

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE
PERFORMANCE OF PRO 1 MYANMAR CO., LTD**

KHIN MYO MYINT

MBA II – 46

MBA 23rd BATCH

DECEMBER, 2019

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ACADEMIC YEAR (2017-2019)

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Yangon University of Economics

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for
the degree of Master of Business Administration (MBA)

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DECEMBER, 2019

ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Leadership Styles on Employee Performance of Pro 1 Myanmar Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study intends to analyze the effect of leadership styles on the employee engagement and to examine the effect of employee engagement on their performance in Pro 1 Myanmar Co., Ltd. The study found that transformational and laissez-faire leadership styles have positive effects on all types of the employee engagement: vigor, dedication, and absorption. In addition, all types of the employee engagement have significant effects on employee task and contextual performance. Therefore, the study recommends the management of Pro 1 Myanmar Company Limited to practice transformational and laissez-faire leadership styles to enhance the level of employee engagement, and this will ultimately improve the level of employee -work performance at the company.

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TABLE OF CONTENTS

	Page No.
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	3
1.3 Scope and Methods of the Study	3
1.4 Organization of the Study	3
CHAPTER 2 THEORETICAL BACKGROUND	5
2.1 Leadership and Leadership Styles	5
2.2 Employee Engagement	9
2.3 Employee Performance	10
2.4 Previous Studies on Leadership, Employee Engagement and Employee Performance	13
2.5 Conceptual Framework of the Study	18

CHAPTER 3	PROFILE AND LEADERSHIP STYLES OF PRO 1 MYANMAR COMPANY LIMITED	20
3.1	Profile of Pro 1 Myanmar Company Limited	20
3.2	Reliability Test	22
3.3	Profile of Respondents	23
3.4	Leadership Styles of Pro 1 Myanmar Company Limited	25
CHAPTER 4	ANALYSIS ON LEADERSHIP STYLES, EMPLOYEE ENGAGEMENT AND EMPLOYEE WORK PERFORMANCE AT PRO 1 MYANMAR COMPANY LIMITED	30
4.1	Analysis on the Effect of Leadership Styles on Employee Engagement	30
4.2	Analysis on the Effect of Employee Engagement on Employee Performance	38
CHAPTER 5	CONCLUSION	44
5.1	Findings and Discussions	44
5.2	Suggestions and Recommendations	45
5.3	Needs for Further Research	47
REFERENCES		
APPENDIX		

LIST OF TABLES

Table No.	Description	Page No.
Table 3.1	Reliability Test	23
Table 3.2	Profile of Respondents	24
Table 3.3	Transformational Leadership Style	26
Table 3.4	Transactional Leadership Style	27
Table 3.5	Laissez-Faire Leadership Style	28
Table 3.6	Leadership Styles of Pro 1 Myanmar Company Limited	29
Table 4.1	Vigor in Employee Engagement	31
Table 4.2	Dedication in Employee Engagement	31
Table 4.3	Absorption in Employee Engagement	32
Table 4.4	Effect of Leadership Styles on Employee Engagement (Vigor)	33
Table 4.5	Effect of Leadership Styles on Employee Engagement (Dedication)	35
Table 4.6	Effect of Leadership Styles on Employee Engagement (Absorption)	37
Table 4.7	Employee Performance	39
Table 4.8	Effect of Employee Engagement on Contextual Performance	40
Table 4.9	Effect of Employee Engagement on Task Performance	42

LIST OF FIGURES

Figure No.	Description	Page No.
Figure 2.1	Relationship between Leadership and Employee Engagement	16
Figure 2.2	Employee Engagement and Performance	18
Figure 2.3	Conceptual Framework of the Study	19
Figure 3.1	Organizational Chart of Pro 1 Myanmar Company Limited	21

LIST OF ABBREVIATIONS

AB Absorption

DE Dedication

VI Vigor

CHAPTER 1

INTRODUCTION

In society today, thousands of individuals are selected in order to accept the role and responsibilities of leadership. Leadership is accomplished in schools and universities, factories and industries, business enterprises, dispensaries and hospitals, the civil and military organizations of a country and public life, and even in daily life. These leaders should encourage integrity, consensus, intensity, affluence and cheerfulness in society.

The challenges of handling with today's uncertain business environment have placed many organizations on themselves to contend for survival in the intensity of competition. The driver of such strategic move towards enduring the competition is the leadership provided by managers. They are anticipated to affect others in accomplishing the goals of organization and also encourage the performance of employees. Leadership is important in organizations and mostly on human beings who are obviously the biggest asset of firms. The chief drivers of organizations are mostly employees because of giving their lives to the organizations and providing organizational goals (Shafie et al., 2013). It is very important to provide workers with direction and psychological satisfaction to get their best performance, this direction can exclusively get from leaders. In reality, leadership is very crucial for all organizations in achieving their set objectives.

As the leadership is a key factor for boosting the organizational performance, the organizational success or failure depends on the leadership effectiveness from the top, middle, or bottom of an organization. Leaders perform the main role in achieving goals and the execution of employees by meeting them with their jobs (Paracha et al., 2012). Leadership is possibly the most absolutely examined the organizational variable that has a likely influence on employees' performance (Cummings and Schwab, 1973). Employee engagement means that organizational members control themselves to their work roles; in engagement, people apply and convey themselves physically, intellectually and intensely during role performance (Kahn, 1990).

Employee engagement has become crucial and well-known in among business organizations because of its perceived effects on the outcomes of business such as profit, customer satisfaction, and safety (Aggawal, Datta, & Bhargava, 2007; Glavas & Piderit,

2009). Employee engagement is a measurement of the happiness of employees with their respective jobs, working environment and the efficient of their performance levels. Conducting high morale among employees can be outstanding benefit to any organization because promptly engaged workers are more energetic and loyal to the company. Organizations with high levels of employee engagement are more effective and more beneficial than those organizations with low employee engagement levels.

1.1 Rationale of the Study

Because the employees are one of the crucial sources of competitive advantages for a company, making the employees absolutely employed in their work improves the adaptability and capability of the business operations. In addition, those employees make less waste in the business operations and less risks in the individual projects. This also maximizes the overall performance of the company such as financial performance, learning and growth, customer relationship, and business process.

As Pro 1 Myanmar Company Limited is a local company, by studying the effect of leadership styles on employee engagement and, consequently, the effect of employee engagement on employee work performance. Employee engagement can be important for a company's success. Engaged employees are more probably to be effective and higher execution. Pro 1 Myanmar Company Limited is now extending new branches and the numbers of employees are increasing gradually. Therefore, employee engagement is becoming the important factor for Pro 1 Myanmar Company Limited.

Because the leadership is more crucial in conducting the companies in changing times, the knowledge on the effects of different leadership styles on the employee engagement level can be applied in effectively improving the employee engagement. Today, the leaders are necessary to accept assured leadership styles that would perform well for the particular organization. When the effect of overall leadership styles on the employee engagement level is known, it was more productive for the managers and supervisors in companies for adjusting leadership styles in order to maximize the employee engagement.

Lastly, the relationship between the employees' engagement and their performance is analyzed. Studying the effect of leadership styles on employee performance of Pro 1 Myanmar Company Limited is beneficial for that company.

1.2 Objectives of the Study

This study emphasizes on two main objectives which are as follow:

- (1) To analyze the effect of leadership styles on the employee engagement in Pro 1 Myanmar Company Limited
- (2) To examine the effect of employee engagement on their performance in Pro 1 Myanmar Company Limited

1.3 Scope and Methods of the Study

This study only focuses on 92 employees who are below the supervisor level of Pro 1 Myanmar Company Limited at Head Office. The census method is used because the targeted population of the study is the same as the sample size. For leadership questionnaires, all the employees who are below the supervisor level at Head Office are approached to respond the questionnaire as their perceived leadership styles individually and collectively impact the level of employee engagement at the company.

In the study, both primary and secondary data is used to meet the research objectives. For the primary data, a well-structured questionnaire is distributed to employees who are currently working at Pro 1 Myanmar Company Limited. For the secondary data, information from website, previous research papers, articles and text books are used in the study. Employees' perceptions towards leadership are using main frame of questions taken from Bass and Avolio (1992); Ria Mandal (2018); Ismail, Zainuddin, and Ibrahim (2010). To measure employee engagement, Schaufeli and Bakker (2003) Organizational Commitment Questionnaire was applied and it is composed of 17 items. Employee Performance Questionnaire is adopted from Gerbing and Anderson (1988); Nunnally and Berstein (1994) to measure employee performance and it is composed of 16 items.

1.4 Organization of the Study

This study is composed of five chapters. Chapter (1) is the introduction, the rationale of the study, the objectives of the study, the scope and method of the study and the organization of the paper. Chapter (2) is the theoretical background on leadership, engagement and employee performance. In Chapter (3), profiles of respondents and

employees perception towards the leadership styles are presented. Chapter (4) is the analyzing on the effects of the different leadership styles on the employee engagement; and the employee engagement on their work performance. In Chapter (5), the conclusion chapter, the findings, discussions, suggestions, recommendations, limitations and needs for further research of this study are presented.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter is the theoretical background of leadership styles, employee engagement and employee work performance. It consists of the definitions of leadership styles, employee engagement, employee performance, the relationship between leadership styles and employee engagement, the relationship between employee engagement and employee performance, and the conceptual framework.

2.1 Leadership and Leadership Styles

Leadership is a broad disseminate process that claims for authority, responsibility and delegation of power (Talat et al., 2015). Leaders assist to direct, guide and persuade their employees towards accomplishing their personal and organizational goals and objectives. Thus, leadership styles meet all appearances of bargaining within and outside of an organization, bargaining with problems, helping and directing the workforce to achieve their tasks and appearances as a role model for all. According to Kumar (2014), leadership is a process by which a person overwhelms others to achieve an objective and guides the organization in a way that gets more cohesive and coherent. These are completed through the practicing of leadership attributes, such as beliefs, values, ethics, characters, knowledge, and skills. Leadership is the associated distribution of vision, resources, and value to convince actual change. It is the ability to develop confidence and passion among people and to make a desire in them to follow.

Wammy & Swammy (2014) describe that leadership is a social impact process in which the leader tries the intended contribution of subordinates in an effort to achieve organizational goals and therefore a leader is a person who influences others to perform so as to achieve specified objectives. Memon (2014) describes that leadership is a process by which an individual influences the conceptions, feelings and manners of others by taking responsibility for giving direction for the organization, others to see and visualize what lies ahead and comprehend the way of archiving it.

Leadership is the ability of influencing people to follow eagerly one's directions and obey to one's decisions (Leslie et al., 2013). On the other hand, leader is a person

who attains followers and influences them in setting and accomplishing objectives. Leadership is the ability of convincing and mobilizing others to cooperate as a team under leadership to attain a certain goal (Sundi, 2013). Leadership is the influencing process of leaders and followers to attain the objectives of organization through change (Lussier and Achua, 2009).

According to Hill (2008), leadership is the process of motivating, overwhelming and guiding others in the organization to work effectively and efficiently in the pursuit of organization goals. Armstrong (2003) describes that leadership is simply the ability to persuade others eagerly to perform differently for attaining the task set for them with the help of the group. According to Levine and Crom (1994), Leadership is about listening to people, supporting and encouraging them and including them in the decision-making and problem-solving process. It is about developing teams and building their ability to make competent decisions. Conger (1992) describes that leadership is individuals who make guidance for a working group of individuals who receive commitment from these group members to this direction and who encourage these members to attain the direction's outcome.

