5.2 Suggestion

Garment factory performs their actions to meet the specified standards, export quality and quantity in very strict deadlines. It was observed that work- oriented leadership style widely adopted in garment factories. The least adopted style was different in leader and subordinate point of view. Leader responded people-oriented and subordinate responded transformational style. Nowadays, employees are important in achieving desired goals. Garment factories are labor-intensive and it

depends on subordinates to reach desired destination. Thus, their fringe benefits, health, safety, motivation, training, building teamwork and supporting should be emphasized. Therefore, people-oriented leadership style should appropriately adopt to increase organizational commitment.

Subordinates in ShweSakar Co., Ltd and Power Fashion Co., Ltd are committed with work-oriented style, transactional style, people-oriented style and transformational leadership style. And then, subordinates are more committed with people-oriented and transactional leadership styles than work- oriented leadership style which is most adopted. It can be found that subordinates in private-owned garment factories are more favored on people-oriented and transactional leadership styles than work-oriented style although garment factories are worked with strict daily target, quality and quantity. Therefore, leaders in private-owned garment factories should appropriately adopt people-oriented style which emphasis on employee welfare to increase organizational commitment.Also, leaders in private-owned garment factories should properly adopt transactional style which leaders provide sufficient information and necessary guidelines, appraise performance and subordinates can get reward if they try the job as much as they can and they will be punished if they do not meet the target. If so, private-owned garment factories can increase organizational commitment on leadership styles.

5.3 Need for Further Study

This thesis studied the effect of leadership styles on organizational commitment in two selected private-owned garment factories. Further research should do in other private-owned garment factories regarding the effect of leadership styles on organizational commitment. Research should do in comparative form to know which private-owned garment factory leadership styles able to achieve organizational commitment in highest level. Today is change oriented age and the rate of turnover is also high and rate of return is important and these matters can be affected by leadership styles. So, further research should do regarding the effect of leadership styles on organizational change, culture, retention and organizational performance.

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APPENDICES

APPENDIX I

Multifactor Leadership Questionnaire and Style Questionnaire
(Leaders)

This survey will help to mention the leadership styles as you perceive it. From item A, 1 to 10 indicate profile. For items B, 1 through 26 indicates what you actually do. If an item is irrelevant, or if you are unsure or do not know the answer, leave it blank.

ItemA

1. Gender   Male ☐   Female ☐

2. Age(years)   <25 ☐   25-34 ☐   35-44 ☐
                    45-54 ☐   >54 ☐

3. Educational Level (Name of Degree)

    Bechelor   ———————————————

    Master   ———————————————

    Doctor   ———————————————

    Any Others (Please specify) 1. ———————————————

                                  2. ———————————————

                                  3. ———————————————

4. Tenure of Current organization   ———————————————

Key

1-Not at all   **2**- Once in a while   **3**-Sometimes   **4**-Fairly often   **5.**Frequently, if not always

Item B

No	Dimensions					
1.	I made other feel good to be around me.	1	2	3	4	5
2.	I tell others what to do if they want to	1	2	3	4	5

	be praised for their work.					
3.	I make suggestions about how to solve problems.	1	2	3	4	5
4.	I respond to suggestions made by others.	1	2	3	4	5
5.	Others have faith in me.	1	2	3	4	5
6.	I provide recognition when others reach their goals.	1	2	3	4	5
7.	I develop a plan that subordinates will in accordance with this.	1	2	3	4	5
8.	I perform friendly and fairly with members of the group.	1	2	3	4	5
9.	I express with a few words what we could and should do.	1	2	3	4	5
10.	I emphasize on what others can get for what they accomplish.	1	2	3	4	5
11.	I establish role, responsibility and perspective for each group member.	1	2	3	4	5
12.	I express concern for the well-being of others.	1	2	3	4	5
13.	I help others find meaning in their work.	1	2	3	4	5
14.	I am satisfied when others meet established standards.	1	2	3	4	5
15.	I provide criteria for what is expected of the group.	1	2	3	4	5
16.	I make decisions in flexible manner.	1	2	3	4	5
17.	I do not allow others to think about old problems in new ways.	1	2	3	4	5
18.	As long as things are working, I do not try to change anything.	1	2	3	4	5
19.	I motivate subordinates to do high-	1	2	3	4	5

		1	2	3	4	5
	quality work.					
20.	I express thoughts and feelings to subordinates.	1	2	3	4	5
21.	I get others to think ideas that they had never questioned before.	1	2	3	4	5
22.	I tell the standards and procedures they have to know to perform their work.	1	2	3	4	5
23.	I make a plan for how the work is to be done.	1	2	3	4	5
24.	I help subordinates to feel comfortable.	1	2	3	4	5
25.	I help subordinates to improve skills, talents.	1	2	3	4	5
26.	I recommend and suggest subordinates regarding their performance.	1	2	3	4	5

APPENDIX II
Subordinate Questionnaire

1. Gender   Male ☐   Female ☐
2. Age(years)   <25 ☐   25-34 ☐   35-44 ☐   45-54 ☐
                    >54 ☐

3. Education Level (Name of Degree)

    Bechelor   _____

    Master   _____

    Doctor   _____

    Any Others (Please specify) 1.   _____

                               2.   _____

                               3.   _____

4. Present working experience   _____

To indicate the leadership styles of your leaders as you perceive.

