YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF LEADERSHIP STYLES ON JOB SATISFACTION OF EMPLOYEES AT SAE PAING DEVELOPMENT LIMITED

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MBA II – 36

MBA 23rd BATCH

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ACADEMIC YEAR (2017 – 2019)

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Yangon University of Economics   **2017 – 2019**

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"This thesis is 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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ACCEPTANCE

This is to certify that this thesis entitled "**The Effect of Leadership Styles on Job Satisfaction of Employees at Sae Paing Development Limited**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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(Examiner)   (Examiner)

DECEMBER, 2019

ABSTRACT

The main objectives of the study are to examine the effect of leadership styles on job satisfaction of employees and to analyze the effect of job satisfaction on intention to stay of employees in Sae Paing Development Limited. The primary data are collected from 120 respondents of different departments with structured questionnaire. The findings from the survey research indicate that transformational and transactional leadership styles have positive effect on employee job satisfaction. Job satisfaction has a positive effect on employee intention to stay. Therefore, the study recommends that leaders should pay more attention to employees' needs and concerns. They should mentor employees to be more initiative and creative. Moreover, leaders should set goals and rewards for employees to get more job satisfaction.

ACKNOWLEDEGMENTS

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LIST OF ABBREVIATIONS

FEWA   Federal Electricity and Water Authority

IAU   Islamic Azad University

MLQ   Multifactor Leadership Questionnaire

CHAPTER 1
INTRODUCTION

Nowadays, effective human resource management is playing a crucial role in the business success as employees are the greatest resources for planning and implementing the ideas and approaches to achieve the company targets by providing their skills, intelligence, experience, knowledge and competence. As human resource refers to the people working in a certain firm who are the major entities who make the contributions to the organization, managing people at work must deal with issues such as compensation, benefits, rewards, performance management, organization development, training, motivation, empowerment and others. Among them, leadership style is also one of the most essential factors to create the employee job satisfaction which could lead them to stay in an organization longer in the future.

In the traditional world of work, managers and organizations was to control and limit people, enforce rules and regulations, seek stability and efficiency, design top-down hierarchy, and achieve bottom-line result. Today, managers and organizations are being buffered by massive and far reaching social, technological, and economic changes. The world of work is undergoing a tremendous upheaval. Ethical turmoil, the need for crisis management skills, e-business, economic recession and rampant unemployment, rapidly changing technologies, globalization, outsourcing, increasing government regulations, social media, global supply chains and other changes demands on managers of business organizations to go beyond the traditional techniques and ideas.

To spur innovation and achieve high performance, leading sectors of organization have to find ways to engage workers' hearts and mind as well as take advantage of their physical labor. These can be gained through focus on building trust, leading change, harnessing people's creativity and enthusiasm, finding shared visions and values, sharing information and power. Teamwork, collaboration, participation, and learning are guiding principles the help managers and employees maneuver the difficult terrain of today's turbulent business environment. Creating all these features not only depend on the persons in the leading roles of organization, it does demand high participation of the low-level employees as well. In other words, the role of the leaders and leadership skills to inspire, manage, encourage and motivate the workforce is vital on one hand. On the other

side, job satisfaction among employees is a key to the attainment of an organizations aims and objectives. In fact, it is essential to strike a balance between the leadership style and job satisfaction for the success of a business organization.

Thus, this study shows the relationship of leadership styles with job satisfaction and intention to stay at Sae Paing Development Limited. The study focuses on full time employees who are working at the head office.

1.1   Rationale of the Study

In today's fast growing and competitive business environment, the success or failure of organization hugely depends on the skills of the people in management roles. In the mid of unprecedented global financial crisis, inflation rates, highly competitive marketplace, a key factor that can make organization ahead of others is leadership. Whether the business type is production or service, doing business requires people in management roles to equip themselves with leadership knowledge and abilities in order to manage and control employees and organization in order to achieve the goals and objectives on one hand, while maintaining employees' satisfaction on the other side.

Leadership style plays a vital role in the environment of increasing challenges and escalating competition. An effective and strong leader has the ability to inspire and relate to subordinates, knows how to increase the employees' motivation and make them royal to the organization. This helps an organization to maximize productivity and achieve business goals, whereas weak leaders can hurt productivity and weaken the business.

Employees are seen as intangible assets that contribute to the continued success and development of an organization. Generally, commitment is a driver of employees staying or leaving an organization. Organizations need employees who are satisfied in their work so that they can contribute to the survival of the organization in the marketplace competition. Without intention to stay, employees are not prepared to develop their skills and competencies, take on board the enhanced responsibilities for quality, work organization and problem solving to come up with improvements and innovations.

To develop employee intention to stay, appropriate leadership style must be chosen depending on the nature of the employees, time and conditions of organizations. Leadership style is the most prevalent factors that influence employees' attitudes and

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behaviors including employee intention to stay. Therefore effective leadership styles can enable to become highly productive and more satisfied with their jobs. Different leadership styles are needed for different situations and organizations. This paper examines the effect of transformational leadership style, transactional leadership style and laissez-faire leadership style on job satisfaction of employees.

1.2   Objectives of the Study

The main objectives of the study are

1. To examine the effect of leadership styles on job satisfaction of employees in Sae Paing Development Limited.
2. To analyze the effect of job satisfaction on intention to stay of employees in Sae Paing Development Limited.

1.3   Scope and Methods of the Study

The study focuses on leadership styles, job satisfaction and employees intention to stay at Sae Paing Development Limited. To achieve the objective of this study, both primary and secondary data are used. The Secondary data is collected from the management teams of the company, form published journals, previous research papers, international thesis, and internet websites.

The primary data are collected with structured questionnaires. The data collection period is June 2019 to July 2019. The size of the research is 120 respondents who are randomly selected from total of 209 employees from the head office of the Sae Paing Development Limited. Simple random sampling method is used for the selection of respondents from different departments of Sae Paing Development Limited. It is a quantitative study where the structured questionnaires are given out to the respondents. Linear regression analysis is applied to evaluate the effect of leadership styles on job satisfaction of employees at Sae Paing Development Limited.

1.4   Organization of the Study

The study is organized in five chapters. Chapter one consists of introduction, rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two describes theoretical background of the study, which includes general concepts of leaderships and definitions, types and styles of leaderships, factors effecting job satisfactions, leadership styles and their impacts on job satisfaction and employee intention to stay. Chapter three includes the company profile of Sae Paing Development Limited, demographic characteristics of the respondents as reflected in the secondary data provided form the company. Chapter four explains the analysis of the data collected during survey and the results and findings are presented. Chapter five presents the findings and discussions, including suggestions and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents a comprehensive review of the literature related to the research and to provide the theoretical framework regarding leadership styles, job satisfaction and employee intention to stay. This chapter includes the definitions of leadership and different styles of leaderships and factors that contribute to employee's job satisfaction.

2.1   Concept of Leadership

Leadership is a universal phenomenon. The study of leadership is not a new one, but is an ancient art. The old civilizations of Egypt and Rome showed examples of leadership practices. Regardless of the culture, leadership occurs universally among all people (Marzano, Waters, & McNulty, 2005). Leadership is vital in any organization. It involves defining the direction of a team and communicating it to people, motivating, inspiring and empowering them to contribute to achieve organizational success (Luthra & Dahiya, 2015). To define the concept of leadership, it usually covers three aspects: people, influence and goal. Leadership occurs among people involves the use of influence and is used to attain goals. Influence means that the relationship among people is not passive. Moreover, influence is designed to achieve some end or goal. Thus, leadership if defined as the ability to influence people toward the attainment of goal (Daft & Marcic, 2012).

This definition captures the idea that leaders are involved with other people in the achievement of goals. Leadership is reciprocal, occurring among people. Leadership is a people activity, and is distinct form administrative paper shuffling or problem-solving activities. In order to understand the leadership success, it is required to have as intelligence, honesty, self –confidence and even appearance. In addition to personality traits, physical, social, work-related characteristics of leaders are counted in. Effective leaders typically possess varied traits and no single leader can have a complete set of characteristics that is appropriate for handling any problem, challenge, or opportunity that come alone (Daft & Marcic, 2012).

2.2   Leadership Styles

Two types of behavior that have been identified as applicable to effective leadership in a variety of situations and time periods are task- oriented behavior and people-oriented behavior. According to the researchers at Ohio State Universities, the term "Consideration" is used to describe about leaders' who possess people-oriented behavior. It is used to describe the extent to which a leader is sensitive to subordinates, respects their ideas and feelings and establish mutual trusts ((Daft & Marcic, 2012).