Fundamentally, every leader has a different manner in leading the followers. It is called leadership style. Leadership style is a consistent set of patterns, proposing two dimensions in leaders' behavior, structure initiation that consists of task-oriented leaders and consideration that consists of relation-oriented leaders (Cuadrado et al., 2007). Memon (2014) describes that leadership style is a leader's style of giving direction, encouraging people and executing plans. Leadership styles are approaches that leaders use when leading organizations, departments, or groups (Mehmood & Arif, 2011). Leaders who look for the most effective leadership style may find that an integration of leadership styles is more effective than using only one leadership style (Darling & Leffel, 2010).

Hill (2008) describes that a well-guided employee is a focused employee in terms of anticipations and organizational goal, such individual tends to comprehend product knowledge, procedures and processes, whenever employees are developed to perform effectively, give their best to the organization and then increased productivity. Leaders determine which leadership styles are best in current situation. If leadership style applied is good and can offer good directions to followers, then it creates confidence and work motivation to employees, so increasing employee morale also effects on better employee

performance. Leaders must cooperate with subordinates to accomplish better performance. Sudi (2013) describes that employee performance is absolutely influenced by leadership styles.

2.1.1 Transformational Leadership

Burns (1978) identified that the transformational leaders can make the employees have a strong bond with their work and have strong commitment towards their own future goals and the organizational objectives. The employees operating under a transformational leader feel that their work is providing to their organization. Bass (1998) also described that a transformational leader motivates the employees by making them comprehend the organizational vision, mission and objectives.

Bass (1998) identified that there are four leadership behaviors as a part of transformational leadership style such as intellectual stimulation, individualized consideration, inspiring motivation and idealized influence. Intellectual stimulation corresponds to the manners of the leader wherein the leader challenges the employee mentally for encouraging innovation, creativity and creative thinking.

Individualized consideration focuses on the manners of the leader wherein the leader considers the employee's abilities and interests and mentors them appropriately by contributing individual awareness towards their development. Inspirational motivation focuses on the manners of the leader that are able to distribute the organizational mission and vision with the employees and encourage them to attain the distributed goals that help both employees and the organization to develop. Idealized influence corresponds to the leader's ability to achieve loyalty from employees by having ethical and effective working relationships with them (Rothfelder et al., 2013).

A transformational leader has a vision and therefore encourages employees to engage in their work effectively by revealing integrity, dedication and vigor towards their work that are all related factors for employee engagement and instantly affects the employee performance and retention (Sahu et al., 2017). Transformation leadership style promotes the perfect balance of employee creativity, performance and productivity.

2.1.2 Transactional Leadership

Burns (1978) identified that the transactional leaders believe themselves to be the manager or transactions of services between the employees and the organization. If the employee performs as per the company expectations and meets the goals and objectives determined by the leader, the leader rewards the employees and contributes the predetermined compensation. However, if the employee does not meet the objectives and perform in accordance with the leader's expectations, the leader does not reward the employee, but takes charge to deal with the problem (Taylor, 2012).

Bass (1990) further described that transactional leadership is characterized by multiple leadership behaviors such as contingent reward, management by exception (passive and active) and laissez faire. Contingent reward corresponds to the exchange of services between the leader and sub-ordinates as desired by the leader which is the important motivation for the employees. Management by exception takes place when the leader steps in to get control of the situation and solve the problems when the employee has no ability to solve them. Management by exception may be passive when the leader only takes charge when the situation is crucial.

Transactional leader exchanges the results of the employees' performance with their expectations and therefore both are rewarded (Afsar et al., 2017). This leadership type may have positive effects in sales and marketing industry where the rewards are based on the targets achieved by the employees.

2.1.3 Laissez-Faire Leadership

According to Chaudhry and Javed (2012), laissez-faire leadership is a leader who avoid during the affair where decision need to be made. This style goes on when the decision maker provides very little or no guidance and empower the employees to set the goals, make decisions and resolve problems by themselves. This type of leader has very little participation in decisions making process. The laissez-faire leadership style is like Lewin's theory where the leader is casual and avoids taking any responsibilities (Taylor, 2012). Moreover, the laissez faire leadership style was the least productive compare with the other two leadership styles (Kurt Lewin, 1939).

Delegate leaders provide little or no guidance to group members. Chaudhry and Javed (2012) described that this type of leader normally will pull themselves out and zero

participation in decision making process. This leadership type is mostly endorsed their employees that they have authority to get their call for any decisions about the assignment. Employees are open to do work in their own way with no limitation.

However, they are also responsible for their decisions they made in workplace. This may be the most passive component and the least form of the behavior of leaders (Antonakis et al., 2003; Khan et al., 2011). Furthermore, laissez-faire leaders could lead the team to confusion, chaos and carelessness situation and can be lay off and label as useless. In general, the overall results of laissez-faire leadership style may be undesirable. However, this leadership style seems to be very positive.

According to Hersey-Blanchard (2000), they assumed that successful leaders should change their leading ways for their subordinate based on the individual capabilities instead of using just one style. By practicing this, leaders are able to put more or less importance on the task, and more or less importance on the relationships with each other based on the necessary things to get the task done effectively and efficiently. This might not be a problem when the followers have the abilities but problems may occur when the situation is otherwise. Also, this leadership style may be effective in some circumstances where the group members are highly qualified in areas of expertise.

2.2 Employee Engagement

Ferguson (2007) described that employee engagement in several different ways that make it more difficult to measure precisely. Shuck and Wollard (2010) defined that employee engagement affects both employee results, and financial and organizational achievements. Employee engagement is important because engaged employees perform more effectively than disengaged employees (SHRM Foundation, 2006).

Employee engagement is very crucial for any organization because it has a direct relationship with the employee productivity, job security and satisfaction, employee retention, motivation and loyalty Bakker et al. (2003). Kahn (1990) described that engagement is a willing involvement in the role. Personal engagement is that members in organizations employ themselves to their roles concerning about work and argued that people harness and shows themselves physically, cognitively and emotionally during role performances in engagement.

In this context, engagement meant high activity at work and knowledge of work environment, and emotions and attitudes about the employer and the working conditions. Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption where vigour is the high level of employee energy, dedication is the feeling of self-esteem and eagerness, and absorption means the will to absolutely focus on the assignment (Schaufeli et al., 2002).

Therefore, employee engagement is defined as an emotional and intellectual commitment of individuals (Croston, 2008; Saks, 2006; Schaufeli et al., 2002) and is demonstrated through the facts that the employee talks positively about the job, the organization and employer, and displays loyalty and makes the excess effort for the organizational success (Aon Hewitt, 2011; Towers Perrin, 2005) and is focused towards the organizational outcomes (Schuck and Wollard, 2010).

In addition, the organization should increase contribution and engagement of its employees to gain successful business results and improve employee engagement that is a positive attitude held by employee towards the organization and its values. This occurs because engaged employee is aware of the business context and cooperate with colleagues to improve within the job for the organizational benefits. Therefore, organization should be interested to grow and raise engagement that requires a mutual relationship between employee and employer to improve its business (Macleod and Clark, 2009).

2.3 Employee Performance

The main goal of any organization is to improve the job performance of its employees in order to survive in this highly competitive environment. Prasetya and Kato (2011) described performance is the achieved results of actions with skills of employees who perform in some situation. According to Pattanayak (2005), the employee performance is the resultant behavior on a task that can be observed and evaluated. Employee performance is the contribution made by an individual in the achievement of organizational goals. Employee performance is simply the accomplished result of patterns of action to satisfy an objective according to some standards. This means employee performance is a behavior that directly includes observable behaviors of an employee,

and also mental manners or products that result in organizational outcomes in the form of achievement of goals.

Ibrahim (2004) defined employee performance as a crucial activity that provides both the goals and methods to attain the organizational goals and also provide the achievement level in term of out-put. It considered as an effort of an employee to attain some specific goal (El-Saghier, 2002).

Performance is a multidimensional concept and it is distinguished as engagements concerning about behavior from an expected result (Borman, & Motowidlo, 1993; Campbell et al., 1993; Roe, 1999). The behavior means the action people show to complete work, whereas the outcome aspect states about the consequence of individual's job behavior (Campbell, 1990).

Borman & Motowidlo (1993) described that the behavioral engagement and expected outcome are apparently related to each other in a workplace. The expected outcome is influenced by factors such as motivation and cognitive capabilities than the behavioral aspect. Performance in the form of task performance composes of job explicit behaviors that consist of fundamental job responsibilities allocated as a part of job description.

Task performance requires more cognitive ability and it is commonly facilitated through task knowledge such as requisite technical knowledge or principles to be sure job performance and having a capability to deal with multiple assignments, task skill such as application of technical knowledge to complete task successfully without much supervision, and task habits such as an innate ability to respond to assigned jobs that either facilitate or delay the performance (Conway, 1999). Therefore, the primary antecedents of task performance are the capability to do the job and preceding experience.

In an organizational context, task performance is a contractual understanding between a manager and a subordinate to complete an assigned task successfully. Entrusted task performance is divided into two parts: technical-administrative task performance and leadership task performance. The expected job performance including planning, organizing, and administering daily work through one's technical ability, business judgment is called technical-administrative task performance. Leadership task performance is classified by decisive strategic goals, keeping the essential performance standards, motivating and directing subordinates to complete the job through encouragement, recognition, and constructive criticisms (Borman, & Brush, 1993; Tripathy, 2014).

Employee performance in the context of task performance is effective with which job occupants implement their delegated tasks and it realizes the organizational achievements while rewarding organization and individual comparably (Borman, and Motowidlo, 1997). The earlier propositions of task performance by relating it to formal reward in organization describing like demonstrated skill and behavior that influences the direct production of goods or service, or any kind of activities that offers indirect supports to organization's main technical processes (Werner, 1994).

Non-job components are organizational citizenship behavior (OCB) or contextual performance that associates to willing behaviors of employees that assist employers intangibly (Bateman & Organ, 1983). Contextual performance is a kind of pro-social behavior established by individuals in a work structure. Such behaviors are expected of an employee but they are not clearly referred to one's job description. These kinds of unstated expectations are called pro-social behavior or extra role behavior.

Brief and Motowidlo (1986) defined extra role behavior is a behavior that is accomplished by an organizational member, directed towards an individual, group, or organization with whom the member collaborates while executing the organizational role, and finally such behavior is executed with the objective of encouraging the betterment of individual, group, or organization towards which it is guided. There are two main dimensions about expected employee performance; one is the work required by an organization belonging to one's role and the other one is the discretionary work behavior (LePine, Erez, & Johnson, 2002; Van Dyne & Lepine, 1998).

Affecting on the importance of voluntary work behavior or non-task performance is assumed as contextual performance that signifies helping others to adapt with the different job roles (Motowidlo & Van Scotter, 1994). Contextual performance should consist of multiple sub-dimensions such as teamwork, allegiance, and determination (Bergeron, 2007). It is believed that a committed employee works passionately and leads to translation into both high performance and role behavior as well (Kahn, 1990).

The contextual performance is elaborated on the ground of emotions and viewpoints that employee takes into account about their coworkers, which is called as team spirit. A kind of fellow's emotion gets passionate through team spirit, wherein employees can distribute willingly their issues and problems and freely with each other within the organization (Jaworski & Kohli, 1993). Team spirit is an excellent endeavor for developing the organizational success (Jones et al., 2007; William, Swee-Lim & Cesar, 2005) and growth in team spirit within the organizational results in effective

employee performance and a happier workplace (Alie, Beam & Carey, 1998; Boyt, Lusch & Naylor, 2001; Cohen & Bailey, 1999).

Contextual performance is a kind of attitude like doing willingly for extra tasks, helping others in dealing with difficult tasks, supporting enthusiasm at work, collaborating with others when necessary, sharing essential sources and information to develop organization, abiding by the prescribed rules and regulations, and supporting organizational decisions for a better change (Coleman & Borman, 2000; Motowidlo & Schmit, 1999). This kind of behavior provides for creating a stimulating culture and organizational climate that aids in attaining individual productivity and organizational effectiveness.

