

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

**THE EFFECT OF LEADERSHIP STYLES ON
EMPLOYEES' JOB SATISFACTION
AT FOURTEEN STAR NETWORK DAWEI CO., LTD**

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ACADEMIC YEAR (2017-2019)

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirement for degree of Master of Business Administration (MBA)”

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ACCEPTANCE

This is too certify that the thesis entitled “The Effect of Leadership Styles on Employees’ Job Satisfaction at Fourteen Star Network Dawei Co.,Ltd” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This paper intends to explore the leadership styles and to analyze the effect of leadership styles on employees' job satisfaction and intent to stay at Fourteen Star Network Dawei Co., Ltd. The data are collected from 110 employees who are selected from total 140 to evaluate their perception on the leadership styles and their job satisfaction. From analysis, it is found that the most dominant leadership style is transformational leadership style. The result shows that employees are strongly satisfied under transformational leadership style which reflect employees' intention to stay continue with the organization. As per findings from result, the management of Fourteen Star Network Dawei Co., Ltd should pay more attention to give more trainings and workshops to build the human capital to improve their abilities, performance and encourage them. Management should practice more on reward system by developing key performance indicator (KPI) to achieve key business objectives, so that employees become more enthusiastic and are motivated to fulfill the organization goals which will be more satisfied at their job and more desirable to stay within the organization.

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LIST OF ABBREVIATIONS

FSND : Fourteen Star Network Dawei Co., Ltd

CHAPTER (1)

INTRODUCTION

Nowadays, most of the organizations have been faced employees' turnover which rate is higher every year and that has been always came as top issue in every business. When employees left their jobs, there would be costly for the business. Not only time consuming but also surely some more expenses to find a suitable employee and give training for the replacement.

This study mainly focuses on Fourteen Stars Network Dawei's employees' perception on their leaders' leadership styles and their job satisfaction, and then continue study that reflect employees' intention to stay in organization or employees will leave their job. Leadership styles on employees' job satisfaction is vital for organizations. The satisfied employee may be more productive and able to take full responsibility, can perform well, can serve with best services to customers, and they will intent to stay in organization. However, dissatisfied employee will be surely pessimists who will give negative impact to external as well as internal of organization, show more absent, show job stress and look for new jobs.

If employees are pleased with their jobs, they will not leave. However, unsatisfactory with their jobs will cause to leave the organization. Therefore, when there will be employees' turnover rate is high, there cost and time will be followed after. (Yin-Fah, Foon, & Leong, 2010) mentioned that employees' turnover is a serious issue especially in the field of human resources management. In addition, it is costly due to termination that results advertising, recruiting, selecting and hiring new employees (Terborg & Lee, 1984). Thus, the Management in organization should find the key driver of employees' satisfaction and hard working. Conceptually, leadership style would be key engine of employee satisfaction.

The most significant target for the organizations to attain is retention. They need to find out the source and be aware of it, as the high salary or satisfying working condition may not assure employees to stay in the organization. There are furthermore issues influence the employees to stay with the organization.

As it is costly of employee's turnover to all of the level of organizations, there is effect on indirect and direct expenditures can be led to high employees' turnover rate and that would lead destruction to the organizations. Expenditures incurred on new employees hiring process; selecting, recruiting, and training are direct costs (Staw, 1980). The expense of learning, decreased morale and pressure on the existing employees are indirect costs.

In organizations, the human resources are usually the foremost necessary assets for the delivery of services. Such organizations would like effective leaders and employees to achieve organization desired goals; therefore, success cannot be achieved without their efforts and commitment. Leaders play a vital role for the retention of their staffs once they are recruited, thus leadership styles exhibited by leaders are a major contributing factor for an employee's preference to remain during a current position, transfer or seek employment elsewhere.

An effective leader guide and influence the follower in a desirable manner to achieve goals (D.R & T.S, 2014). Leadership behavior can improve employees' trust and satisfaction as well as to organization (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). The main focus of this thesis is to analyze the relationship between employee perception on leadership styles, job satisfaction and intent to stay in Fourteen Star Network Dawei Co., Ltd.

Employees' job satisfaction is also important for organization. Satisfied employees are probably to remain not solely within their profession field however additionally in the organization in which they are satisfied. Therefore, the leaders should examine the factors which might enhance the satisfaction increase, the quality of service provided to customers and organizational commitment might also be enhanced. Intention to stay at work rate is increased, the high cost related with employees leaving their job is reduced. This study focus on the effect of leadership styles on employees' satisfaction and their intention to stay at work.