Although there are many styles of leaderships, there is no clear cut proof that one leadership style of better than the others but there are many factors affecting in selecting and judging effectiveness of a particular leadership styles. Organization types, nature of the task, characteristics of the employees and many other factors hugely impact the effectiveness of a leadership style. The most common leadership styles that most economic and management studies cover include transformational and transactional leaderships.

2.2.1   Transformational Leadership

Transformational leadership is a style of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in a tandem with committed members of a group (Bass & Avolio, 1994). A transformational leader has a special ability to bring about innovation and change by creating an inspiring vision, shaping values, building relationships, and providing meaning for followers (Ngang, 2019).

Transformational leadership styles were first conceptualized as one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality (Burns, 1978). According to Kelly School of Business, transformational leaders are primarily concerned with changing organizations by changing members' beliefs and perceptions and redirecting thinking. The focus is on the leader who is concerned with progress and development (Belias & Koustelios, 2014).

According to (Sakiru, Othman, & Silong, 2013), the goal of transformational leadership is to transform people and organizations in a literal sense and to change them in mind and heart; enlarge vision, insight, and understanding; clarify purpose; make behavior congruent with beliefs, principles, or values; and bring about changes that are

permanent, self-perpetuating, and momentum building (Sakiru, Othman, & Silong, 2013). Transformational leadership is described as a process whereby a strong personal identification is maintained with the leader. Employees are energized and powered through participation to embrace an exciting and optimistic version of the future rather than receiving personal monitory gain.

Transformational leaders provide a vision and a sense of mission, inspire pride, and gain respect and trust through charisma (Sayeed & Shanker, 2009). Transformational leaders exhibit various types of behavior:

1. Idealized influence: the leader is trusted and respected. They maintain high moral standards and the followers seek to emulate.
2. Inspirational motivation: the leader expressly and characteristically emphasizes to subordinates the need to perform well and helps to accomplish the organizational goals. (Bass & Avolio, 1994) pointed out that leaders adopting this behavior have an ability to strengthen their followers' responses and explain important ideas in simple ways.
3. Intellectual stimulation: the leader stimulates the subordinates' understanding of the problems and an identification of their own beliefs and standards.
4. Individualized consideration: the leader treats followers as individuals but all are treated equitably. Individual's needs are recognized and assignments are delegated to followers to provide learning opportunities.

One advantage of the transformational leadership style is the manager's ability to retain employees and customers. The transformational leader fully engages with people and seeks to satisfy their needs right along the organization's needs. The employees are more likely to feel a corporate fit and stay with the company when they report to a transformational leader. However, on the down side, sometimes the transformational leader can make things worse and cause huge suffering within the structure they are hoping to change (Coleman & Wayne, 2017).

Transformational leadership interventions are becoming a necessity for growing organizations to become competitive in the global environment. Transformational leaders are viewed as the ones who inspire their followers to work towards the good of the company both in the short-term and long-term. Inspiration is created through influence and awareness about outcomes that relate to the realization of the organization's vision)

2.2.2 Transactional Leadership

Transactional leadership is a leadership style that values structure and order within each relationship. It is the most common type of leadership style used in large corporate environments, international agreements, military operations (Bass & Avolio, 1990). This leadership style emphasizes on the meeting the targets of the given job, the fundamental concept of transactional leadership is that the understanding of the relationship between effort and reward, the receptivity to exhibit the issue, the use of incentive, reward, punishment, the motivation of goal setting and rewarding of performance, and the use of power to subject followers to complete the task (Burns, 1978).

A transactional leader clarifies subordinates' role and task requirements, initiates structure, provide rewards, and displays consideration for followers. This type is focused on rewards and punishments. One important element in this style is rewards that are contingent on performance. Transactional leaders set goals and objectives agree explicitly or implicitly to provide rewards of these are attained, monitor members' performance, and manage by exception. Typically, transactional leaders are interested in measuring efficiency and effectiveness. This type of leadership is common in many organizations, but it has the downside of not working well in institutions where member emotions are high (Judge & Piccolo, 2019).

There are two dimensions of transactional leadership style. They are contingent reward and management-by-exception. Contingent reward is the degree to which the leader set up constructed transactions or exchanges with followers: the leader clarifies expectations and established the rewards for meeting these expectations. Management-by-exception is the degree to which the leader takes corrective actions on the basis of result of leader-follower transaction (Bass & Avolio, 1994).

According to Bass's conceptualization, transactional leadership results in followers meeting expectations, upon which their end of the bargain is fulfilled and they are rewarded accordingly. Transactional leaders usually do not strive for cultural change in the organization but they work in the existing culture.

2.2.3 Laissez-faire Leadership

While transactional and transformational leaders were described as active leaders (Hartog, 1997) .Laissez-faire leaders were viewed as inactive. Researchers show that this

leadership style is the most ineffective and inactive leadership style (Chaudhry & Javed, 2012).

Laissez-faire leaders were characterized by avoiding responsibility and decision-making. Although such style under certain conditions for example, with a group of scientists or college professors will be effective, it is thought that this particular style of leadership indicated, in fact, the absence of leadership. Therefore, this type of leadership was considered to be an inappropriate way to lead (Burke & Cooper, 2010).

These types of leaders have very little participation in decision making. On the other hand, one of the famous leadership pioneers, (Lewin, Lippitt, & White, 1993) mentioned that laissez-faire leadership style was the least productive compare with the other two leadership style. In this kind of leadership, there is no interaction or exchange between the leader and the follower. The necessary decisions are avoided. There is no direct supervision of employees and fails to provide regular feedback to those under his supervision. The satisfaction of the followers is given less attentions (Lewin, Lippitt, & White, 1993).

The responsibility is totally left for the followers. Highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style. However, not all employees possess those characteristics. The advantage of this leadership style is that subordinates get all the decision-making power. They are enabled to make sound decisions within their realm of expertise. Moreover, they may feel motivated by this devolution of power, which may enrich their jobs. However, subordinates may not be coordinated and thus works may be unstructured. This leadership style hinders the productivity but increase cost and loss of control (Chaudhry & Javed, 2012).

2.3   Job Satisfaction

Job satisfaction is generally regarded as an important ingredient of organizational success. Successful organizations normally have satisfied employees while poor job satisfaction can cripple an organization. Job satisfaction, as an academic concept, has aroused wide attentions from the fields of management, social psychology, and practice in recent years (Zhu, 2013). In a positive measurement of the constitutional concept of the job satisfaction gave an operational definition of the job satisfaction, i.e. the work-related

affection states covering five aspects, namely the supervisors, the jobs, the work colleagues, the compensation, and the promotion opportunities (Zhu, 2013). Employees' satisfaction is generally regarded as an important ingredient of organizational success. Successful organizations normally have satisfied employees while poor job satisfaction can cripple an organization.

According to (Locke, 1976), job satisfaction is a positive or pleasing emotional state from the appraisal of one's job or experience. It is suggested that employees form their attitude towards their job by taking into account of their feelings, beliefs and behaviors. If the employees find their job fulfilling and rewarding, they tend to be more satisfied with their jobs. Job satisfaction also affects the level of job dissatisfaction, absenteeism, grievance expression, tardiness, low morale, high turnover, quality improvement and participation in decision making.

Job Satisfaction deals with individuals feeling about segments of the job and also the job as a whole. First the humanitarian point of view talks about how individual's merit had been treated justly and respected. Job satisfaction may be considered as a replica of getting a treat. The utilitarian viewpoint said that job satisfaction could guide employees' actions which might lead towards disturbance of organizational function. Job satisfaction is the feelings attitudes of people towards their job and it is important for organization's effectiveness. Job satisfaction includes psychological responses to one's job and such response have cognitive, affective and behavioral components (Hulin, 2003).

Working condition is also important for job satisfaction. Poor working conditions, inefficient work organization, inadequate staffing and managerial practices will affect stuff turnover and perception of the organization work. As for the work assignment, it refers to the duty or the job that are given to employees so that they should implement their job with commitment and productively (Worrell, 2004). Churchill (1974) stated that the job satisfaction as a constitutional concept contains the features of the job and the features of job-related environment.