For selecting and inducting the right employee in organizations, introducing personality tests and group discussion for measuring an expected candidate's capability for contextual performance along with the efficiency tests such as ability and experience tests to measure their task performance is proposed.

2.4 Previous Studies on Leadership, Employee Engagement and Employee Performance

Leadership is an essential factor for making an organization successful. It is the art of controlling people to perform disseminated tasks willingly, efficiently and competently. Organizational culture is developed, communication is effective and clear, and employees comprehend the organizational vision and mission with good leadership. Many researches described common antecedents of leadership are employee engagement and employee performance.

Moreover, engagement plays an important role in the previous study of leadership. Therefore, a lot of previous researches indicate that employee engagement (vigor, dedication, absorption) is highly dependent upon different leadership styles (transformation leadership, transactional leadership, laissez-faire leadership). Besides, there are researches which indicate employee engagement has a direct effect on employee performance that can make organizations survive in this highly competitive environment.

2.4.1 Leadership Styles and Employee Engagement

According to Khan and Yadav (2016), leaders have the capability to affect the organizational effectiveness through their followers. While transactional leaders are

restricted to use rewards and recognitions to get higher performance from the employees, transformational leaders encourage development of employee engagement by changing the point of view of the employees from singular interest to distributed interests of the group as a whole. Transformational leaders can motivate and inspire employees to focus on the goals and objectives of the organization.

According to transformational leaders directly impact the engagement levels of the employees by increasing their commitment towards the company and job satisfaction (Bakker & Demerouti, 2008; BatistaTaran et al., 2009). Cartwright and Holmes (2006) also stated that leaders who develop good trustworthy relationships with their employees can improve their commitment levels.

According to Padmanathan (2010), employee engagement is described as a heightened emotional connection that an employee utilizes greater effort to work and the key factors of leadership that affect employee engagement are trust and integrity, having a clear relationship between organizational performance and employee performance, intellectual stimulation, career opportunities for the employee, leader-employee relationship, goodwill about company reputation and team collectivism.

Popli and Rizvi (2015) found that the perceived leadership style has a direct impact on employee engagement which in turn affects employees in service-oriented industries which means that employees who perceived their transformational leaders are more engaged and service based.

Bass (1990) stated that transformational leaders motivated their employees by changing their attitudes and belief into a common vision for the organization. Transformational leaders are sure that their employees are confident, their individual needs are met, and they are intellectually stimulated and are interested in the organizational problems by dealing with them through innovative solutions all of which develop employee engagement (Hansen et al., 2014).

Though autocratic leaders have high ability to achieve high efficiency from the employees, the employees do not have job satisfaction. Due to work stress and no participation in decision making process, the employees have low morale and the organization endures from high turnover. On the other hand, democratic leaders make the employees participate in decision making process and therefore the employees feel more responsible and accountable for their behaviors. The employees under democratic leaders focus on high quality of work (Bhatti et al., 2012). Employees under Laissez-Faire leaders

are passive, have low motivation levels and have negative impression of the leader and the organization as a whole that leads to low productivity (Van Eeden et al., 2008).

Wiley (2010) stated that the behaviors of the leaders and managers from a driver for employee engagement and thus the leaders must affect the employees, comply with and recognize their efforts, provide them with innovative works and must have an absolute interest for the employees.

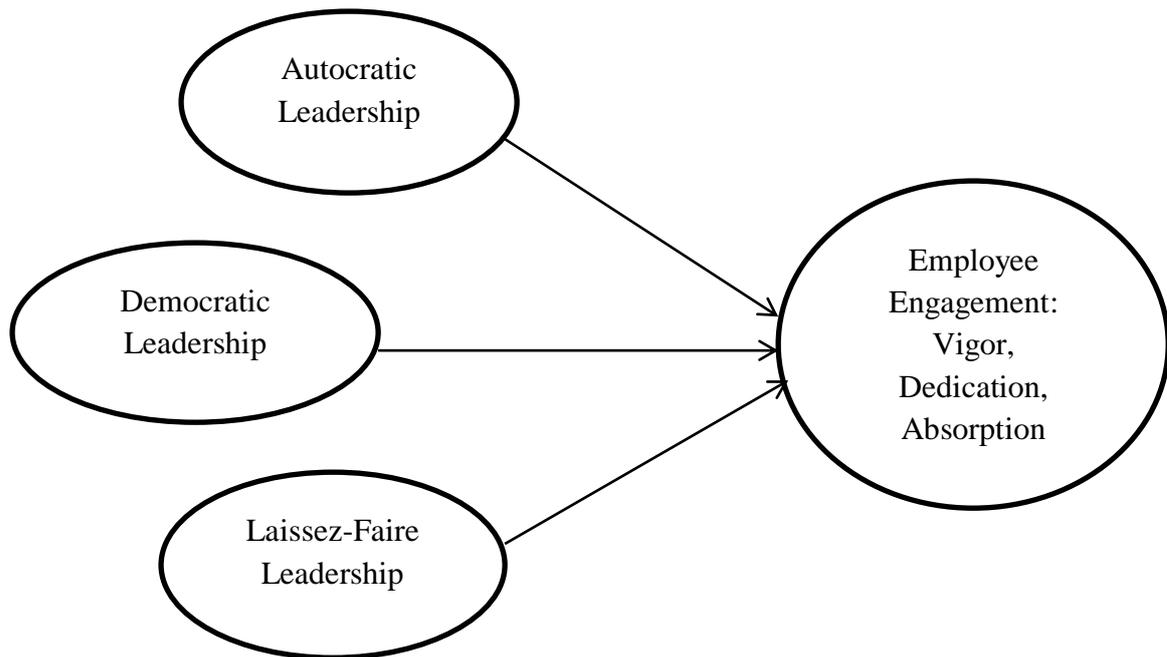
According to Hseih and Wang (2015), leadership is one of the biggest contributors to employee engagement and authentic leadership is assumed as the style which motivates mostly the employees because these leaders have strong values and ensure that there is trust and broad-mindedness in their relationships with their employees. In such scenarios, employee trust forms the mediator for the relationship between leadership and employee engagement. In today's world, the business environment changes on a daily basis with new cases of financial frauds emerging everyday where the leaders of the reputed organizations are primarily included.

Many reputed companies have also faced severe consequences because of environmental damages caused by them even though they have committed to being environmental friendly on paper for years. Therefore, it is important that today leaders are accurate and hold high ethical and moral values so that their employees can trust them because trust is a strong force that links with the employees, the processes and the environment and can develop the organizational success. The consistency of the leader's words, actions and moral perceptions has a positive influence on the employee engagement because employees draw inspiration and are inspired from those leaders who have high ethical and moral considerations (Wang and Hseih, 2013).

Carasco-Saul et al. (2015) described the framework for defining the relationships between transformational leadership and employee engagement which highlighted transformational leadership boosts employee engagement through optimism, responsibility, meaningfulness and innovative behaviour which directly affects the employee's knowledge, customer relationship, career satisfaction, best performance and intention to leave negatively.

Popli and Rizvi (2016) established that not only there is a strong positive association between transformational leadership and employee engagement, there is also a positive association between transactional leadership and employee engagement, especially for young employees who are in the entry stages of their career.

Figure (2.1) Relationship between Leadership and Employee Engagement



Source: Yao et al. (2017)

According to Shuck and Herd (2012), leaders want to produce engaging work environments that are necessary to develop self-awareness and grow emotional intelligence in order to provide attention to the basic needs of the employees and respond to those needs willingly. It is a challenge for leaders who do not focus on personal development to manage performance and engagement of the employees. Yao et al. (2017) developed a conceptual framework which linked Kurt Lewin's three leadership styles with employee engagement.

2.4.2 Employee Engagement and Employee Performance

Christian et al. (2011) recently meta-analyzed the relationship between engagement and several specific work behaviors (task performance and contextual performance), and Harter et al. (2002) recently demonstrated that engagement is related to unit-level productivity, the majority of quantitative evidence providing the relationship between engagement and work behaviors (Xanthopoulou, et al., 2008; Bakker and Xanthopoulou, 2009). The work behaviors of primary concern to organizations can be divided into two dimensions: task performance, and contextual performance (Motowidlo, Borman, & Schmit, 1997).

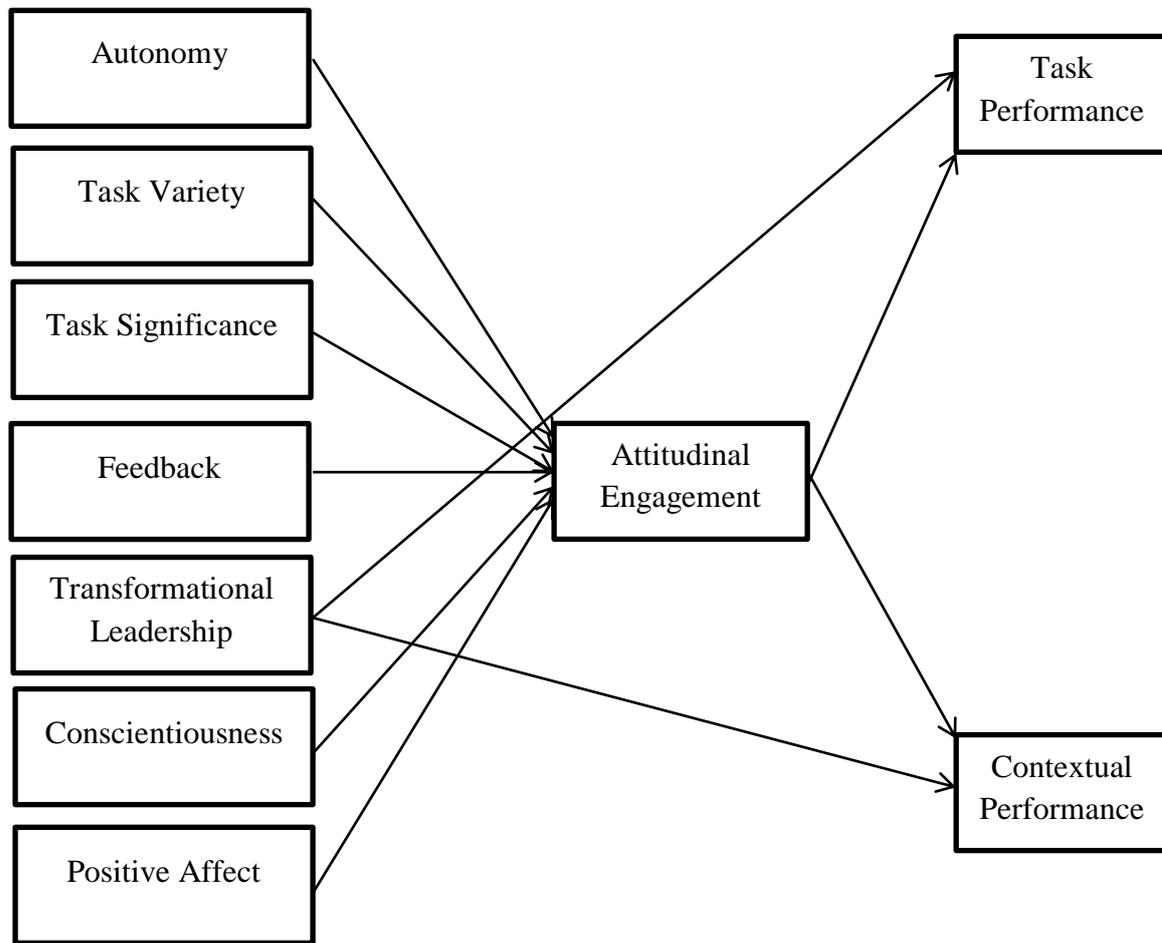
Task performance consists of activities that transform raw materials into the goods and services that are the organization's products and activities that maintain core technical requirements. Contextual performance consists of activities that do not contribute directly to the organization's core technical processes but does maintain the broader organizational, social, and psychological environment in which the technical core must function.