1.1 Rationale of the Study

Leadership and job satisfaction are recognized as crucial parts impacting the general viability of an organization (Kennerly, 1989). In addition, (Packard & Kauppi, 1999) mentioned that a leader's style has a definite influence on an employee's job

satisfaction. Therefore, recognizing, adopting, and practicing the appropriate leadership styles are vital for future leaders as it effects on employees' job satisfaction, commitment and productivity.

Nowadays, to retain the employees and attract them are playing as vital role and it has become more challenging. The factors of globalization and intercontinental have brought together to make human resources more demanding. Almost every organizations today faces the matter is how to retain its human resource assets in a competitive market and they struggle to offer attractive benefits, high pay, and incentives.

Different types of leader act as vital role in ensuring employees' satisfaction and the organizational commitment. About half of the employees are feeling unhappy with their work and would choose to leave an organization. This is a disturbing figure considering that business is getting more progressively aggressive, and it is more enthusiastically for managers to keep their talents. The three leadership styles included in the study investigation have unique qualities. This study explored role of leadership and how it related to job satisfaction and the intention of employees to leave or stay their current job.

1.2 Objectives of the Study

The main objectives of the study are:

- (1) To examine the effect of leadership styles on employees' job satisfaction at Fourteen Star Network Dawei Co., Ltd
- (2) To analyze the effect of employees' job satisfaction on their intention to stay at Fourteen Star Network Dawei Co., Ltd

1.3 Scope and Method of the Study

This paper focuses on employees' perception on their leaders' leadership styles, employees' job satisfaction and intent to stay of employees at Fourteen Star Network Dawei Co., Ltd. This study emphasizes on leadership styles of Fourteen Star Network Dawei Co., Ltd in terms of focusing on three categories of leadership styles: transactional, transformational, and laissez-faire in accordance with its relationship to employees' satisfaction and intention to stay in company.

Descriptive research method is utilized in this study. To achieve objectives, both primary data and secondary data are used. To collect primary data, employee survey is conducted by using structured questionnaire. About 110 employees are selected and questionnaire consisted of 21 items based on leadership styles by Multifactor Leadership Questionnaire (MLQ), 12 items based on job satisfaction and 10 items based on the intention to stay with five-point Likert structured questionnaire. The secondary data are collected from reference books, international research papers, journal articles and internet websites.

1.4 Organization of the Study

This study consists of five chapters. Chapter (1) is the introduction which included rational of the study, objectives of the study, scope and method of the study, and organization of the study. In Chapter (2), the theoretical background on leadership styles, job satisfaction, and the intent to stay is presented. Chapter (3) consists of organizational background of the Fourteen Star Network Dawei Co., Ltd and leadership styles. In Chapter (4), analysis on leadership styles, job satisfaction and the intent to stay among employees at FSND is presented. Chapter (5), the conclusion which includes finding and discussions, suggestions and recommendations, and limitation and needs for further research.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter includes the theoretical background of leadership styles, employees' job satisfaction and intention to stay. The correlation between leadership and job satisfaction is progressively significant in understanding the present globalized society. Leadership is the capability to influence and guide followers to achieve the organization goals. There are different types of leadership styles. This study distinguished between three different leadership styles; namely transformational, transactional and laissez-faire. The characteristics and dimensions of these three leadership styles will be exhibited.

Leadership has no single definition which universally accepted. It is broaden and complex. (Burns, 1978) describes leadership as pursues: “ Leadership is the corresponding strategy of activating, by individuals with specific thought processes and characteristics, assortment of monetary, political, and different resources, in a context of competition and struggle, in order to recognize goals openly or ordinarily held by both leaders and followers”. Leadership is the foremost conspicuous and least understood event (Burns, 1978). (Maxwell, 1998) used a simpler definition and stated that the leadership is not more than influence. (Schermerhorn, 1999) believed that leading is a procedure used to inspire and to impact others to work hard so as to acknowledge and support organizational goals. (Hersey, 2001) believed that influences of leadership on people's behavior based on both individual and organizational goals.

Several researchers have tried to explain the work leadership and develop theories to promote the understanding of the concept (Ruiz, 2011). Leadership is about influencing the attitudes and behaviors of followers. The fundamental core of effective leadership is defining goals and managing individuals, and organizational development (Kawar, 2012).