One of the thing people take into consideration is the work environment before taking a job. There is clear evidence that there is a positive relationship between work environment and employees job satisfaction. As the definition of job satisfaction, Loscocco & Raschelle (1991) defined as a positive pleasurable emotional state resulting from an appraisal of person's job and job experience. Job satisfaction is also defined as an

individual's general attitude regarding the job (Robbins et al., 1999). Job satisfaction is the sense of achievement and arrogance felt by employees who get pleasure from their employment. It could be defined as an enjoyable and emotional state called satisfaction.

Job satisfaction also measures the employee happiness state of mind that how much they enjoying the process, satisfying with the rewards for effort and work environment (Brown, 1996). When employees feel underappreciated, they are more likely to have job dissatisfaction. A person with high level of job satisfaction holds positive feelings about the job while dissatisfied person holds negative feelings. Moreover, frequent recognition and accomplishments is an effective nonmonetary reward. This relates to having co-workers who are friendly and supportive to each other. Having such people brings satisfaction among the subordinates. The opposite is true if there is no such kind of co-workers. Job satisfaction is the extent to which people like or dislike their job and the degree to which they feel positively or negatively about various aspect of their jobs.

One of the most vital facts about job satisfaction is the meaning of work, challenges made by the job employees and freedom and opportunities for their development. People cannot do their job, if they do not know what to do or what their goals are. It is therefore an important factor in job satisfaction is making it clear of what the employers' expectations are and what the employees' responsibilities are. In addition, employees' career preferences and prospects at a company are very important as well for mapping clear career direction. Effective communication within organization can bring motivation and commitment, thereby resulting in increased job satisfaction both at personal and organizational levels. Timothy & Carl (2001) stated that lack of effective communication prevents organization from achieving its goal.

Job satisfaction is significantly related to the relationship between leaders and employees. According to De Cremer (2003), the quality of leader-employer relationship has a significant relatedness with employees' job satisfaction. Employees feel satisfied and comfortable with leaders who are supportive (GaryYukl, 1971). Employees feel stress when they have to work with a leader who is unsupportive and whose behavior in negative (Wilkinson, D, Wagner, & M, 1993).

According to Maxwell (2005), transformational leaders gain influence through a relationship building process and are seen to be trusting and supportive. This type of

leadership enhances job satisfaction levels by imparting a clear mission, vision and values to their followers. They have the ability to inspire and motivate followers to perform extraordinary behaviors and thus enhance their performance levels (Loganathan, 2013).

On the other hand, transactional leaders maintain stability in the organization by recognizing followers' needs and desires and then clarifying how those needs and desires will be satisfied in exchange for meeting specified objectives or performing certain duties. This style of leadership provides high satisfaction as well as organizational identification compared to transformational leadership style (Riaz & Haider, 2010).

In laissez-faire leadership style, there is no interaction or exchange between the leader and the follower. Subordinates may not be coordinated and thus works may be unstructured. This leadership style hinders the productivity but increase cost and loss of control. According to Nuthouse (2013), this leadership style is the most ineffective and inactive leadership style. However, one advantage of this leadership style is that subordinates get all the decision-making power which may enhance their job satisfaction (Chaudhry & Javed, 2012).

2.4 Employee Intention to Stay

The success of organizations, in these days at the competing and turbulent business situation, hugely relies on whether their employees are intention to stay with them or not. Intention to stay mirrors the employees' level of commitment in the organization and willingness to remain employed (Hewitt, 2004). No organization can perform well or to its ultimate levels, unless the employees are committed to the objectives of that organization and work as an effective team member (Hewitt, 2004).

Intention to stay is defined as the likelihood of an individual continuing employment with their current organization (Cowden & Cummings, 2012). Intention to stay mirrors the employee level of commitment to the organization and the willingness to remain employed (Hewitt, 2004). It refers to as the propensity to leave, intent to quit, intent to stay, behavioral commitment and attachment (Halaby, 1986). Several studies have revealed that this concept whether it is called intention to stay or propensity to leave. Intent to stay is a valuation of intent and not an observed behavior (Cavanagh, 1989). There are three dimensions of turnover cognitions that relate with intent to stay: thinking of quitting, intention to stay and intention to quit (Sager, 1988). Rather than focusing on

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intention to leave, it has become increasingly important to investigate the factors that contribute the employees intention to stay at their current job.

Employees usually feel ambiguous in their daily work activities. They may be uncertain about assurance of continued employment and whether there will be good work conditions for future. Different current working conditions for an individual employee and their different expectation are the key factors behind the intention to stay or leave for another job. Only when employees find that they are valued, have job security, granted chances for career development, they will be intended to stay.

Research examining employees intention to stay is important in order to provide information on the factors that impact upon employee retention intention. Organizational commitment can lead to particular job-related behaviors such as absenteeism, job satisfaction, turnover intensions, organizational citizen behaviors, work motivation and work performance (Shanker & Meera, 2012).

Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likey to be satisfied with their lives (Chowdhary, Chatan, Chahal, & Chahal, 2013). Job satisfaction is one of the major factors which effects on to determine staying or leaving the organization. The dissatisfied employees with their work are most likely to leave from the organization. If employees believed that they are fairly treated and get rewards, they unlikely to leave the organization.

To keep employees in the company, they need to feel part of the organization. Employee tends to remain in the organization until some force either internal or external forces them to leave. Satisfied employees are happy employees who are willing to come to job and accept challenges and overcome the difficulties together with the organization. They are extremely loyal to their organization even in the worst scenario.

2.5   Previous Studies

This part of the thesis includes some previous studies related to the study of leadership styles on job satisfaction. Fatemeh Hamidifar, (2009) conducted the study of the relationship between leadership styles and employees job satisfaction at Islamic Azad

University Branches in Tehran, Iran. For the research paper, Fatemeh surveyed 40 respondents out of 400 employees of 10 IAU branches (Hamidifar, 2009).

Figure (2.1) Conceptual Framework of Fatemeh Hamidifar
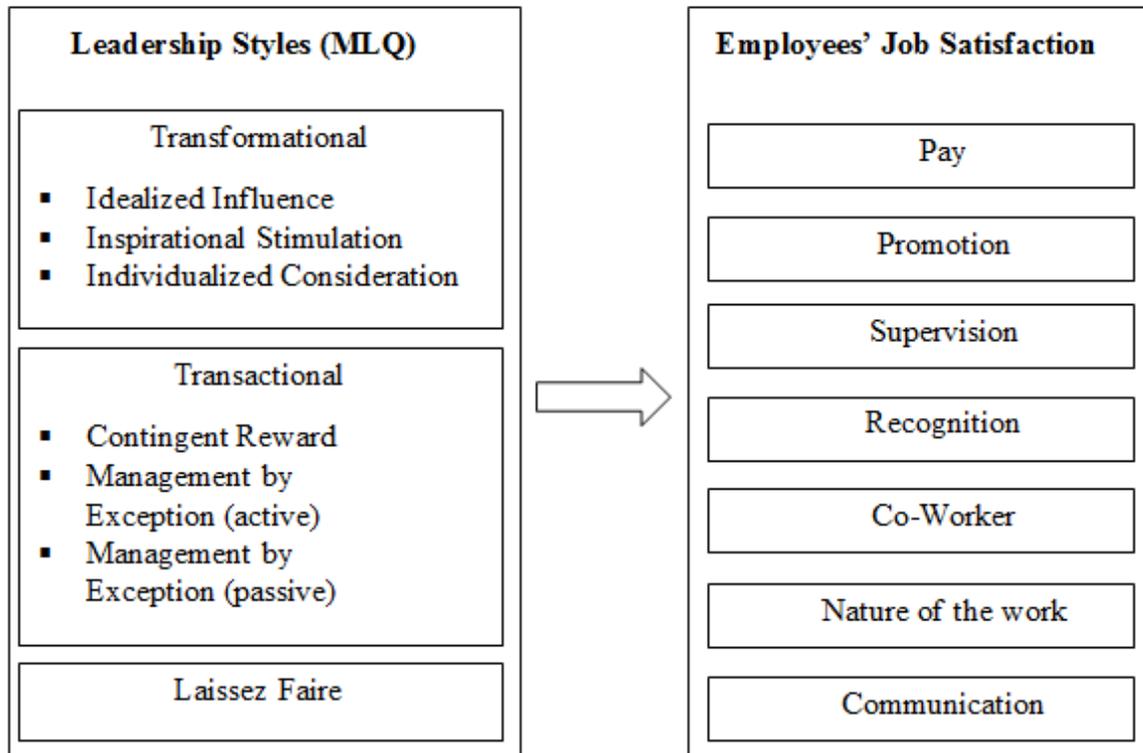
Source: Fatemeh Hamidifar, (2009)

The conceptual framework of this study is described in Figure (2.1). This study showed that there are close relationships between leadership style and employee job satisfaction. According to this study, the result showed that improving employees' job satisfaction through leadership styles in Islamic Azad University Branches in Tehran, Iran. According to findings, individualized consideration, a transformational sub-variable, positively influences all the job satisfaction factors. However, laissez-faire leadership significantly and negatively influences them.