Engagement predicts task performance (Fleck & Inceoglu, 2010; Kahn, 1990; Macey & Schneider, 2008). Engagement should be related to task performance because engaged employees dramatically change their work environments by improving on the job resources, such as pursuing supervisor feedback (Tims, Bakker, & Derks, in press) which should increase job performance by increasing the job resources to job demands ratio (Bakker, Demerouti, & Verbeke, 2004).

Christian et al. (2011) described a strong relationship between task performance and employee engagement. Motowidlo et al. (1997) stated that contextual performance includes both organizational citizenship behaviors and pro-social behaviors such as carrying out willingly task activities that are not formally part of one's own job, helping and collaborating with others, and endorsing, providing, and defending organizational objectives.

Theoretically, engagement should be related to contextual performance for two distinct reasons. First, job attitudes and employee engagement are very similar both conceptually and empirically and research has found that affective commitment is positively related to OCB's (Dalal, 2005; Organ & Ryan, 2005). For this reason, engagement should also be related to contextual performance.

Figure (2.2) Employee Engagement and Performance



Source: Christian et al. (2011)

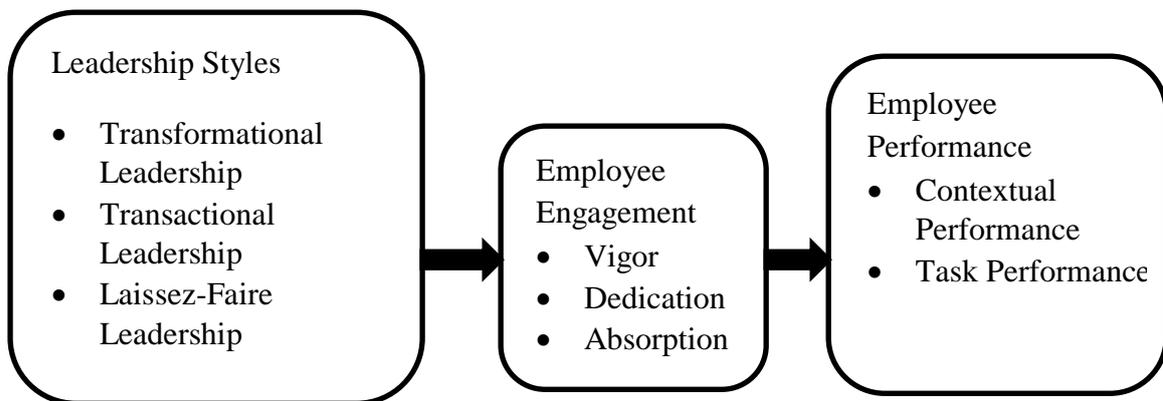
Christian et al.'s (2011) meta-analysis found a strong relationship between contextual performance and employee engagement. However, similar to task performance, Christian et al. (2011) used reliability estimates they had calculated from a previous paper (Christian et al., 2010) for contextual performance which provided a substantially lower reliability estimate than the original studies. Engaged employees are more likely to collaborate, communicate frequently, and engage in extra-role behaviors (contextual performance).

2.5 Conceptual Framework of the Study

According to the literature review, leadership styles, employee engagement and employee performance are essential in every organization. To gain employee engagement and employee performance to the organization, the employer needs to identify which leadership styles induce employee engagement and employee performance. This study

mainly intends to examine the effect of Leadership Styles, Employee Engagement and Employee Performance of Pro 1 Myanmar Company Limited. To achieve this objective, an examination on the effect of leadership styles on employee engagement in the company is carried out. Therefore, the effect of employee engagement on employees' performance in Pro 1 Myanmar Company Limited is also studied. The conceptual framework of this study is developed based on the theoretical background of previous studies and shown in figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2019)

There are also many leadership styles that could effect on employee engagement. In this study, four leadership styles: transformational leadership, transactional leadership, democratic leadership and laissez-faire leadership are used in independent variables and employee engagement as dependent variable to study the influence of leadership styles on employee engagement. Therefore, it also analyzes that the employee engagement effect on the employee performance in Pro 1 Myanmar Company Limited that employee engagement is used as independent variable and employee performance as dependent variable.

CHAPTER 3

LEADERSHIP STYLES OF PRO 1 MYANMAR CO., LTD

In this chapter, the organization profile and structure of Pro 1 Myanmar Company Limited is discussed briefly. Besides, demographic profile of respondents, mean value tables of leadership styles and employee engagement are also presented in this chapter.

3.1 Profile of Pro 1 Myanmar Company Limited

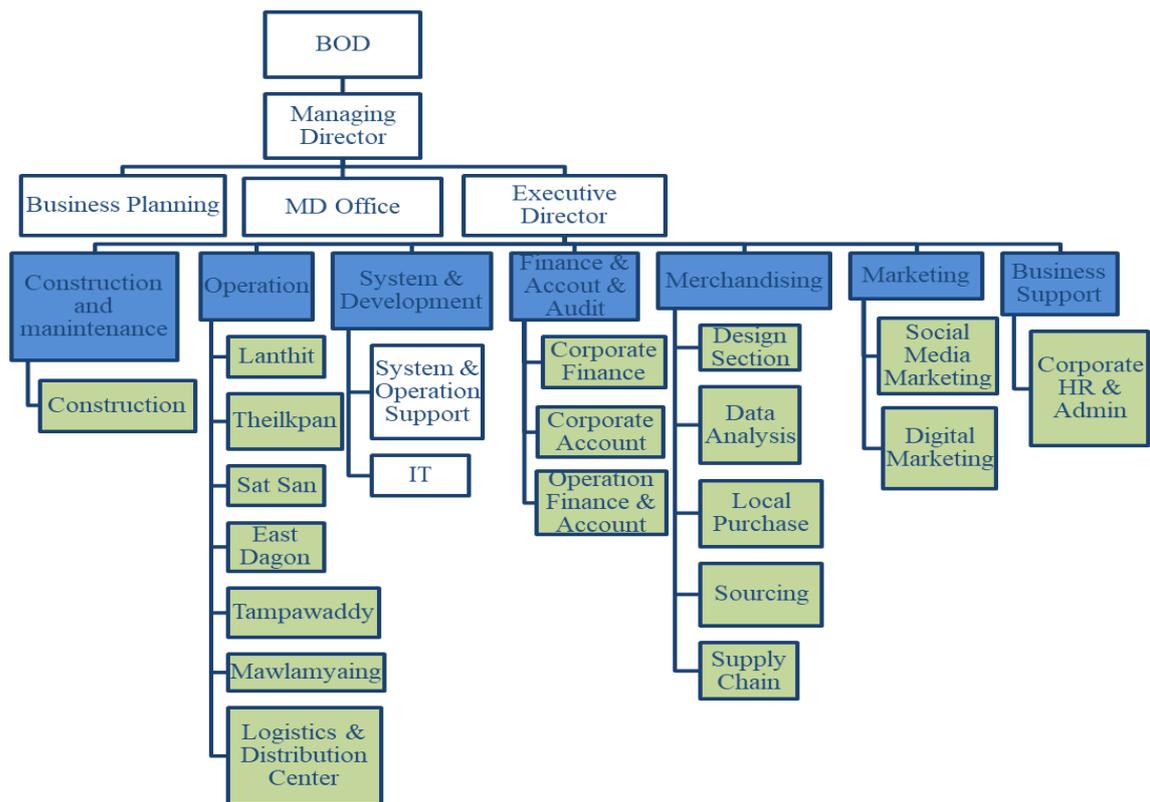
Pro 1 Home Center was founded as Pro 1 Myanmar Co., Ltd in 2013. Pro 1 Myanmar Co., Ltd, as it was then called, was a member of the Farmer Group of Companies. Farmer Phoyarzar Co., Ltd was established in 1999 in Myanmar as an Export and Import Company with the initial investment of USD 10 million. Since then, mainly focuses on these business areas of trading, money exchange, automobiles, jade mining, building materials, lighting and electrical products and construction. Farmer Phoyarzar Company Limited is operating successfully and growing profitably under the ownership of U Maung Maung Tin.

Among these various business ranges of the Farmer Group of Companies, Zin Htet Company was found as a Cement and Construction Materials Trading Company in 2001. Zin Htet has established seven branches in major construction materials market of Yangon, which are Lanthit Street, Sawbwargyigone, Bayintnaung, Pathein Nyunt, Kyimyindine Townships and the other two branches are located at Pha-an and Naypyitaw, the capital city of Myanmar. Zin Htet has started mainly with Cement and became the official distributor of SCG's Elephant cement in 2008.

Then, it expands its business in Retail as the new concept of Modern Trade in Myanmar namely Pro 1 Home Center on 5th of January, 2013. Pro 1 Myanmar Company Limited joined to SCG Company Limited and Global House Company Limited became Pro 1 Global Company Limited on 9th June, 2018. Studying the regional market, Pro 1 Home Center was started as one-stop service center for customers with the plan to become the Public Company Limited as selling some stockholders. At present, Pro 1 Myanmar has opened five branches, three branches in Yangon, two branches in Mandalay, one branch in Taunggyi, and one branch in Mawlamyaing.

Pro 1 Myanmar’s Vision is “To be a leader by providing One-Stop Service Home Center in Myanmar”. The mission of Pro 1 Myanmar is “To provide one place get all, Customer satisfaction & best service, Competitive price, Innovative & Premium Quality Products from world leading company, To create employee safety, satisfaction and learning organization, To be well trained and skillful employees, Growing together with the stakeholders such as suppliers, customers, Pro 1 and employees.

Figure (3.1) Organizational Chart of Pro 1 Myanmar Co., Ltd



- Division
- Sub-division

Source: Pro 1 Myanmar Co., Ltd (2019)

Pro 1 Myanmar Co., Ltd is currently running with seven divisions and nineteen sub-divisions. There are Construction & Maintenance, Operation, System & Development, Finance & Account & Audit, Merchandising, Marketing and Business Support. Sub-divisions are Construction, Lanthit Branch, Theilkpan Branch, Sat San Branch, East Dagon Branch, Tampawaddy Branch, Mawlamyaing Branch, Logistics & Distribution Center, Corporate Finance, Corporate Account, Operation Finance &

Account, Design Section, Data Analysis, Local Purchase, Sourcing, Supply Chain, Social Media Marketing, Digital Marketing and Corporate HR & Admin.

The Figure (3.1) shows the organization structure of Pro 1 Myanmar Co., Ltd. The main responsibilities of HR Department are reporting to management level, employee policies and procedures that are up to date in line with current employment law to gain accomplishment, establishing a recruiting, interviewing and appointing staff program for new branches, introducing orientation training for new staff, implementing the training and development program for the staff; identify areas that need attention and implement, arranging for payroll, leave, compensation and benefits for the staff from Head Office as well as from branches and every December, based on results from performance appraisal, bonus and promotion are reported to management level and carried out for the staff.

3.2 Reliability Test

Reliability refers to the extent which data collection techniques and analysis procedure will yield similar findings to those of prior research. Measurement of reliability provides consistency in the measurement of variables. Cronbach's Alpha statistics was used to determine the degree to which the consistency or reliability in the item responses, since it assesses the extent to which a set of test items (variables) can be treated as measuring a single or dimensional latent construct. Cronbach's Alpha coefficient ranges from -1 to 1, a high score indicating a high reliability test.

Internal consistency reliability is the most commonly used psychometric measure assessing survey instruments and skills (Zhang, Waszink, & Wijinguard, 2000). Cronbach Alpha is the basis formula for determining reliability based on internal consistency (Kim & Cha, 2002). In this study, a Cronbach's Alpha above 0.7 was considered as "acceptable", one above 0.8 as "good", and one above 0.9 as "excellent" (George,D; Mallery, P., 2013). In this study, construct was tested for internal consistency reliability using Cronbach alpha test as depicted in Table (3.1).