Leadership is a critical concept of any organization. The concept varies upon the circumstances. Strong leaders will be needed for any organization to inspire and retain their employees. Leadership is a key element that world leaders should examine to stay competitive in this economy. The leadership is having the capability to influence individuals from diverse background to come together in harmony (Choi.S., 2012). Leaders design the behavior of followers.

2.1 Leadership Styles

The leadership style is an approach where direction is provided by a leader to the team to accomplish their tasks, and how the leader should lead the team through all kind of communications to the team. The style of leading role in which the managers motivate and train the followers.

In 1939, German social psychologist (Lewin, 1939) lead some early research regarding leadership styles They also found that each of the different style have different outcome towards an organization. There are numerous authors distinguish between two sorts of leadership styles; transformational and transactional (e.g. Yukl, 1999; Jung & Avolio, 2000; Judge & Piccolo, 2004; Barbuto, 2005; Rowold & Heinitz , 2007). The principal attributes of these two styles are described in the areas for a superior and more extensive comprehension. To realize the leadership's concept is essential when examining the correlation of leadership style and intention to stay.

Leadership style is characterized as the example of practices that leaders display their work with others (Hersey & Blanchard, 1993). Between managers and employees, there is collaboration leadership style which incorporates controlling, coordinating, the strategies and methods are utilized by leaders to motivate employees to follow their guide lines. Leaders have their own experience, for example, knowledge, qualities, and encounters shape their feelings about suitable leadership style; employees likewise have various backgrounds, desires, and experiences. A few factors within the organization environment can likewise influence leaders' leadership style, however leaders can adapt leadership style to their employees' preferences options.

The leadership styles can be determined as three type of leadership style: Transactional, Transformational and Laissez-faire. The styles are recognized by the influence of managers on their employees.

2.1.1 Transactional Leadership

Transactional leadership is a kind of leadership style focuses on organization with supervision and performance. The leaders promote compliance by employees through both prizes and disciplines. With that prizes and disciplines system, type of transactional leaders are able to keep their followers to be motivated. Transactional leadership pay

more attention on finding flaws and deviations. That leadership styles refer to leaders reward or discipline employees, depending on the competence of their performance.

Transactional leaders explain expectations, exchange guarantees and assets, arrange commonly acceptable understandings, negotiate for resources, exchange assistance for exertion, and provide recognition for successful performance (Jones & Rudd, 2008). There are two behaviors of transactional leadership. They are 1) the contingent reward and 2) the management-by-exception.

1. Contingent Reward: the leader attempts to achieve an understanding from employees with respect to what task should be done and what the reward ought to be for those completing it. Employees have to perform their duties well since they are guaranteed a compensation as inspiration. When reach agreement upon objectives and goals are not met by employees, they get punished.
2. Management-by-Exception: this type of leader monitors the employees intently for mistakes or infringement of the principles, so that the leader can take corrective measures.

2.1.2 Transformational Leadership

Transformational leadership is characterized as motivation of employees by appealing to higher standards and virtues (Burns, 1978). According to Burns, transforming leadership is a kind of process in which managers and employees help each other to progress to a more elevated level of moral and inspiration. Transformational leadership energizes autonomy and challenging at work to increase job satisfaction of employees. Regular salary, safe benefits, and lifetime employment were no longer guarantee for worthy execution. Simultaneously, transactional leadership alone could not fulfill job satisfaction (Bass, 1990).

Transformational leader is concerned with the individual while also being goal oriented (Kest, 2006). The leader main focus is to get the subordinates to support the organization's objective (Kest, 2006). The leader sets goals to employees, so that they can see the significance of performing certain tasks for the benefit of the organization. The leader recruits people by appealing to their values, interests, beliefs, hopes and dreams to

accept a common vision as their own. And leaders allow employees to imagine the picture in their mind and make them excited about it ,then encourage them to co-operation in line with a shared vision (Kouzes & Posner, 2007). (Bass B. ,1997) stated that the focus of transformational leadership is on sharing the vision, motivating, getting new ideas, giving others opportunity, and individual consideration.

The four factors of transformational leadership are : 1) the idealized influence, 2) the inspirational motivation, 3) the intellectual stimulation, and 4) the individualized consideration.