Moreover, Badria Abdallah Al-Hummadi (2013) conducted leadership styles, job satisfaction and intention to stay in the UAE Public Sector. In this study, a total of 106 employees in Federal Electricity and Water Authority (FEWA) were selected. The literature review has revealed that leadership in Islam, job satisfaction, employee intention to stay, leadership and employee job satisfaction and intention to stay. The conceptual framework of the previous study is shown in the following Figure (2.2).

Figure (2.2) Conceptual Framework of Badria Abdallah Al-Hummadi
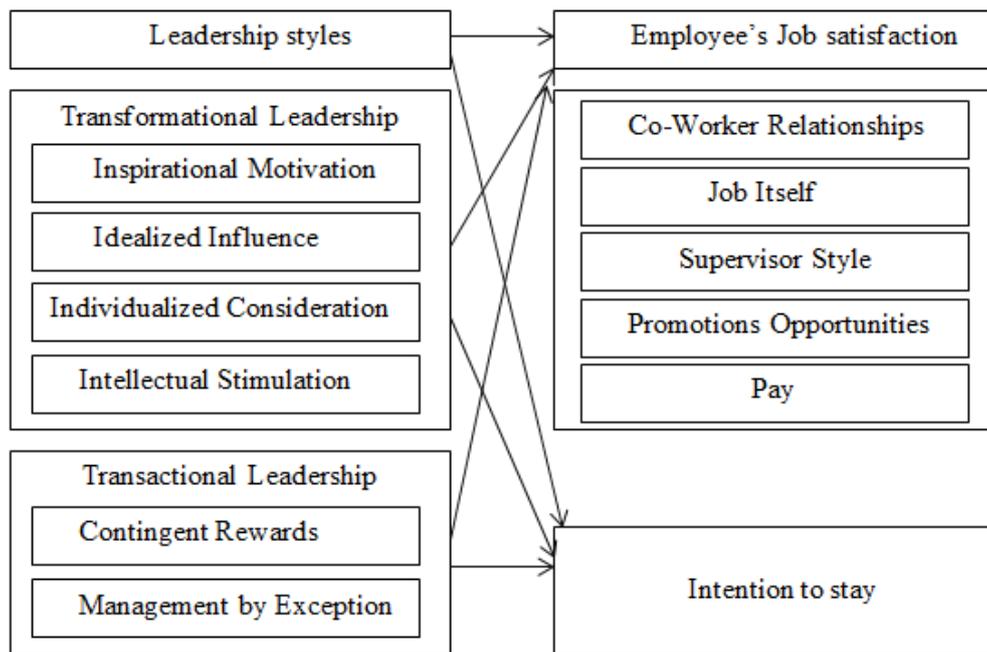
Source: Badria Abdallah Al-Hummadi, (2013)

The finding in the study showed that transformational leadership style has more influence in employees' job satisfaction factors than transactional leadership style. Supervisor and the job itself are found to be the two job satisfaction factors in transformational and transactional leadership styles. Pay and co-worker relation are found to be the lowest job satisfaction factors. The leadership styles have positive relationship with employee's intention to stay.

2.6   Conceptual Framework of the Study

According to the results of the previous studies and researches, the following model is developed for this study. The conceptual framework of this study shows how different leadership styles effect on the job satisfaction and intention to stay of employees. Different styles of leadership can effect on the subordinates in many ways such as job satisfaction and whether they want to continue to stay with the current job or not. The conceptual framework is developed as in the following Figure.

Figure (2.3) Conceptual Framework of the Study

Leadership Styles		
- Transformational Leadership	Job Satisfaction	Intention to Stay
- Transactional Leadership		
- Laissez Faire Leadership		

Source: Own Compilation, (2019)

In the conceptual framework of this study, three major parts are involved. They are there different leadership styles, job satisfaction and intention to stay. This framework describes how different leadership styles effect on the job satisfaction and intention to stay of employees.

CHAPTER 3

PROFILE AND LEADERSHIP STYLES OF SAE PAING
DEVELOPMENT LIMITED

In this chapter, the profile of Sae Paing Development Limited is presented. Then, the research design, demographic profile of the respondents, and the reliability tests are presented. Finally, in the last section of this chapter, the descriptive explanations of the leadership style in Sae Paing Development Limited based on the questionnaire result are discussed.

3.1   Profile of Sae Paing Development Limited

Directorate of Investment and Company Administration under Ministry of Planning and Economic Development of the Union Government registered Sae Paing Development Limited to incorporate as a limited company on 14 January 2014. Its main office is in No.105/A, Parami Road Hlaing Township in Yangon and it also has a branch office in Mandalay.

The board of directors has the highest authority and is led by the Chairman. There are advisors and office committee working in cooperation with the Chairman. Managing Director is responsible for reporting directly to the Chairman as well as providing instructions and assignments as per the instruction of the Chairman to the subordinates.

(a)   Vision, Mission and Core Values

The vision of Sae Paing Development Limited is the strong "One Family" culture to be the best organization to work with and to be a second home where ambitious and passionate people are proud to develop their career. The missions include to become a company formed with highly skilled workforce and expertise that have effective management and to be a development company that   meets   with international standard. The vision of the company is to become a reliable developer in the role of shaping modern cities in Myanmar.

(b) **Organization Structure of Sae Paing Development Limited**

The board of directors has the highest authority and is led by the Chairman. There are advisors and office committee working in cooperation with the Chairman. Managing Director is responsible for reporting directly to the Chairman.