Table (3.1) Reliability Test

Factor	No. of Items	Cronbach's Alpha
Transactional Leadership	5	0.813
Transformational Leadership	5	0.833
Laissez-Faire Leadership	6	0.797
Vigor	6	0.851
Dedication	5	0.850
Absorption	6	0.768
Contextual Performance	10	0.894
Task Performance	6	0.821

Source: Survey Data, (2019)

According to Nunnally (1978) and Malhorta (2004), as the standard minimum value of Alpha is 0.7, it can be concluded that the questionnaire is reliable to measure what is intended to measure and the data and information extracted from the questionnaire are reliable. Therefore, the values in Table (3.1) are sufficient confirmation of data reliability for the independent variables.

3.3 Profile of the Respondents

In this section, the information of respondents at Pro 1 Myanmar Company Limited is presented. The data are collected with structured questionnaires from of employees at Pro 1 Myanmar Company Limited (Head Office).

There are totally six items of demographic information of respondents related to the study at Pro 1 Myanmar Company Limited (Head Office). They are age, gender, educational level, monthly income, tenure, position and department information of employees at Pro 1 Myanmar Company Limited (Head Office).

Table (3.2) shows the information of the profile of respondents under 6 dimensions: age, gender, educational level, monthly income, tenure and position. First of all, there are 92 respondents to the distributed 92 questionnaires. As shown in the result of demographic data analysis, more than 90 percent of respondents are with the age between 19 years and 30 years. This indicates that the workforce as a whole at the company is relatively younger and can expect higher performance from them when they are led more effectively. There is no respondent at the company who is older than 46 years of age.

Table (3.2) Profile of Respondents

Particular	No. of Respondents	Percentage (%)
Total	92	100
Age Group		
19-24 years	58	63.04
25-30 years	24	26.09
31-35 years	8	8.7
36-40 years	1	1.09
41-45 years	1	1.09
Gender		
Male	30	32.61
Female	62	67.4
Educational Level		
Bachelor	91	98.91
Master	1	1.09
Monthly Income		
100000-199999 MMK	12	13.04
200000-299999 MMK	65	70.65
300000-399999 MMK	14	15.22
Above 500,000 MMK	1	1.09
Tenure		
Less than 1 year	26	28.26
1 to 2 years	26	28.26
3 to 4 years	20	21.74
Above 4 years	20	21.74
Position		
Accountant	23	25
IT	5	5.44
Sales and Marketing	33	35.87
Installer	6	6.52
Cashier	6	6.52
Merchandiser	19	20.65

Source: Survey Data (2019)

Gender is one of the most common demographic questions asked in surveys. The gender of the respondent of employee is simply classified into males and females. As shown in Table (3.2), majority, which is 67.4% of respondents are female while 32.61% of the respondents are male. There are a total of 30 male respondents took part in this research and 62 female respondents participated in this research.

Concerning the educational level of the employees, the employees are either with at least a Bachelor degree or a Master degree. This is because the company has recruited more educated workers accordingly. According to Table (3.2), among all the respondents, 91 respondents (98.91%) have completed their bachelor degree and only 1 respondent (1.09%) has completed master degree.

As the results shown in Table (3.2), the respondents from income group 200000 – 299999 Kyats formed the majority with 65, representing 70.65% and the respondents from income group 300000 – 399999 Kyats formed the second majority with 14, representing 15.22%. There are 13.04% of respondents, which is total of 12 respondents earn between 100000 – 199999 Kyats.

And the minority of respondents earns 500000 Kyats and above, which is a total of 1.09% or 1 respondent. Concerning the number of years working at the company, the tenure, there are 56.52% of respondents, which is total of 52 have been working in the organization for 2 years. There are 43.48% of our respondents, which is total of 40 respondents, have been working with the organization for 3 years and above.

According to the data of respondents, various job positions held by employees participated in this research. The result describes that there are, Accountant 23 (25%), IT 5 (5.44%), Sales and Marketing 33 (35.87%), Installer 6 (6.52%), Cashier 6 (6.52%), and Merchandiser 19 (20.65%) positions.

3.4 Leadership Styles of Pro 1 Myanmar Company Limited

In order to analyze which leadership styles have significant impact on employee engagement, a regression model is developed and estimated. In the model, the dependent variable is employee engagement while the independent variables are four leadership styles: transformational leadership, transactional leadership, democratic leadership and laissez-faire leadership. In this study, selected 92 numbers of employees in Pro 1 Myanmar Company Limited (Head Office) are surveyed. The mean value and standard

deviation value of transformational leadership, transactional leadership, democratic leadership and laissez-faire leadership will represent the employee perception on the use of particular leadership style.

3.4.1 Transformational Leadership Style

This section presents that the employees' responses on the use of particular leadership style and how well employees perceive the transformational leadership styles of Pro 1 Myanmar Company Limited. This study consists of five statements related to transformational leadership style. In the questionnaire, 5 point likert-scale is used to obtain the respondent's opinion. The survey results of transformational leadership style are shown in Table (3.3).

Table (3.3) Transformational Leadership Style

No.	Description	Mean	Std. Deviation
1.	Feeling good to be around him/her	3.39	1.33
2.	Feeling proud to be associated with him/her	4.14	1.25
3.	Telling what to do	3.43	1.37
4.	Solving old problems in new ways	4.12	1.28
5.	Helping others develop themselves	3.36	1.36
Overall mean		3.69	

Source: Survey Data (2019)

As shown in Table (3.3), the obtained score is 3.69 which is higher than cut off mean 3, indicating that the supervisors at the Pro 1 Myanmar Company Limited have frequently used the transformational leadership behaviors. Among these effect of transformational leadership style, the mean effect of the leadership style leads those making others feel good to be around him/her is 4.14 (with standard deviation 1.25), indicating that there is high influencing by the effect of the increase in making others feel good to be around him/her in transformational leadership style of the company.

The mean score of the leadership behavior of helping others develop themselves in this organization, is 3.36 (standard deviation 1.36) which is higher than cut off mean 3, indicating that the supervisor helps others develop themselves has some effect on

transformational leadership style. This is the less frequently used leadership behavior among the transformational leadership styles.

Employees in Pro 1 Myanmar Company Limited feel that they are given enough attention by their supervisors and proud to be associated with their supervisors. According to overall mean score, it can be concluded that employees perceive that their supervisors can make others feel good to be around them and enable others to think about old problems in new ways.

3.4.2 Transactional Leadership Style

This section presents that the responses of employees on the use of particular leadership style and how well employees perceive transactional leadership style of Pro 1 Myanmar Company Limited. This study contains five statements related to transactional leadership style and 5 point likert-scale is used to obtain the respondent's opinion.

As shown in Table (3.4), the obtained score is 3.64 which is higher than cut off mean 3, indicating that the supervisors at the Pro 1 Myanmar Company Limited have frequently used the transactional leadership behaviors. Among these effect of transactional leadership style, the mean effect of the leadership style leads those providing recognition/rewards when others reach their goals is 4.11 (with standard deviation 1.28), indicating that there is high influencing by the effect of the increase in providing recognition/rewards when others reach their goals in transactional leadership.

Table (3.4) Transactional Leadership Style

No.	Description	Mean	Std. Deviation
1.	Getting rewards for the work	3.38	1.33
2.	Providing recognition/rewards	4.11	1.28
3.	Calling attention for accomplishments	3.34	1.35
4.	Satisfying agreed-upon standards	4.08	1.34
5.	Not trying to change anything	3.30	1.34
Overall mean		3.64	

Source: Survey Data (2019)

The mean score of the leadership behavior of not trying to change anything if things are working in this organization, is 3.30 (standard deviation 1.34) which is higher

than cut off mean 3, indicating that supervisors do not try to change anything as long as things are working has some effect on transactional leadership style. This is the less frequently used leadership behavior among the transactional leadership style. According to overall mean score, it can be concluded that employees in Pro 1 Myanmar Company Limited perceive that their supervisors have used those behaviors of transactional leadership such as providing recognition/rewards when others reach their goals and satisfying themselves when others meet agreed-upon standards.

3.4.3 Laissez-Faire Leadership Style

This section presents the employees' responses on the use of particular leadership style and how well employees perceive the laissez-faire leadership style in company. This study consists of six statements related to laissez-faire leadership style and the survey results of laissez-faire leadership style are shown in Table (3.5).

Table (3.5) Laissez-Faire Leadership Style

No.	Description	Mean	Std. Deviation
1.	Dealing with problems	3.34	1.32
2.	Staying out of the way	4.11	1.27
3.	Allowing to appraise work	3.44	1.37
4.	Giving complete freedom to solve issues	4.15	1.24
5.	Preferring little input from supervisors	3.32	1.36
6.	Leaving subordinates alone	4.16	1.24
Overall mean		3.75	

Source: Survey Data (2019)

As shown in Table (3.5), the obtained score is 3.75 which is higher than cut off mean 3, indicating that the supervisors at the Pro 1 Myanmar Company Limited have most frequently used the laissez-faire leadership behaviors. Among these effect of laissez-faire leadership style, the mean effect of the leadership style leads the supervisors who feel that it is the best to leave subordinates alone is 4.16 (with standard deviation 1.24), indicating that there is high influencing by the effect of the supervisors feel that leaving subordinates alone is the best in democratic leadership style of the company.

The mean score of the leadership behavior of preferring little input from the supervisors in this organization, is 3.32 (standard deviation 1.36) which is higher than cut off mean 3, indicating that employees prefer little input from their supervisors in most situations has some effect on laissez-faire leadership style. This is the less frequently used leadership behavior among laissez-faire leadership style. According to overall mean score, it can be concluded that employees in Pro 1 Myanmar Company Limited perceive that their supervisors give them completely freedom to deal with problems on their own ways and stay out of the way when they do their work cause of believing that leaving their subordinates alone is the best.

The following Table (3.6) represents the summary of leadership styles: transformational leadership, transactional leadership and laissez-faire leadership.

Table (3.6) Leadership Styles of Pro 1 Myanmar Company Limited

No.	Description	Mean
1.	Transformational Leadership	3.69
2.	Transactional Leadership	3.64
3.	Laissez-Faire Leadership	3.75

Source: Survey Data (2019)

According to the result of Table (3.6), the mean value of Laissez-Faire leadership style is higher than the other leadership styles. This represent that laissez-faire leadership behaviors have the highest influence on employees at Pro 1 Myanmar Company Limited.

CHAPTER 4

ANALYSIS ON LEADERSHIP STYLES, EMPLOYEE ENGAGEMENT AND EMPLOYEE WORK PERFORMANCE AT PRO 1 MYANMAR COMPANY LIMITED

This chapter will describe the relationship between leadership styles and employee engagement, the mean value of employee performance and the relationship between employee engagement and employee performance. To explore the effect of leadership styles on the employee engagement level are analyzed with the use of Linear Regression analysis. Moreover, the relationship between employee engagement and the employee work performance are also calculated with the use of Linear Regression analysis.

4.1 Analysis on the Effect of Leadership Styles on Employee Engagement

In order to analyze which leadership styles have significant impact on employee performance, a regression model is developed and estimated. In the model, the dependent variable is employee performance while the independent variables are three leadership styles: transformational leadership, transactional leadership and laissez-faire leadership.

4.1.1 Employee Engagement

The mean and standard deviation of vigor, dedication and absorption will determine which dimension has more impact on employee engagement. In Table (4.1), Table (4.2) and Table (4.3), the level of employee engagement in the company is analyzed and the results are shown. The employees' perception under the employee engagement is arranged below with the experience of specific feeling.