1. Idealized influence : Leaders play as a mentor who are profoundly appreciated, regarded and trusted by their employees (Bass & Riggio, Transformational leadership, 2006) . Leaders focus on building respect, responsibility , and trust from his/her employees through their behaviors and activities, sacrificing their own benefit for the benefit of organization.
2. Inspirational motivation : described as the manner in which leaders motivate and encourage their followers to obligate the vision of organization. Leaders challenge their followers to achieve higher meaning from their work. Once followers understand why they should follow, they accept the purpose and become inspired to commit themselves fully to program or cause.
3. Intellectual stimulation: Leaders motivate the employees to be creativity and innovation. Leaders question standards and challenge existing issues and problems, finding new ways and alternative solutions to settle on insightful decisions.
4. Individualized consideration: Leaders focus more on each of his/her employees to development their needs, building up an individual connection. Leaders mentor their employees, listen to employees' input and concerns on an individual level. Leader-follower relationship construct trust and commitment.

2.1.3 Laissez-faire Leadership

As opposed to transactional and transformational leadership, Laissez-Faire is an inactive kind of leadership style. Leadership style of laissez-faire refers to a leader that provides empowerment to their employees. The leader generally gives the followers or

employees complete opportunity to make decisions or to finish a task in which they deem fit and appropriate. It is being translated as a sort of non-transactional leadership style in which prompt decisions are not made with delay in action taken, combined with disregarding of duties and non-exercise of authority.

In this leadership style, employees can decide, determine goals, and solve issues by their own and this outcomes in low efficiency and increased subordinate disappointment. As indicated by (Kleinman, 2004), laissez-faire leaders exhibit an absence of involvement and fail to become involved in critical decision-making.

Laissez-faire leadership style is increasingly powerful for exceptionally ability talented and experienced employees, and it encourages them to develop and turn out to be progressively autonomous in their activity. However, it is less effective for the less unpracticed and incompetent employees who need their leader's direction. At the point when the leader is not accessible for checking and offering criticism to employees, they are getting less productive, and can affect as negative on the production of organization.

2.2 Job Satisfaction

Similar to leadership, job satisfaction has also been broaden studied by researchers and theorists in various organizations and industries. Job satisfaction has been characterized as a perceived relationship between what one wishes from one's job and what one perceives it as offering (Lund, 2003). Employees' general attitude toward their activity is referred to as job satisfaction. The satisfied employers are probably to appear at work with high performance level, then they will continue to stay with organization.

Organizational support is imperative to employee satisfaction, loyalty, management behavior and the way of employees perceive their leaders support also play a core role to obtain the desired work results. Successful organizations have satisfied employees whereas poor job satisfaction can negative impact on organization.

The theorists such as (Maslow, 1954) and (Bryman, 1992) investigated and developed the theories regards with job satisfaction. Maslow's hierarchy of needs theory says that human being are motivated by various needs in hierarchical order. Before the higher -order needs are satisfied, lower-order needs have to be fulfilled. These needs are physiological, security , intimacy, esteem and self-actualization.

Other theory on motivation is the two-factor theory of Herzberg (Hygiene and Motivating factors) suggested that dissatisfaction on work behavior or characteristics are different from those related to satisfaction. Hygiene factors are factors outside of the job such as working environment, salary, safety, companies' rules and directions. The factors of inspiration refer to components ,for instance, opportunities for accomplishment, acknowledgement, obligation, individual and profession development, and challenges which are characteristic to the work itself. If motivator factors does not work properly, workers are neutral toward work. However, the workers are highly energetic and satisfied with the present of motivator factors. The most ideal approach to motivate the workers is to construct challenge and open opportunities for accomplishment into work such as to provide intrinsic motivation (Akinyele, 2007) .

Different types of the leadership often related with job satisfaction. Job satisfaction is characterized as a joy or positive passionate state resulting from one's activity or professional experiences. Employees evaluate their satisfaction level according to that they perceive. (Ajila, 2012) mentioned that employee's job satisfaction is the employees' attitude towards their job as well as their feeling about the work. Higher level job satisfaction can be created if a person is high-motivated and positive thinking towards their job. But if they are dissatisfied their job, they will act as negative attitude and demotivating towards their job.

A successful business organization generally will have satisfied employees who motivate to solve their daily challenges while very low job satisfaction level employees can terminate the business easily. The intention to leave the job and the contribution in an organization can be determined by two attributes i.e. the commitment that employees are strongly willing to put in the job, and the most key attribute is the job satisfaction level. Many organizational factor influence on the employees' job satisfaction, for example, salary, authority, empower, work-life balance, even also to take the responsibility as a leader to drive a team. The leaders in the organizations can practice the suitable leadership styles to align with the working environment to influence employee' attitude, their perception and satisfaction level at work.