Figure (3.1) Organization Chart of Sae Paing Development Limited Head Office

```
                        Board of Directors
                          (Chairman)
                              |
                        Managing
                        Directors
                              |
   ┌──────────┬──────────┬──────────┬──────────┐
Group-I      Group-II    Group-III   Group-IV    Group-V
(Executive   (Executive  (Director)  (Executive  (Director)
 Director)    Director)              Director)

Chairman     Cash &      Sales &     Project      HR Dept
Office Dept  Assets Dept Marketing   Management

Business     Finance Dpet            Machinery    HR
Development                          Dept         Monitoring
&                                                 & IT
Planning                                          Support

Project      Account                 Logistics    Admin
Development  Dept                    Dept         Dept

PR Dept
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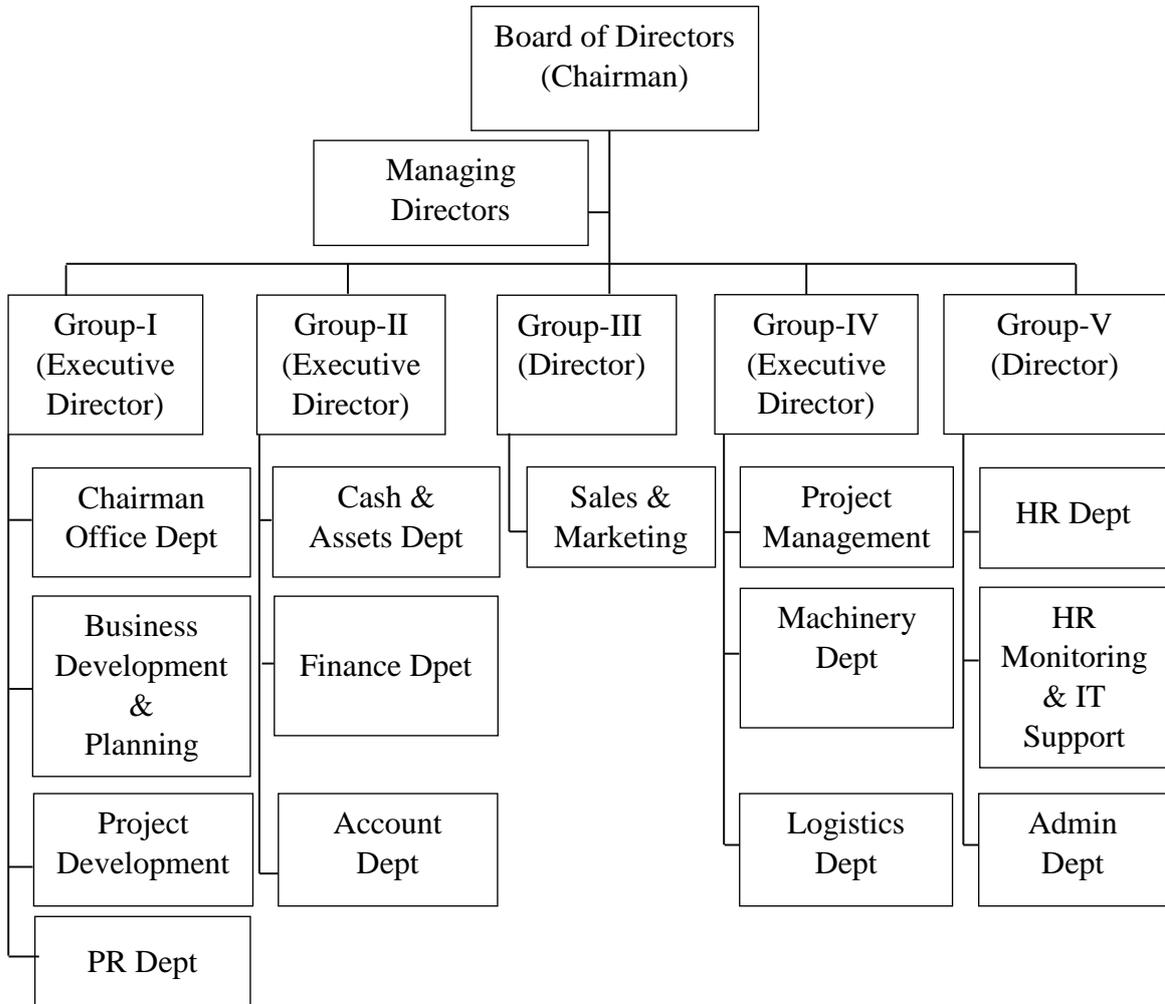
Source: Sae Paing Development Limited, (2019)

There are altogether four main groups under the Managing Director, which are led by Executive Directors and Directors. Under the four main groups are the sub-sectors or departments. Under Group-I, there are 2 Directors, where one of them leads Chairman Office Department, Business Development and Planning Department, Project Development Department and Project Document Department and the other Director is in charge of PR Department. In Group-II, there are three departments– Cash and Assets Department, Finance Department and Account Department – led by a Director. Under Group-III, there is only Sales and Marketing Department under the supervision of a

Director. In Group-IV, there are Project Director and Director reporting to the Executive Director. Project Director is responsible for the Project Management Department, while the Machinery Department is directly under the supervision of Executive Director and Logistics Department is under another Director. Group-V is comprised of Admin Department, HR Department and HR Monitoring and IT Support Department supervised by a Director.

Table (3.1) Human Resource Departments in Sae Paing Development Limited Head Office

No.	Department	Number of Employees	% of Total Employees
1	Chairman Office Department	4	1.91
2	Business Development and Planning Department	4	1.91
3	Project Development Department	4	1.91
4	Project Document Department	3	1.44
5	PR Department	7	3.35
6	Finance Department	6	2.87
7	Account Department	9	4.31
8	Cash and Assets Department	8	3.83
9	Sales and Marketing Department	19	9.09
10	Project Management Department	74	35.41
11	Logistic Department	9	4.31
12	Machinery Department	43	20.57
13	Admin Department	13	6.22
14	HR Department	2	0.96
15	HR Monitoring and IT Support Department	4	1.91
	Total	**209**	**100.00**

Source: Sae Paing Development Limited, (2019)

As shown in Table (3.1), there are 4 individuals each in Chairman Office Department, Business Development and Planning Department and Project Development Department. Project Document Department is comprised of 3 employees, while there are 7 employees in PR Department. Finance, Accounts, Cash and Assets, and Sales and Marketing Departments have 6, 9, 8 and 19 employees respectively. Largest number of staffs are employed in the Project Management Department which accounted for 74 people. Logistics Department, Machinery Department and Admin Department are comprised of 9, 43 and 13 employees respectively. There are only 2 people in HR Department and HR Monitoring and IT Support Department has 4 employees.

Out of the total 209 employees, the largest ratio of the workforce is in the Project Management Department which accounts for nearly fifty percent of the whole number with 35.41%. Second to it is the Machinery Department which occupied 20.57%, followed by Sales and Marketing Department with 9.09 %.

3.2   Research Design

This study aims to examine the effect of leadership styles on job satisfaction and employee intention to say in Sae Paing Development Limited. Descriptive research method is used in this study. To achieve these objectives, both primary data and secondary data are used in this study. Secondary data are obtained from the text book, previous research papers and internet websites. To obtain the primary data, 120 respondents are asked regarding leadership styles, job satisfaction and employee intention to stay. The respondents are surveyed by simple random sampling method.

The survey questions use for this study consist of four parts: 1) Demographic Characteristics, 2) Leadership Styles, 3) Job Satisfaction, and 4) Employee Intention to Stay. The questions in the first part are closed questions (i.e., the respondents are required to choose one or more out of given possible answers). The questions in the rest parts are measured with a five likert scale. In this chapter, leadership styles are discussed. Job Satisfaction and employee intention to stay are discussed in the next chapter.

3.3   Reliability Analysis

According to the survey results, reliability test for non-monetary incentives was performed for reliability of data collected from 120 respondents. The Cronbach's Alpha values for dimension of non-monetary incentives were shown in the Table (3.2) below:

Table (3.2) Reliability Analysis

No	Factors	Cronbach's Alpha	No. of Items
1	Transformational Leadership Style	0.901	11
2	Transactional Leadership Style	0.714	9
3	Laissez-faire Leadership Style	0.701	7
4	Job Satisfaction	0.908	10
5	Employee Intension to Stay	0.876	9

Source: Survey Data, (2019)

According to Table (3.2), it could be observed that the three factors of leadership styles which are transformational leadership, transactional leadership and laissez-faire leadership styles have Cronbach's Alpha values of 0.7 or higher. Therefore, it can be interpreted that the items have relatively acceptable internal consistency and the questionnaire is sufficiently reliable.

Moreover, reliability test for job satisfaction and employee intention to stay were also performed for reliability of data collected form 120 respondents according to the survey results. It could be observed that job satisfaction and employee intension to say have Cronbach's Alpha values of are higher than 0.7. Therefore, it can be interpreted that the items have relatively acceptable internal consistency and the questionnaire is sufficiently reliable.

3.4   Demographic Profile of Respondents

A total of 150 questionnaires were distributed among Sae Paing Development Limited employees and 120 of them are fully answered questionnaires which are used for statistical analysis. Simple Random sampling method is used to distribute set of questionnaire which includes gender, age, marital status, highest level of education and experience in current organization. The demographic factors of respondents are shown in Table (3.3).

As shown in Table (3.3), the sample of the study consists of 74 female respondents and as 61.67% from the sample. There are 46 male respondents and as 38.33% from the total sample. Therefore, female respondents are more than male respondents since most of the job scopes are client dealing, organizing and reporting of the operations process and coordination with other departments.

As per the below mentioned Table (3.3), the sample size of this study is categorized into four group, the highest number of respondents is within 20-30 range as a percentage of 49.17% which is directly related to the position and working experience. More than half of the respondents are individual contributors which have 88.33% from the total sample. 81.67% of the respondents are working experience of 2 years and above because of the requirements of job specification of position in head office.

Table (3.3) Demographic Profile of Respondents

Demographic Factors	Description	No. of Respondents	Percentage (%)
Gender	Male	46	38.33
	Female	74	61.67
Age Group (Year)	20-30	59	49.17
	31-40	46	38.33
	41-50	12	10.00
	Over 50	3	2.50
Position	Middle Management	14	11.67
	Individual Contributor	106	88.33
Working Experience	Under 6 months	5	4.17
	6 months -1 year	2	1.67
	1 -2 year	15	12.50
	2 Years and above	98	81.67
Marital Status	Single	52	43.33
	Married	68	56.67
Educational Level	Passed Grade-11	1	0.83
	Under Graduate	6	5.00
	Graduate	103	85.83
	Master Degree	10	8.33
Total		**120**	**100.00**

Source: Survey Data, (2019)

According to the Table (3.3), among the 120 respondents, 52 of respondents are single while 68 of respondents are married. Most of the respondents which is 85.83% of the sample size are Bachelor Degree holders and 8.33% are Master Degree holders according to the required specification for the positions.

3.5 Leadership Styles in Sae Paing Development Limited

To analyze the leadership styles of Sae Paing Development Limited. "Leadership Styles Questionnaires" consisting of 28 questions (transformational leadership style 12, transactional leadership style 9 and laissez-faire leadership style 7) on a five likert scale is

used. The data are collected from 120 employees form different departments of Sae Paing Development Limited, using simple random sampling method.

(a) Transformational Leadership Style

Transformational leadership style is the first part of the surveyed leadership styles. The results from the survey analysis on transformational leadership style characteristics are shown in Table (3.4).