(a) Vigor in Employee Engagement

The first analysis of employee engagement is vigor and it is important factor for employee engagement. Employees with a strong vigor have energy and alertness, and feel the benefit that brings about positive affect, an irresistible force that can drive themselves and others beyond difficulties. The mean scores of vigor are shown in Table (4.1).

Table (4.1) Vigor in Employee Engagement

No.	Description	Mean	Std. Deviation
1.	Feeling bursting with energy	3.37	1.34
2.	Feeling strong and vigorous	4.12	1.25
3.	Feeling like going to work	3.35	1.31
4.	Continuing working for very long period	4.10	1.26
5.	Feeling mentally strong at work	3.36	1.32
6.	Persevering when things not going well	4.16	1.24
Overall mean		3.74	

Source: Survey Data (2019)

Most employees always persevere even when things do not go well at work. Employees work for hours because they feel strong, vigorous and bursting with energy at work. Some employees want to work in the morning and they are very resilient mentally at work. The overall mean score is 3.74, and it indicates that employees usually encounter the specific feelings under vigor engagement to the company.

(b) Dedication in Employee Engagement

The second analysis is dedication and it is important factor for employee engagement. Employees with a strong dedication are very enthusiastic about the job, engaged in their work very well, being challenged, and experiencing sensitivity of inspiration and pride. The mean scores of vigor are shown in Table (4.2).

Table (4.2) Dedication in Employee Engagement

No.	Description	Mean	Std. Deviation
1.	Feeling meaningful work	3.45	1.38
2.	Feeling enthusiastic about job	4.17	1.24
3.	Inspiring job	3.39	1.34
4.	Feeling proud of the work	4.23	1.25
5.	Challenging job	3.42	1.37
Overall mean		3.73	

Source: Survey Data (2019)

According to Table (4.2), most employees are normally enthusiastic about job and they feel proud of the work that they do. Moreover, employees sometimes find the work they do is meaningful, they are challenged and inspired by their jobs. The overall mean score of employees is 3.73, higher than cut off mean 3. It indicates employees have dedication dimension of employee engagement frequently to the company.

(c) Absorption in Employee Engagement

The final analysis of employee engagement is absorption and it is also important factor for employee engagement. Employees with a strong absorption are concentrated and held attention in one’s work through which time passes quickly and have obstacles detaching themselves from the work. Table (4.3) shows the mean scores of absorption.

Table (4.3) Absorption in Employee Engagement

No.	Description	Mean	Std. Deviation
1.	Time flies while working	3.42	1.36
2.	Forgetting everything while working	3.98	1.37
3.	Feeling happy while working intensely	3.33	1.30
4.	Immersing in work	4.17	1.24
5.	Getting carried away while working	3.35	1.33
6.	Difficulty in detaching from job while working	4.17	1.25
Overall mean		3.74	

Source: Survey Data (2019)

According to Table (4.3), most employees are usually immersed in work and difficult to detach from job while working. Moreover, employees are happy, forget everything and get carried away because they feel that time flies when they are working. In this study, the overall mean score of employees is 3.74 which is higher than cut off mean 3, indicating that employees in Pro 1 Myanmar Company Limited have absorption dimension of employee engagement frequently to the organization.

4.1.2 Effect of Leadership Styles on Employee Engagement

In this study, the relationship between leadership styles on employee engagement is analyzed by the use of Linear Regression model. The correlations between the

leadership styles and each dimension of employee engagement are described in Tables (4.4), (4.5) and (4.6).

(a) Effect of Leadership Styles on Employee Engagement (Vigor)

In this section, the effect of leadership style and employee engagement is analyzed. In this study, linear regression is used to find out the possible effects of independent variables (Transformational Leadership, Transactional Leadership, Democratic Leadership and Laissez-Faire Leadership) and dependent variables (Vigor, Dedication and Absorption). Table (4.4) shows the effect of leadership styles on vigor of employee engagement. The linear regression is used to know which dimension of leadership styles has impact on vigor.

Table (4.4) Effect of Leadership Styles on Employee Engagement (Vigor)

Variable	Unstandardized Coefficients		Beta	T	Sig
	B	Std. Error			
(Constant)	1.152	0.318		3.621	0.000
Transformational	0.462***	0.130	0.483	3.558	0.001
Transactional	-0.089**	0.107	-0.112	-0.826	0.041
Laissez-Faire	0.348***	0.088	0.401	3.969	0.000
R	0.714				
R Square	0.510				
Adjusted R Square	0.493				
F Value	30.475***				

Source: Survey Data (2019)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.4), Adjusted R Square is 0.493. This model can explain 49.3% about the variance of dependent variable (vigor engagement) with the independent variable (leadership styles). F-value is 30.475 (the overall significance of the model) that is highly significant at one percent level.

Transformational and laissez-faire leadership styles are significant at one percent level. Transactional leadership style is significant at five percent level. The Standardized Coefficient (Beta) indicates that two variables among three have positive relationship with vigor in employee engagement but other one has negative relationship with vigor in

employee engagement level. It shows that increase in transformational leadership behaviors lead to increase in vigor engagement level of the employees at the company. Similarly, increase in laissez-faire leadership behaviors leads to increase in vigor engagement level of the employees at the company. Employees will face higher level of vigor engagement when leaders use transformational and laissez-faire leadership behaviors for employee engagement.

On the other hand, other factor, transactional leadership has negative relationship with vigor in employee engagement. It means that employees will face lower level of vigor engagement when leaders use transactional leadership behaviors for employee engagement.

According to the results from Table (4.4), transformational leadership style offers support and cheering to each employee. Employees' levels of energy and emotional strengths are encouraged and they share their ideas freely when leaders keep open communication to offer direct acknowledgement of the unique contributions of each employee. Laissez-faire leadership style empowers employees and enhances productivity overall. Since it also helps a team become more innovative and boost morale as a whole, employees' perseverance levels are high even though they face with difficulties in the workplace.

Transactional leadership style does not motivate some employees to enhance their productivity. There are many ways for employees to feel motivated by their job. Rewards cannot motive all employees. Some are motivated by internal triggers or by social interactions they have with customers. When a team member is not motivated by the rewards that are offered on the transactional environment, then there is no incentive to enhance their productivity.

To sum up, the results provided that the dominant leadership style at the company, transformational leadership would provide greater vigor in employee engagement. Because the standardized coefficient (Beta) of transformational leadership style has the largest value (0.483) among the three leadership styles, transformational leadership style has the greatest contribution to the effect on vigor engagement level of the employees at the company. This leadership has the largest and positive impact on the vigor in employee engagement comparing with other two leadership styles.

(b) Effect of Leadership Styles on Employee Engagement (Dedication)

In this section, the effect of leadership styles on dedication of employee engagement is analyzed. Linear regression is used to find out the possible effects of independent variables (Transformational Leadership, Transactional Leadership, Democratic Leadership and Laissez-Faire Leadership) and dependent variables (Dedication). Table (4.5) shows the effect of leadership styles on dedication of employee engagement.

Table (4.5) Effect of Leadership Styles on Employee Engagement (Dedication)

Variable	Unstandardized Coefficients		Beta	t	Sig
	B	Std. Error			
(Constant)	1.565	0.341		4.594	0.000
Transformational	0.361**	0.139	0.370	2.595	0.011
Transactional	0.095*	0.115	0.118	0.830	0.059
Laissez-Faire	0.233***	0.094	0.264	2.487	0.009
R	0.677				
R Square	0.458				
Adjusted R Square	0.440				
F Value	24.815***				

Source: Survey Data (2019)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Transformational leadership style is significant at five percent level. Transactional leadership style is significant at ten percent level. Laissez-faire leadership style is significant at one percent level. The Standardized Coefficient (Beta) indicates that all three variables have positive relationship with dedication in employee engagement. It shows that increase in transformational leadership behaviors lead to increase in dedication engagement level of the employees at the company. Similarly, increase in transactional leadership behaviors leads to increase in dedication engagement level of the employees at the company. Increase in laissez-faire leadership behaviors leads to increase in dedication engagement level of employees at the company. Employees will face higher level of dedication engagement level when leaders use transformational, transaction and laissez-faire leadership behaviors for employee engagement.

According to the results from Table (4.5), transformational leadership style not only challenges the status quo but also it encourages creativity among employees. Since the leader gives support to followers for exploring new ways of doing work and new opportunities to learn, employees are more involved in their work, being challenged and experiencing sense of eagerness, creativity and pride. Within a creative or innovative environment, it is difficult to create achievable goals. A goal can only be achieved when there is an outlined ending point. Since transactional leadership creates these end points as part of their overall organizational structure, employees grow in confidence as they go forward goals because every step they need to take is defined for them. Laissez-faire leadership helps to bring creativity and gives authority to employees to take the decision in the organization. When team members are more knowledgeable than the leader, laissez-faire leadership style is suitable in situations and moreover, it also makes employees more skilled and trustful.

To sum up, the results provided that the dominant leadership style at the company, transformational leadership would provide greater dedication in employee engagement. Because the standardized coefficient (Beta) of transformational leadership style has the largest value (0.37) among two leadership styles, transformational leadership style has the greatest contribution to the effect on dedication engagement level of the employees at the company. This leadership has the largest and positive impact on the vigor in employee engagement comparing with other two leadership styles.

(c) Effect of Leadership Styles on Employee Engagement (Absorption)

In this section, the linear regression is applied to analyze the effect of leadership styles on absorption of employee engagement in the company. The results of the regression are shown in Table (4.6).

According to Table (4.6), Adjusted R Square is 0.434. This model can explain 43.4% about the variance of dependent variable (absorption engagement) with the independent variable (leadership styles). F-value is 24.235 (the overall significance of the model) that is highly significant at one percent level.

Table (4.6) Effect of Leadership Styles on Employee Engagement (Absorption)

Variable	Unstandardized Coefficients		Beta	t	Sig
	B	Std. Error			
(Constant)	1.482	0.326		4.542	0.000
Transformational	0.170*	0.133	0.184	1.280	0.094
Transactional	0.195*	0.110	0.254	1.772	0.080
Laissez-Faire	0.266***	0.090	0.316	2.965	0.004
R	0.673				
R Square	0.452				
Adjusted R Square	0.434				
F Value	24.235***				

Source: Survey Data (2019)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Transformational and transactional leadership styles of Pro 1 Myanmar Company are significant at ten percent level. Laissez-faire leadership style is significant at one percent level. The Standardized Coefficient (Beta) indicates that all three variables have positive relationship with absorption in employee engagement. It shows that increase in transformational leadership behaviors lead to increase in absorption engagement level of the employees at the company. Similarly, increase in transactional leadership behaviors leads to increase in absorption engagement level of the employees at the company. Increase in laissez-faire leadership behaviors leads to increase in absorption engagement level of employees at the company. Employees will face higher level of absorption engagement level when leaders use transformational, transaction and laissez-faire leadership behaviors for employee engagement.

According to the results from Table (4.6), transformational leadership style makes team members successful and loyal. Since it gives a lot to the team members and supervise greatly about their ability to accomplish the organizational goals, employees are more concentrated and being engaged in their work. Transactional leadership style encourages increase in productivity. Since the ultimate goal is increased performance, employees are being engaged and motivated by incentives that are probably appeal to them. Laissez-faire leadership style is delegated and basically characterized by little guidance from the leader. Since this leadership style leaves all the responsibilities on their

team members in any behaviors they choose, employees are capable of engaging in their work in a way as wanted based on their knowledge and skills. So they can accomplish their tasks independently and fully committed to their objectives.

In general, the results provided that the dominant leadership style in the company, transformational leadership, would provide greater employee engagement. Because the standardized coefficient (Beta) of laissez-faire leadership style has the largest value (0.316) among three leadership styles, the laissez-faire leadership style has the greatest contribution to the effect on absorption engagement at the company. It can also be seen that this leadership style has the largest and positive impact on the absorption engagement comparing with other two leadership styles.