Key

1-Not at all   **2**- Once in a while   **3**-Sometimes   **4**-Fairly often   **5.**Frequently, if not always

No	Dimensions					
1.	Subordinates are made by leader to think that leader is good to them.	1	2	3	4	5
2.	Subordinates are told by leader that what should do if they want to be rewarded for their work.	1	2	3	4	5
3.	Subordinates are made suggestions about how to solve problems by leader.	1	2	3	4	5
4.	Leader responds favorably to suggestions made by subordinates.	1	2	3	4	5
5.	Subordinates have complete faith in leader.	1	2	3	4	5
6.	Subordinates are offered recognition when they reached goals.	1	2	3	4	5

7.	A plan of action, standards and disciplines are developed by leader.	1	2	3	4	5
8.	Subordinates are acted friendly and fairly by leader of the group.	1	2	3	4	5
9.	Subordinates are instructed by leader what they could and should do.	1	2	3	4	5
10.	Subordinates can get attention by leader on what they accomplish.	1	2	3	4	5
11.	Subordinates are defined role and responsibility by leader.	1	2	3	4	5
12.	Leader considerate the well-being of subordinates.	1	2	3	4	5
13.	Leader help subordinates in finding their meanings in work.	1	2	3	4	5
14.	Leader is satisfied when subordinates meet agreed-upon standards.	1	2	3	4	5
15.	Leader offer criteria for what is expected of the group.	1	2	3	4	5
16.	Subordinates are described flexibility in making decisions by leader.	1	2	3	4	5
17.	Leader allows subordinates to think about old problems in new ways.	1	2	3	4	5
18.	As long as things are working, leader do not try to change anything.	1	2	3	4	5
19.	Leader encourages group members to do high-quality work.	1	2	3	4	5
20.	Leader express thoughts and feelings to subordinates.	1	2	3	4	5
21.	Leader let subordinates to rethink ideas that they had never questioned before.	1	2	3	4	5
22.	Subordinates are told by leader the standards they have to know to perform their work.	1	2	3	4	5
23.	Subordinates are provided a plan for how the work is to be done	1	2	3	4	5
24.	Subordinates are helped by leader in the group feel comfortable.	1	2	3	4	5
25.	Subordinates are helped by leader to grow and develop themselves.	1	2	3	4	5
26.	Subordinates may know how leader think they are doing.	1	2	3	4	5

Organizational Commitment Questionnaire (Subordinates)

Please express the extent of agreement to your company with the following statement

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

on a 5-point Likert-scale. Please circle your answer.

No	Dimensions					
1	Do you agree that you would likely to spend the rest of career with this company?	1	2	3	4	5
2	Do you agree that you are not frightened what might happen if you leave job without having another one queued up?	1	2	3	4	5
3	Do you agree that you think that people shift from one job to another too often?	1	2	3	4	5
4	Do you agree that you like discussing about this company with outsider?	1	2	3	4	5
5	Do you agree that it would be hard to leave from this company just now, even if you wanted to?	1	2	3	4	5
6	Do you agree that you do not believe that a person must always be loyal to their working organization?	1	2	3	4	5
7	Do you agree that you keep your mind this company's problems are self-own?	1	2	3	4	5
8	Do you agree that it would not be very costly to quit this company?	1	2	3	4	5
9	Do you agree that moving from organization to organization does not seem at all unethical?	1	2	3	4	5
10	Do you agree that you think that you could easily become as attached to another organization as you are to this organization?	1	2	3	4	5

11	Do you agree that from right now, continuing with this company is due to necessity as much as desire?	**1**	**2**	**3**	**4**	**5**
12	Do you agree that one of the reasons you continue to work in this factory is concerned with your belief which loyalty is important and therefore feel a sense of moral obligation to remain?	**1**	**2**	**3**	**4**	**5**
13	Do you agree that you do not feel like part of the company?	**1**	**2**	**3**	**4**	**5**
14	Do you agree that one of the few serious consequences of leaving this company is that you have few alternatives?	**1**	**2**	**3**	**4**	**5**
15	Do you agree that if you get another better job elsewhere you would not think it was right to leave this company?	**1**	**2**	**3**	**4**	**5**
16	Do you agree that this company has a great deal of personal meaning for you?	**1**	**2**	**3**	**4**	**5**
17	Do you agree that one of the major reasons you continue to work for this factory is that leaving would require considerable personal sacrifice- the another organization may not offer the benefits you have here?	**1**	**2**	**3**	**4**	**5**
18	Do you agree that things will be better in future when people stayed in one organization for most of their careers?	**1**	**2**	**3**	**4**	**5**

Reliability

Scale: Transformational Leadership Style

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded[a]	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.883	8

Reliability

Scale: Transactional Leadership Style

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded[a]	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.863	6

Reliability

Scale: Work-Oriented Leadership Style

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded[a]	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.870	6

Reliability

Scale: People-Oriented Leadership Style

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded[a]	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.848	6

Reliability

Scale: Organizational Commitment

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded[a]	0	.0
	Total	120	100.0

a. Listwise deletion based on all
variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.776	18

For ShweSakar   Co., Ltd and Power Fashion Co., Ltd

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542[a]	.293	.269	.38560

a. Predictors: (Constant), People-Oriented, Transactional, Work-Oriented, Transformational

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.103	4	1.776	11.943	.000[b]
	Residual	17.099	115	.149		
	Total	24.202	119			

a. Dependent Variable: Organizational Commitment
b. Predictors: (Constant), People-Oriented, Transactional, Work-Oriented, Transformational