Table (3.4) Transformational Leadership Style

No.	Description	Mean	Standard Deviation
1	Being around manager.	3.96	0.657
2	Complete faith in manager.	3.68	0.734
3	Proud of associating with manager.	3.61	0.819
4	Clear understanding and inspires with the future plans.	3.87	0.744
5	Encouraging creative thinking and increase motivation.	3.59	0.883
6	Stimulate others to look at things in new ways	3.64	0.679
7	Guide new ways to solve old problems.	3.58	0.831
8	Allowing to express the ideas and opinions.	3.75	0.870
9	Treat individuals as an individual with specific abilities and aspirations.	3.81	0.850
10	Pay attention to individual needs and concerns.	3.49	0.928
11	Do teaching and coaching employees.	3.75	0.873
Overall Mean		**3.71**	

Source: Survey Data, (2019)

According to the survey data, the overall mean score is well above neutral and have high scores. The results in the Table (3.4) show that transformational leadership style is the most dominant leadership style in Sae Paing Development Limited. The highest mean score in the table is the first item and it indicates that employees feel good to be around their managers or leaders. It shows that leaders establish a strong relationship with the followers by caring and supporting them. Leaders also mentor their followers by advising the career development and encouraging innovation.

The lowest mean score in the table is item number ten and it indicates that leaders also pay attention to employees' needs and concerns. Although it is the lowest mean score in transformational leadership characteristics, it is still beyond neutral. The leaders

consider the needs of the followers and prioritize their needs. This brings the manager and employees closer to each other and become supportive to each other as a team to perform tasks in best ways cooperatively. This type of leadership style is suitable when the employees are learning something new and the managers are the best source for working knowledge and to get training exposure for new entrants.

(b)   Transactional Leadership Style

Transactional leadership style is the second part of the surveyed leadership styles. The results from the survey analysis on transactional leadership style characteristics are shown in Table (3.5).

Table (3.5) Transactional Leadership Style

No.	Description	Mean	Standard Deviation
1	Specified what will receive, if perform very well.	3.26	0.599
2	Give reward or punishment to motivate employees.	3.35	0.560
3	Act in way that builds respect for supervisor.	3.29	0.663
4	Usually keep tracks of mistakes.	3.27	0.493
5	Pay attention on failures of meeting standards.	3.24	0.677
6	Allowing things to do as long as working.	3.22	0.706
7	Specify who is responsible for reaching performance targets.	3.25	0.829
8	Showing the reactive attitudes.	2.51	0.766
9	Action taken when things go wrong.	2.74	0.511
Overall Mean		**3.13**	

Source: Survey Data, (2019)

According to the survey data, the overall mean is above neutral; and have high scores. However, it is slightly lower than the overall mean scores of transformational leadership style. And it states that transactional leadership style is somewhat used in Sae Paing Development Limited. The highest mean score in the table is item number two. These indicates that leaders give reward or punishment to motivate employees to achieve organizational goals and act in way that builds respect for supervisor. The leaders set goals and rewards for employees. This makes employees to focus on their job completion and quality of their job done. Another reason is rewards and penalties are tools to motivate employees and increase competition among employees which can bring benefits to the business, especially if they are designed properly.

The lowest mean score in the table is item number eight. It indicates that leaders don't show reactive attitudes and leaders are not reactive. They are goal-oriented, and speak up with concerns and suggestions for improvement and change. They do not wait around for others to make decisions and then react. According to the nature of the organization, leaders use the transaction leadership style which needs to keep the things consistent and predictable overtime.

(c)   Laissez-faire Leadership Style

Laissez-faire leadership style is the third leadership style surveyed. The results from the analysis on laissez-faire leadership style characteristics are shown in Table (3.6).

Table (3.6) Laissez-faire Leadership Style

No.	Description	Mean	Standard Deviation
1	Freedom to solve problems on own.	3.44	0.830
2	Only care to essential work.	3.02	0.741
3	Guidance only requested.	2.90	0.479
4	No involvement in important issues.	2.53	0.499
5	Helps to develop strengths.	3.52	0.500
6	Feels it is best to leave subordinates alone.	2.98	0.977
7	Interfere only when problems become serious.	2.47	0.692
Overall Mean		**2.98**	

Source: Survey Data, (2019)

According to the survey data, the overall mean is below neutral. It is slightly lower than the overall mean scores of transformational leadership style and transactional leadership style. And it states that laissez-faire leadership style is somewhat used in Sae Paing Development Limited. The highest mean score in the table is item number five and the lowest mean score in the table is item number seven. It indicates that supervisors help to develop strengths and fail to interfere until problems become serious.

This might be for the reason that employees are encouraged to stand more on their own to improve their personal development and skills. They are allowed to learn problem solving skills and to trouble-shoot the challenges they face. This motivates them to develop their skills and to become independent persons. However, leaders are offering their hands when needed, for example, when problems may cause serious and loss to the

assets of the company. By summarizing Table (3.4), (3.5) and (3.6), the findings conclude that the transformational leadership style is the most adopted in Sae Paing Development Limited.

CHAPTER 4

ANALYSIS ON THE EFFECT OF LEADERSHIP STYLES ON JOB SATISFACTION AND EMPLOYEE INTENTION TO STAY AT SAE PAING DEVELOPMENT LIMITED

This chapter describes the job satisfaction and employee intention to stay in Sae Paing Development Limited. It focuses the analysis of the relationship between leadership styles and job satisfaction and the relationship between job satisfaction and intention to stay among employees in Sae Paing Development Limited.

4.1 Employee Job Satisfaction

To analyze the employee job satisfaction of Sae Paing Development Limited, "Multifactor Satisfaction Questionnaires" consisting of 10 questions on a five likert scale is used. The data is collected form 120 respondents of Sae Paing Development Limited, using simple random sampling method.

Table (4.1) Employee Job Satisfaction

No.	Description	Mean	Standard Deviation
1	The major satisfaction is from job.	3.73	0.610
2	Get full credit for the work.	3.62	0.629
3	Level of responsibility given is acceptable.	3.28	0.954
4	Clear understanding of job responsibilities.	3.42	0.818
5	Feel individual's views count in section.	3.37	0.854
6	The job fully use individual's skill.	3.52	0.853
7	Feeling of personal accomplishment from job.	3.86	0.829
8	Enthusiastic about job most days.	3.73	0.732
9	Real enjoyment in job.	3.55	0.798
10	Work environment is very nice to come.	3.54	0.753
	Overall Mean	**3.56**	

Source: Survey Data, (2019)

According to Table (4.1), the overall mean value of employee job satisfaction in Sae Paing Development Limited is above neutral and which means employees have good level of job satisfaction. The highest mean score in table is the item number seven and it indicates that employees feel that they attain personal accomplishment from their jobs.

The lowest mean score in table is the item number three and it indicates that the employees do not feel that the assigned level of responsibility is acceptable. From this finding, it can be reflected that although employees feel positive about the accomplishment in job, it is clearly seen that they are less happy with regards to responsibilities they are assigned.

4.2 Employee Intention to Stay

In this survey, total of 120 respondents answered the questions, each of which has the scale of 1 to 5 (1= strongly agree, 2 =disagree, 3=neutral, 4=agree, 5=strongly agree). Therefore, if the score is greater than 3.5, respondents are satisfied with their job and higher mean score stand for higher level of employee job satisfaction level within the company. The results of survey data on 120 respondents' job satisfaction level are shown in Table (4.2).

Table (4.2) Employee Intention to Stay

No.	Description	Mean	Standard Deviation
1	Enjoy job and feel satisfied about improvement.	3.82	0.854
2	Emotionally attached to company.	3.99	0.800
3	Want to work at company until retire.	3.35	0.803
4	Proud to tell others being part of company.	3.77	0.729
5	Staying in company is good.	3.74	0.701
6	Satisfy with the job in fulfilling personal needs.	3.56	0.716
7	Love the job and it is very important.	3.90	0.728
8	Llook first at the probabilities within company.	3.33	0.985
9	Loyalty to company.	3.92	0.867
	Overall Mean	**3.71**	

Source: Survey Data, (2019)

According to Table (4.2), the overall mean value of employee intention to stay in Sae Paing Development Limited is above neutral and which means employees feel connected to the organization, feel that they fit in and feel they understand the goals of the organization.