Among the three employee engagement, transformational leadership mostly influence on all of the three engagements. The employees will be happier to work if the leaders practice transformational leadership. Employees with high level of employee engagement are less likely to be absent or to leave from the organization and also lead to improve employee work performance in the company. Therefore, if the leaders in the company want to enhance and maximize the employee engagement level, they mostly need to use transformational leadership style.

4.2 Analysis on the Effect of Employee Engagement on Employee Performance

This section will describe the mean value of employee performance and the relationship between employee engagement and employee performance. In this study, the employees' perceptions are asked in order to know which dimension from the employee performance has more impact on their performance level.

4.2.1 Employee Performance

The work performance of the employees at the company is measured and analyzed on their two dimensions such as contextual performance and task performance. There are total of 10 statements for contextual performance and 6 statements for task performance. The results are shown in Table (4.7) with mean values and standard deviation values for each statement which are calculated from 92 respondents from Pro1 Company. The result showed most of the employee performances are greater than 3 and this indicates that the

work performance level at the company is high in the company. In this survey, the contextual performance is stronger than the task performance. Therefore, the individual employee supports the organizational, social and psychological environment which technical core must function.

Table (4.7) Employee Performance

No.	Description	Mean	Std. Deviation
	Contextual Performance	3.854	
1	Loving to handle extra responsibilities	3.94	0.61
2	Deriving lots of satisfaction nurturing others	4.01	0.48
3	Sharing knowledge and ideas among team members	3.98	0.60
4	Participating actively in discussions and meetings	3.95	0.71
5	Extending help to co-workers when needed	3.93	0.75
6	Maintaining good coordination with members	3.98	0.62
7	Used to praise co-workers for good works	3.82	0.73
8	Extending empathy and sympathy to co-workers	3.28	1.00
9	Guiding new colleagues beyond job purview	3.62	0.96
10	Effective communication with colleagues	4.03	0.66
	Task Performance	3.42	
11	Completing job assignments on time	3.73	0.86
12	Maintaining high standard of work	3.20	1.02
13	Handling multiple assignments	3.33	0.84
14	Very passionate for work	3.81	0.85
15	Feeling like a high performer	3.04	0.97
16	Handling tasks without much supervisions	3.42	0.95
Overall Mean		3.69	

Source: Survey Data (2019)

Among the work performance behaviors, the smallest mean value with 3.04 is the questionnaire representing “Colleagues think that I’m a high performer”. This finding suggests that the employees at the company may think that although I complete the work under the deadline, they did not think that I effectively make a task but this behavior is rarely occurring at the company. There is a significant mean with the largest value at the questionnaire item representing “Effective communication with colleagues in decision making and problem solving”. This behavior states that the employees are actively involved in meetings for decisions, problem solving, team building meetings, innovation meetings and so on. By involving in such kind of meetings, it can be concluded that a group of employee come together to discuss issues, to promote coordination or to deal with any matter to help get any work done.

4.2.2 Effect of Employee Engagement on Contextual Performance

The linear regression is applied to explore the effect of employee engagement on employee contextual performance in the company. The results of the regression are shown in Table (4.8).

Table (4.8) Effect of Employee Engagement on Contextual Performance

Variable	Unstandardized Coefficients		Beta	T	Sig
	B	Std. Error			
(Constant)	3.430	0.294		11.674	0.000
Vigor	-0.266***	0.098	0.081	0.898	0.007
Dedication	0.243**	0.061	0.357	3.975	0.043
Absorption	0.216***	0.241	0.237	2.721	0.004
R	0.516				
R Square	0.266				
Adjusted R Square	0.244				
F Value	10.720***				

Source: Survey Data (2019)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.8), Adjusted R Square is 0.244. This model can explain 24.4% about the variance of dependent variable (employee contextual performance) with

the independent variable (employee engagement). F-value is 10.720 (the overall significance of the model) that is highly significant at one percent level.

The vigor engagement variable is significant at one percent level and it is negatively correlated with employee contextual performance. The negative relationship means that increase in vigor engagement level of employees leads to decrease in employee contextual performance at the company.

Among three dimensions of employee engagement, two dimensions (dedication and absorption) have significant level of employee engagement indicated by the value of unstandardized coefficient of B values. Dedication engagement is significant at 5 percent level and it is positively correlated with employee contextual performance. The positive relationship means that increase in dedication engagement level of employees leads to increase in employee contextual performance at the company.

The effect of absorption on the level of employee contextual performance as indicated by unstandardized coefficient of B is 0.216 and highly significant at one percent level. Absorption engagement is positively correlated with employee contextual performance. The positive relationship means that increase in absorption engagement level of employees leads to increase in employee contextual performance at the company.

Vigor dimension of employee engagement has the negative relationship with the contextual performance of employees. When employees are over vigorous, they have to experience extreme tiredness, invest a lot of effort for accomplishing their tasks and work under organizational rules and procedures when personally inconvenient, Although effort investment is mostly linked with higher performance, it can have negative effects in the long run. When much workload is run over couple of hours, less energy resources can be accessible for subsequent activities. This will be experienced as a decline in vigor and it can be a barrier to better contextual performance if it is taken to furthestmost.

Employees are more participated in volunteering for additional work and coordinated with coworkers when they are more enthusiastic about job and believe that their work is full of meaning and more purposeful. Moreover, they are also motivated to perform outside of job requirements, initiative and willingness to take on more responsibilities when they are not easy to detach form job during working hours.

In general, among three dimensions of employee engagement, dedication has the largest and positive impact on the employee contextual performance. Because the

standardized coefficient (Beta) of dedication level has the largest value with 0.357 indicating dedication has the greatest contribution to the effect on employees' contextual performance in the company. This also means that when the employees are engaged in their work with high level of dedication, their contextual performance was greatly enhanced.

4.2.3 Effect of Employee Engagement on Task Performance

The linear regression is applied to analyze the effect of employee engagement on employee task performance in the company. The results of the regression are shown in Table (4.9).

According to Table (4.9), Adjusted R Square is 0.656. This model can explain 65.6% about the variance of dependent variable (employee task performance) with the independent variable (employee engagement). F-value is 17.693 (the overall significance of the model) that is highly significant at 1% level.

The vigor engagement is significant at 5 percent level and it is negatively correlated with employee task performance. The negative relationship means that increase in vigor engagement level of employees leads to decrease in employee task performance at the company.

Table (4.9) Effect of Employee Engagement on Employee Task Performance

Variable	Unstandardized Coefficients		Beta	T	Sig
	B	Std. Error			
(Constant)	2.173	0.336		6.464	0.000
Vigor	-0.036**	0.121	-0.333	-2.184	0.031
Dedication	0.249**	0.122	0.245	2.050	0.043
Absorption	0.323***	0.123	0.371	2.621	0.010
R	0.811				
R Square	0.658				
Adjusted R Square	0.656				
F Value	17.693***				

Source: Survey Data (2019)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Among three dimensions of employee engagement, two dimensions (dedication and absorption) have significant level of employee engagement indicated by the value of unstandardized coefficient of B values. Dedication is significant at 5 percent level and it is positively correlated with employee task performance. The positive relationship means that increase in dedication engagement level of employees leads to increase in employee task performance at the company.

The effect of absorption on the level of employee task performance as indicated by unstandardized coefficient of B is 0.323 and highly significant at 1 percent level. Absorption engagement is positively correlated with employee task performance. The positive relationship means that increase in absorption engagement level of employees leads to increase in employee task performance at the company.

Vigor dimension of employee engagement has the negative relationship with the task performance of employees. When employees are over vigorous, they have to work under pressure, experience extreme tiredness and invest a lot of effort for accomplishing their tasks. Although effort investment is mostly linked with higher performance, it can have negative effects in the long run. When much workload is run over couple of hours, less energy resources can be accessible for subsequent tasks. This will be experienced as a decline in vigor and it can be a barrier to better performance if it is taken to furthestmost.

Employees are more passionate about their work and they complete their job assignments on time when they are more enthusiastic about job and believe that their tasks are full of meaning and more purposeful. Moreover, they are also capable of handling their tasks without much supervision when they immersed in work.

In general, among three dimensions of employee engagement, absorption has the latest and positive impact on the employees' task performance. Because the standardized coefficient (Beta) of dedication level has the largest value with 0.371 indicating absorption has the greatest contribution to the effect on employees' task performance in the company. This also means that when the employees are engaged in their work with high level of dedication, their task performance was greatly enhanced.

In summary, as the findings indicate that the dedication and absorption dimensions of employee engagement have the significant impact on task and contextual performance of the employees in the company. The company needs to maximize the level of employees absorption and dedication to improve employee work performance.

CHAPTER 5

CONCLUSION

This chapter deals with the findings and discussions of findings on the use of leadership styles, the effects of them on the level of employee engagement at Pro 1 Myanmar Company Limited. Moreover, the effect of employee engagement on the level of employee work performance is also discussed. Based on these findings and discussions, the suggestions and recommendations for the enhancement of employee engagement and employee work performance are made. Finally, the limitations and needs for further research are discussed.

5.1 Findings and Discussions

The findings indicate that the workforce as a whole at the company is relatively younger and can expect higher performance from employees when they are led more effectively. The company has recruited more educated workers and the majority of the employees with more than one year of experience at the company ensure that their opinions are very realistic about their supervisors concerning the leadership styles and behaviors.

The majority of the leaders at the company have used the laissez-faire leadership behaviors usually and their leaders emphasized on when the decision maker provides very little or no guidance and empower the employees to set the goals, make decisions and resolve problems by themselves. This type of leader has very little participation in decisions making process. Leaders delegate and provide little or no guidance to their members. Employees are open to do work in their own way with no limitation. However, they are also responsible for their decision they made in workplace.

It is found that the leaders at the company have frequently used the transformational leadership behaviors. The leaders at the company sometimes make others feel good to be around him/her, express in a few simple words what to do and help others develop themselves. They usually make others proud to be associated with them and to solve old problems in new ways.

The findings indicate that those in the leadership positions at the company use the style of providing recognition/ rewards. The transactional leaders reward the employees and contribute the predetermined compensation. However, if the employee does not meet the objectives and perform in accordance with the leader's expectations, the leader does not reward the employee, but takes charge to deal with the problem.

It can be seen that the transformational and laissez-faire leadership styles have the largest and positive impact on the employee engagement (vigor, dedication, and absorption). The positive relationship means that the increase in transformational and laissez-faire leadership styles leads to increase in vigor, dedication and absorption engagement in the company. It is important to note that the transactional leadership style has the negative effect on the employee engagement (vigor).

Among the three leadership styles, transformational leadership mostly influence on all of the three engagements. The employees will be happier to work if the leaders practice transformational leadership. Employees with high level of employee engagement are less likely to be absent or to leave from the organization and also lead to improve employee work performance in the company. Therefore, if the leaders in the company want to enhance and maximize the employee engagement level, they mostly need to use transformational leadership style.

The employee engagement positively impacts on the employee performance with the dedication dimension triggering the largest and positive impact on the employee contextual performance in the company. This also means that when the employees are engaged in their work with high level of dedication, their contextual performance was greatly enhanced. If the company wants the employees to improve their task performance, the leaders should be trained to enhance the absorption level in employee engagement.

5.2 Suggestions and Recommendations

The results on the analysis of current leadership style at the Pro 1 Myanmar Company Limited indicate that the leaders at the company are using laissez-faire leadership more frequently than transformational and transactional leadership behaviors. As the theoretical relationship and causal relationship from the regression analysis indicates that there are more positive effects of transformational leadership on the employee engagement than other leadership styles, it is recommended that the Pro 1

Myanmar Company should encourage the use of transformational leadership and use less frequently of the other leadership behaviors.