The highest mean score in the following table is the item number two and it indicates that employees feel emotionally attached to the company. The lowest mean score in table is the item number eight, which indicates that if employees want to do

another job function, they would look first at the probabilities within company. From this finding, it can be reflected that employees view themselves as part of the organization. The reason behind their attached feeling to the job must be that they have high job satisfaction working in the company. This can result in low turnover rate and employees are intention to stay with the company.

4.3   Analysis on the Effect of Leadership Styles on Job Satisfaction

In this study, transformational leadership, transactional leadership and laissez-faire leadership are used to measure the effect of leadership style on job satisfaction. In order to find out the effect of each of the leadership style on job satisfaction of employees in Sae Paing Development Limited, the linear regression analysis is used. According to the regression analysis, the results of the effect of leadership styles on job satisfaction in Sae Paing Development Limited   are shown in Table (4.3) below:

Table (4.3) The Effect of Leadership Styles on Job Satisfaction

Variable	Unstandardized Coefficient		Beta	t-value	Sig.	VIF
	B	Std. Error				
(Constant)	1.303	0.694		1.877	0.063	
Transformational	0.400***	0.072	0.479	5.586	0.000	1.047
Transactional	0.315**	0.153	0.177	2.063	0.042	1.056
Laissez-faire	-0.24	0.124	-0.017	-0.195	0.846	1.041
R	.478					
R Square	0.229					
Adjusted R Square	0.208					
F-value	10.875***					
Durbin-Watson	1.628					

Source: Survey Data, (2019)

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

The model can explain 23% (Adjusted R Square=0.208) about the variance of dependent variable (Job Satisfaction) and independent variables in factors of

transformational leadership, transactional leadership and laissez-faire leadership styles. The Unstandardized Coefficient (B) indicates that transformational leadership style and transactional leadership style have positive relation with job satisfaction, while the other factor has negative relationship with job satisfaction. The Durbin-Watson value is closed to 2 (1.628). Therefore, it indicates that there is no auto correlation in sample. The value of F-test the overall significance of the model, came out significant at 1% level. All the VIF values stand below the cut-off value of 10 recommended by Neter, Wesseman and Kutner (1985), meaning that independent variables are not correlated with each other. This means that there is no correlation among independent variables.

The Unstandardized Coefficients (B) values of transformational and transactional leadership style are 0.400 and 0.315. This means that when the leaders use transformational and transactional leadership behaviors, job satisfaction level of employees is increased by 4 percent and 3.15 percent respectively. On the other hand, the Unstandardized Coefficients (B) value of laissez-faire leadership styles is -0.24 respectively. This means that when the leaders use these two leadership behaviors, there can be lesser job satisfaction level.

According to the survey result, it can be interpreted that both transformational and transactional leadership styles have positive effect on the job satisfaction than laissez-faire leadership style. Among them, transformational leadership style has greater positive effect than the transactional leadership style on job satisfaction of employees. In transformational leadership style, leaders enhance motivation, moral, career development and encouraging innovation of the followers. This can lead to the feeling of personal accomplishment from job. Therefore, it can be interpreted that transformational leadership style can inspire the followers and raise their interests and this makes them to get more job satisfaction.

4.4   Analysis on the Effect of Job Satisfaction on Employee Intention to Stay

In this study, in order to find out the effect of job satisfaction on employee intention to stay in Sae Paing Development Limited, the linear regression analysis is used. According to the regression analysis, results of the effect of job satisfaction on employee intention to stay in Sae Paing Development Limited   are shown in Table (4.4) below:

Table (4.4) The Effect of Job Satisfaction on Employee Intention to Stay

Variable	Unstandardized Coefficient		Beta	t-value	Sig.	VIF
	B	Std. Error				
(Constant)	0.405	0.263		1.541	0.126	
Job Satisfaction	0.911***	0.072	0.768	12.696	0.000	1.000
R	0.768					
R Square	0.590					
Adjusted R Square	0.586					
F-value	161.183***					
Durbin-Watson	1.937					

Source: Survey Data, (2019)

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

The model can explain 5.8% (Adjusted R Square= 0.586) about the variance of dependent variable (Intention to Stay) and independent variable job satisfaction. The Unstandardized Coefficients (B) indicates that job satisfaction has positive relationship with employee intention to stay. The Durbin-Watson value is nearly 2 (1.937). Therefore, it indicates that there is no auto correlation in sample. The value of F-test the overall significance of the model, came out significant at 1% level. The VIF values stands below the cut-off value of 10 recommended by Neter, Wesseman and Kutner (1985), meaning that independent variables are not correlated with each other. The Unstandardized Coefficients (B) value of job satisfaction is 0.911. This means that when employees get job satisfaction in their work, their intention to stay is increased by 91.1%.

According to the result, it can be interpreted that job satisfaction has a positive effect on the employee intention to stay. In the result, employees satisfy their work due to the accomplishment of their well informed and planned work process. Moreover, having flexible working conditions also make their job satisfaction. Job satisfaction can increase the percentage of employee intention to stay. The reason of having loyalty and emotional attachment to the company is depend on their level of job satisfaction. Therefore, the higher level of job satisfaction can lead to more employee intention to stay.

CHAPTER 5

CONCLUSION

This chapter is consisted of three parts; finding and discussions, suggestions and recommendations, and the needs for further researches. This study examines the effect of leadership styles on job satisfaction of employees and also analyzes the effect of job satisfaction on the employees' intention to stay in Sae Paing Development limited.

5.1   Findings and Discussions

This study focuses on the relationship between leadership styles and job satisfaction of employees and, moreover, the relationship between job satisfaction and employee intention to stay. According to the survey data, it is found that the overall mean score of transformational leadership is the highest among all the leadership styles currently practicing in Sae Paing Development Limited. For transactional leadership style, the overall mean score is slightly lower than that of the former one. With regards to laissez-faire leadership style, the overall mean score is found to be the lowest one.

It is also found that through the practice of transformational and transactional styles, managers can bring employees closer and become supportive to each other as a team to perform tasks in best ways cooperatively. Moreover, through set goals, rewards and penalties, employees are well-motivated and focused on their job completion and quality of their job done to bring benefits to the business. Through the practice of laissez-faire leadership style, employees are encouraged to stand more on their own to improve their personal development and skills. They are allowed to learn problem solving skill and to trouble-shoot the challenges they face.

In the analysis survey result, do teaching and coaching also satisfy the employees and they also like to have chances to express their options and perceptions. Moreover, they satisfy when the leaders set the goals and give guidelines. According to the analysis of leadership styles and job satisfaction in Sae Paing Development Limited, transformational leadership style highly contributes to higher level job satisfaction than the transactional leadership style and laissez-faire leadership style. Both transformational and transactional leaderships styles are positively affected employee job satisfaction.

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Job satisfaction has a positive effect on employee intention to stay. Employees feel that they attain their personal accomplishment from their job and that lead to job satisfaction. According to the analysis, having a nice working environment and flexible working conditions makes job satisfaction. Moreover, clear understanding of responsibilities and fully utilizing of their interpersonal skill also lead to job satisfaction. Job satisfaction make employees attach emotionally and loyalty to the company. Employees are intention to stay with Sae Paing Development Limited when they get more job satisfaction.

5.2   Suggestions and Recommendations

An effective leadership style in an organization is capable of providing motivational stimulus and direction to the followers to achieve organizational mission and goals. Based on the survey results, Sae Paing Development Limited should conduct research annually to find out about employee behaviors and do comparative analysis between different results in different years. This would provide more and more values of Sae Paing Development Limited. First of all, managers of the company should have clear and updated insights to understanding about employees' behaviors in ever changing business environments. Secondly, the more the understanding about the strengths and weaknesses in the practices of different leadership styles, the more appropriate ways to work will be observed. Most of all, company should be able to make the employees satisfied and stay with the company.

As reflected in the results and findings, transformational leadership styles help to bring more employee satisfaction. And thus, it is recommended that the company needs to encourage its managers to focus and make more efforts in practicing transformational leadership styles to improve job satisfaction among employees and their intention to stay.

Sae Paing Development Limited needs to put more efforts on finding ways to decrease the factors behind employee dissatisfaction on the organization. The earlier the company can handle dissatisfaction problems among employees, the better it is to bring up satisfaction level and thus the less potential for loosing good employees. By doing this, managers need to take not only financial matters but also non-financial incentives into consideration.

In conclusion, it is advisable for Sae Paing Development Limited that it is necessary to make good investments in people who are performing in the role of management by providing trainings and exposures as required. Only then, managers will become competent in their jobs. Moreover, understanding the internal management of an organization is not enough for a manager. Managers need to have a wide knowledge of different business environments and employment market as well.

5.3   Needs for Further Research

Current study and survey focuses only on the head office's employees at Sae Paing Development Limited. It is highly recommended that the company needs to conduct surveys on full scales annually. In addition, the survey data only reflects the point of view of the employees who are only from the head office. There should be comparative assessments or surveys to be conducted among different departments which possess more or less similar job natures as well as different job natures of the whole organization. This will help managers to understand different levels of employee satisfaction and dissatisfaction among employees who are performing their jobs in different ways. Moreover, taking the survey results generated from the whole population of the company will be more effective for management body to design and implement the most suitable leadership tactics for the company to generate desired outcomes.

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APPENDIX A

Questionnaire for the effect of Leadership Styles, Job Satisfaction and Intention to Stay of Employees in Sae Paing Development Limited.

I am MBA (Thesis) student of Yangon University of Economics (YUE) and conducting a study on "The Effect of Leadership Styles on Job Satisfaction of Employees at Sae Paing Development Limited". These questions pertain to your experience in your current job. Please answer all questions to the best knowledge of your understanding. Your cooperation is greatly appreciated and answers will be kept strictly confidential and will only be used for this research purpose. Your name will not be mentioned anywhere on the document so kindly provide an impartial opinion to make research successful.

Part I (Demographic Characteristics)

1. Gender
   - □ Male
   - □ Female

2. Age
   - □ 20-30
   - □ 31-40
   - □ 41-50
   - □ 50 & Above

3. Marital status
   - □ Yes
   - □ No

4. Highest level of education
   - □ Passed Grade 11
   - □ Under Graduate
   - □ Bachelor Degree
   - □ Post Graduate Degree

5. Experience in current level of organization
   - □ Under 6 months
   - □ 6 months- 1 year
   - □ 1-2 year

□   2 Years & Above

Part II (Leadership Styles)

This part measures your leadership styles. Please tick one box for each question which best describes your opinion.

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

Transformational Leadership Style						
1	I feel good being around my manager.	1	2	3	4	5
2	I have complete faith in my manager.	1	2	3	4	5
3	I feel proud of associating with my manager.	1	2	3	4	5
4	My manager has clear understanding and inspires with his/her future plans.	1	2	3	4	5
5	My manager encourages me to think creativity and increase my motivation.	1	2	3	4	5
6	Stimulate others to look at things in new ways.	1	2	3	4	5
7	Guide new ways to solve old problems.	1	2	3	4	5
8	Let others to express their ideas and opinions.	1	2	3	4	5
9	Treat me as an individual with specific abilities and aspirations.	1	2	3	4	5
10	Pay attention to my needs and concerns.	1	2	3	4	5
11	Do teaching and coaching employees.	1	2	3	4	5

Transactional Leadership Style						
1	Specified what I will receive, if I perform very well.	1	2	3	4	5
2	Give reward or punishment to motivate employees to achieve organizational goals.	1	2	3	4	5
3	Act in way that builds respect for supervisor.	1	2	3	4	5
4	Usually keep tracks of my mistakes.	1	2	3	4	5

5	Pay attention on failures of meeting standards.	1	2	3	4	5
6	Supervisor allows to do as long as things are working.	1	2	3	4	5
7	Specify who is responsible for reaching performance targets.	1	2	3	4	5
8	Show attitudes of if it is not broke, do not fix it.	1	2	3	4	5
9	Only takes action only if things go wrong.	1	2	3	4	5

Lassiez-faire Leadership Style						
1	My supervisor gives complete freedom to solve problems on my own.	1	2	3	4	5
2	My supervisor only care to essential work.	1	2	3	4	5
3	My supervisor gives guidance only when requested.	1	2	3	4	5
4	My supervisor avoids getting involved when important issues arise.	1	2	3	4	5
5	Helps to develop strengths.	1	2	3	4	5
6	Feels it is best to leave subordinates alone.	1	2	3	4	5
7	My supervisor interferes only when problems become serious.	1	2	3	4	5

Part III (Job Satisfaction)

This part measures your job satisfaction level. Please tick one box for each question which best describes your opinion.

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

1	The major satisfaction in my life comes from my job.	1	2	3	4	5
2	I get full credit for the work I do.	1	2	3	4	5
3	I feel the level of responsibility I am given is acceptable.	1	2	3	4	5
4	I have a clear understanding of my job responsibilities and what is expected of me.	1	2	3	4	5
5	I feel my views count in my section.	1	2	3	4	5
6	My job fully use my skill.	1	2	3	4	5
7	I get a feeling of personal accomplishment from my job.	1	2	3	4	5
8	Most days I am enthusiastic about my job.	1	2	3	4	5
9	I find real enjoyment in my job.	1	2	3	4	5
10	I feel that my work environment is very nice to come.	1	2	3	4	5

Part IV (Employee Intension to Stay)

This part measures your intention to stay in your organization. Please tick one box for each question which best describes your opinion.

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

1	I enjoy my job and feel satisfied about my improvement in the company.	1	2	3	4	5
2	I feel emotionally attached to my company.	1	2	3	4	5
3	I want to work at this company until I retire.	1	2	3	4	5
4	I am proud to tell others that I am part of this company.	1	2	3	4	5
5	I think that staying in this company is good for me.	1	2	3	4	5
6	I am satisfied with the job in fulfilling my personal needs.	1	2	3	4	5

7	I love my job and it is very important to me.	1	2	3	4	5
8	If I want to do another job function, I would look first at the probabilities within this company.	1	2	3	4	5
9	I am loyalty to my company.	1	2	3	4	5

Thank you very much for your kind participation.

Appendix – B
SPSS Output
Analysis of the relationship between Leadership Styles and Job Satisfation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.478[a]	.229	.208	.42732	1.628

a. Predictors: (Constant), TRASACTIONAL MEAN, TRANSRORMATIONAL MEAN, LASSIEZ-FAIRE MEAN

b. Dependent Variable: JOB SATISFACTION MEAN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.957	3	1.986	10.875	.000[b]
	Residual	20.086	110	.183		
	Total	26.042	113			

a. Dependent Variable: JOB SATISFACTION MEAN

b. Predictors: (Constant), TRASACTIONAL MEAN, TRANSRORMATIONAL MEAN, LASSIEZ-FAIRE MEAN

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	1.303	.694		1.877	.063	-.073	2.679		
TRANSFORMATIONAL MEAN	.400	.072	.479	5.586	0.000	.258	.542	.955	1.047
TRANSACTIONAL MEAN	.315	.153	.177	2.063	0.042	.012	.618	.947	1.056
LASSSIEZ-FAIRE MEAN	-.024	.124	-.017	-.195	0.846	-.269	.221	.961	1.041

a. Dependent Variable: JOB SATISFACTION MEAN

Analysis of the relationship between Job Satisfaction and Intention to Stay

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.768[a]	.590	.586	.36603	1.937

a. Predictors: (Constant), JOB SATISFACTION MEAN
b. Dependent Variable: INTENTION TO STAY MEAN

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.595	1	21.595	161.183	0.000[b]
Residual	15.006	112	.134		
Total	36.600	113			

a. Dependent Variable: INTENTION TO STAY MEAN
b. Predictors: (Constant), JOB SATISFACTION MEAN

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF

						-.116	.925		
1 (Constant)	.405	.263		1.541	.126				
JOB SATISFACTION MEAN	.911	.072	.768	12.696	0.000	.768	1.053	1.000	1.000

a. Dependent Variable: INTENTION TO STAY MEAN