It is also recommended that the company should provide leadership trainings and coaching for those in the leadership positions. Moreover, the company can include the transformational leadership behaviors in the performance appraisal criteria. In this way, the company can be able to promote the use of transformational leadership style and less use of other leadership styles.

As indicated by the findings of effects of leadership styles on the employee engagement, the level of employee engagement were greatly enhanced when the leaders use more of transformational leadership. Therefore, it is recommended for those in the leadership positions at the company to use more of transformational leadership behaviors such as teaching and coaching the subordinates, articulate a compelling vision for the future, help others develop their strengths and talk optimistically about the future. In this way, the employee engagement level and work performance level were effectively enhanced.

Moreover, regarding to the results of correlation analysis, it indicates transformational leadership, transactional leadership and laissez-faire leadership all have significant correlations with employee engagement. Transformational leadership had strong and positive correlations with vigor, dedication and absorption. As the company's resources are limited and scarce, the management needs to use the most time and cost-efficient ways to enhance the level of employee engagement and employee work performance. As mentioned before, the leaders or supervisors should be conscious of the importance of transformational leadership style and try to do it in practice workplace.

Supervisor's transactional leadership style will decrease employee engagement. So leaders or supervisors should try to avoid this type of leadership style. In some situations, supervisors should give more freedom to employees what they are supposed to be performing with their time. Supervisors should try to motivate their team members, recognize their efforts, and make attempts at involvement with the group. If group members are not expertise with the task or the process required to finish the task, supervisors are better off taking a more hands-on approach.

Lastly, this study has indicated the importance of transformational leadership behaviors to subordinates and to organizations. For subordinates, all three dimensions of

engagement significantly related to every dimension of transformational leadership. As a whole, the transformational leadership behaviors were able to significantly predict employee vigor, dedication, and absorption. This has important implications for organizations. Organizations must train and develop transformational leadership at all levels of the business, if they wish to have greater influence on employee engagement. As this study has shown, this will have an impact on other employee outcomes.

Based on the findings from the research, it is recommended for the leaders of the company to focus on the level of employee engagement and the ways to enhance the level of it. This is because the employee engagement in general has positive impact on the level of employee work performance. In particular, the leaders need to continue to maximize the level of absorption and dedication of the employees towards their work in order to enhance the level of employee work performance because the dedication and absorption dimensions of employee engagement have the significant impact on the employees' work performance (task performance and contextual performance) of the employees in the company.

In short, the leaders at the company are recommended to use more of the transformational leadership behaviors in order to enhance the level of employee engagement, and this will ultimately enhance the level of employee work performance at the company.

5.3 Needs for Further Research

In a world where, increasingly, it's not technology or products, but human capital that makes the difference between business success and failure, organizations need to themselves responsible for the leadership behaviors they promote. Organizations must train and develop visionary leaders who have the ability to lead and organization effectively in the future, while caring, simulating and engaging important resource such their employees.

As this study focuses on the examination of the current leadership styles at Pro 1 Myanmar Company Head Office, the effects of different leadership styles on the level of employee engagement are analyzed. As the context of this study is only focuses on Head Office of Pro 1 Myanmar Company Limited, further studies should be done in different industry and sectors, such as in education, public sector and manufacturing. Moreover,

apart from the leadership styles used, what other antecedents are significant for the level of employee engagement needs to be studied. In addition, the effect of leadership styles on the employee engagement needs to be studied with the use of other leadership concept such as situational leadership styles and servant leadership styles. And, the effects of different leadership styles on the employees' job satisfaction, self-efficiency, and corporate citizenship behaviors need to be studied further.

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APPENDIX (A)

QUESTIONNAIRES

I am a Student of Yangon University of Economics who is currently attending MBA. As part of the academic requirement to finish MBA programme, students need to complete a Thesis. The purpose of this Thesis is to analyze the effect of leadership styles on the employees' engagement and to examine the effect of employees' engagement on their performance in Pro 1 Myanmar Co., Ltd. The finding from this thesis may be effective for leadership styles and employees' performance of the company. I would appreciate your help in completing my MBA Thesis of filling out the following questionnaires.

Part A: General Information

1. Age of Respondents
 - 19-24 years
 - 25-30 years
 - 31-35 years
 - 36-40 years
 - 41-45 years
 - Older than 46 years
2. Gender of Respondents
 - Male
 - Female
3. Education of Respondents
 - Under High School
 - High School
 - Bachelor
 - Master
4. Monthly Income (Kyat) of Respondents
 - 100000-199999
 - 200000-299999
 - 300000-399999
 - 400000-499999
 - Above 500,000

5. Tenure of Respondents in Pro 1 Myanmar Co.,Ltd
 - 1 Less than 1 year
 - 2 1 to 2 years
 - 3 3 to 4 years
 - 4 Above 4 years

6. Position of Respondents
-

PART B: LEADERSHIP STYLE

The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor/leader. You are requested to rating yourself against each statement to indicate you level of agreement with what the statement is suggesting, where the following ratings are:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of agreement

TRANSFORMATIONAL LEADERSHIP	1	2	3	4	5
My supervisor makes others feel good to be around him/her					
I am proud to be associated with my supervisor					
My supervisor expresses in a few simple words what we could and should do					
My supervisor enables others to think about old problems in new ways					
My supervisor helps others develop themselves					
TRANSACTIONAL LEADERSHIP	1	2	3	4	5
My supervisor tells others what to do if they want to be rewarded for their work					
My supervisor provides recognition/rewards when					

others reach their goals.					
My supervisor calls attention to what others can get for what they accomplish					
My supervisor is always satisfied when others meet agreed-upon standards					
As long as things are working, my supervisor does not try to change anything					
LAISSEZ-FAIRE LEADERSHIP	1	2	3	4	5
In complex situations, my supervisor allows me to work my problems out on my own way					
My supervisor stays out of the way as I do my work					
As a rule, my supervisor allows me to appraise my own work.					
My supervisor gives me complete freedom to solve problems on my own.					
In most situations, I prefer little input from my supervisor.					
In general, my supervisor feels it's best to leave subordinates alone.					

Source: Adopted from Bass and Avolio (1992); Ria Mandal (2018); Ismail, Zainuddin, and Ibrahim (2010)

Part C: Engagement

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your work. And please choose how much you agree or disagree with each statement by crossing ONE number for each statement.

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

Engagement Question					
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Vigor (VI)	1	2	3	4	5
At my work, I feel bursting with energy.					
At my job, I feel strong and vigorous.					
I get up in the morning, I feel like going to work.					
I can continue working for very long periods at a time.					
At my job, I am very resilient, mentally.					
At my work, I always persevere, even when things do not go well.					
Dedication (DE)	1	2	3	4	5
I find the work that I do full of meaning and purpose.					
I am enthusiastic about my job.					
My job inspires me.					
I am proud of the work that I do.					
To me, my job is challenging.					
Absorption (AB)	1	2	3	4	5
Time flies when I am working.					
When I am working, I forget everything else around me.					
I feel happy when I am working intensely.					
I am immersed in my work.					
I get carried away when I am working.					
It is difficult to detach myself from my job.					

Source: Schaufeli and Bakker (2003)

Part D: EMPLOYEE PERFORMANCE

The sets of statements aimed at helping you assess your performance at your job in the company. You are requested to rate yourself against each statement to indicate your self-assessment of your own performance, where the following ratings are:

1 = very low 2 = low 3 = Average 4 = high 5 = very high Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of performance rating.

Performance Questionnaire					
Contextual Performance (CP)	1	2	3	4	5
I love to handle extra responsibilities.					
I derive lot of satisfaction nurturing others in organization.					
I used to share knowledge and ideas among my team members.					
I actively participate in group discussions and work meetings.					
I used to extend help to my co-workers when asked or needed.					
I used to maintain good coordination among fellow workers.					
I used to praise my co-workers for their good work.					
I extend my sympathy and empathy to my co-workers when they are in trouble.					
I used to guide new colleagues beyond my job purview.					
I communicate effectively with my colleagues for problem solving and decision making.					

Task Performance (TP)	1	2	3	4	5
I use to complete my assignments on time.					
I use to maintain high standard of work.					
I know I can handle multiple assignments for achieving organizational goals.					
I am very passionate about my work.					
My colleagues believe I am a high performer in my organization					
I am capable of handling my assignments without much supervision.					

Source: Adopted from Gerbing and Anderson (1988); Nunnally and Berstein (1994)

APPENDIX (B)
STATISTICAL OUTPUTS

Effect of Leadership Styles on Employee Engagement (Vigor)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.714 ^a	.510	.493	.39131	1.996

a. Predictors: (Constant), TFmean, TCmean, LFmean

b. Dependent Variable: VImean

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.999	3	4.666	30.475	.000 ^b
	Residual	13.475	88	.153		
	Total	27.474	91			

a. Predictors: (Constant), TFmean, TCmean, LFmean

b. Dependent Variable: VImean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.152	.318		3.621	.000
	TFmean	.462	.130	.483	3.558	.001
	TCmean	-.089	.107	-.112	-.826	.041
	LFmean	.348	.088	.401	3.969	.000

a. Dependent Variable: VImean

Effect of Leadership Styles on Employee Engagement (Dedication)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.677 ^a	.440	.493	.41898	1.831

a. Predictors: (Constant), TFmean, TCmean, LFmean

b. Dependent Variable: DEmean

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.068	3	4.356	24.815	.000 ^b
	Residual	15.448	88	.176		
	Total	28.516	91			

a. Predictors: (Constant), TFmean, TCmean, LFmean

b. Dependent Variable: DEmean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.565	.341		4.594	.000
	TFmean	.361	.139	.370	2.595	.011
	TSMean	.095	.115	.118	.830	.059
	LFmean	.233	.094	.264	2.487	.009

a. Dependent Variable: DEmean

Effect of Leadership Styles on Employee Engagement (Absorption)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.673 ^a	.452	.434	.40129	1.884

a. Predictors: (Constant), TFmean, TCmean, LFmean

b. Dependent Variable: ABmean

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.708	3	3.903	24.235	.000 ^b
	Residual	14.171	88	.161		
	Total	25.879	91			

a. Predictors: (Constant), TFmean, TCmean, LFmean

b. Dependent Variable: ABmean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.482	.326		4.542	.000
	TFmean	.170	.133	.184	1.280	.094
	TSMean	.195	.110	.254	1.772	.080
	LFmean	.266	.090	.316	2.965	.004

a. Dependent Variable: ABmean

Effect of Employee Engagement on Employee Work Performance (Contextual Performance)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.560 ^a	.314	.291	.27893	2.082

a. Predictors: (Constant), ABmean, VImean, DEmean

b. Dependent Variable: CPmean

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.632	3	1.877	10.72	.000 ^b
	Residual	10.603	88	.120		
	Total	16.235	91			

a. Predictors: (Constant), ABmean, VImean, DEmean

b. Dependent Variable: CPmean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.430	.294		11.674	.000
	VI Mean	-.266	.098	.081	.898	.007
	DE Mean	.243	.061	.357	3.975	.043
	AB Mean	.216	.241	.237	2.721	.004

a. Dependent Variable: CPmean

Effect of Employee Engagement on Employee Work Performance (Task Performance)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.811 ^a	.658	.656	.35823	1.603

a. Predictors: (Constant), ABmean, VImean, DEmean

b. Dependent Variable: TPmean

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.248	3	2.416	17.693	.000 ^b
	Residual	11.293	88	.128		
	Total	18.541	91			

a. Predictors: (Constant), ABmean, VImean, DEmean

b. Dependent Variable: TPmean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.173	.336		6.464	.000
	VIMean	-.036	.121	-.333	-2.184	.031
	DEMean	.249	.122	.245	2.050	.043
	ABMean	.323	.123	.371	2.621	.010

a. Dependent Variable: TPmean