Job satisfaction is separated into two types of satisfaction: internal and external. As external satisfaction, employees express their satisfaction from salary increment, promotion, employer's consolation, and collaboration with colleagues. And from internal

satisfaction, employees show their endeavors on responsibilities, societal position and situation, independence and self esteem dependent on the tasks and works.

An organization will be successful if effectiveness of strong leadership is closely related with higher employees' job satisfaction level. Hence, employees that have great level of job satisfaction are presumed to exercise more commitment in their given assigned work toward the company benefit.

2.3 Intention to Stay

Employees constantly maintain current position or employment is characterized as "retain". Different from turnover intention, retention emphasizes on remaining human resources in organizations and promoting the positive organizational working behaviors of workers. The retention is expected the employees to become continuously an organizational member or stay at the organization. Intention to stay can be also defined as employees purpose to remain in the presence organization with the current employment. Interacting with the work environment and continuously involve in organization, and the willing to continue stay at the organization is employee's intention to stay.

An organization cannot be success without support and contribution from their its employees. Human capital is the most valuable resources for organization (Mello, 2011). Employees work for employers to make money for their contributed efforts to organization. Employers also need employees to work done, in this way organization can be success and earning. Employees retention are always playing as vital role for every organization because the cost related to human capital is an important part of the organization. The dissatisfied employees will leave the organization if the multiple factors related to the company are not met with their expectation. There are some main reasons why employees leave their job , those are lack of recognition, low pay rate, inadequate career, poor management, unfulfilling job, untrustworthy leadership, and disordered work cultures. If employees leave their job that may lead to occur irrecoverable expenses on orientation and coaching as well as unexpected extra cost for new employees. It is always essential to realize the factors affecting employees to stay remain in organization.

2.4 Previous Studies on Leadership Styles, Employees' Job Satisfaction and Intention to Stay

Leadership is tied in with creating the way for individuals to contribute to cause something uncommon to occur. Effective leadership is to incorporate and expand accessible assets within the internal and external environment to attain organizational goals. Job satisfaction is characterized as a pleasurable enthusiastic state result from the assessment of one's activity; an affective responsiveness to one's activity; and an attitude towards one's job.

A leader who does not support, not engage or consideration can be stressful for employees (Wilkinson & Wanger, 1993). The leader-employee interaction can reflect the increased or decreased pleasure with work, negative interaction will toward employees' satisfaction decreased. Leader-follower relationship affects on employees' job satisfaction in terms of stress, diminished productivity, increased non-attendance, and high turnover. The leaders who show concern for people reflect his/her follower group with higher productivity and higher performance. Expressive leadership is more conducive to job satisfaction (Singh & Pestonjee, 1974). In contrast, task structured leaders show concern not much on followers and are high on originating structure that led to bigger rates of absenteeism, turnover, and low level of fulfillment of workers when performing the tasks.

The transformational leadership style is more intense relationship with the job satisfaction, while a negative relationship with job satisfaction in leadership style of transactional (Voon, 2011) .The study proposed that transformational leadership should be viewed as appropriate for managing the organizations (Voon, 2011).

The study conducted by (Saleem, 2015) proposed to analyze the effect of leadership styles on employees' satisfaction and comprehend if organizational politics was an intermediary or not. To achieve the purpose, the researcher utilized descriptive research design and conducted a quantitative research. The researcher selected the sample through non-probability convenience sampling. The findings of the research exposed that transformational leadership possess constructive effect on job satisfaction while transactional leadership possess adverse effect on the job satisfaction. It was also recommended by the researcher that obvious organizational politics moderately mediate the organization between both the leadership styles and job satisfaction (Saleem, 2015).

Employees' satisfaction and the intention to stay are directly correlated. Employee satisfaction is critical for organization as increased employee job satisfaction leads to increased customer satisfaction, lead to the greater potential for organizational profitability. Leaders set the goals for organization which are important to grow the company in which job satisfaction is also an important part when set the goals.

Many studies conducted on the factors that impact on job satisfaction and demonstrate that many factors affect the satisfaction of employee with the job. The internal, and external factor, including demographic information, management style, and organizational culture impact on job satisfaction. Managers can try to decrease turnover through analyzing the root cause of employees' stress and initiating actions to reduce the stress. Organization can get benefit if job satisfaction is increased and the rate of employees' turnover is decreased, then employees will stay continue within the organization.

Employees sometimes conflict on handling beyond their expertise area or responsibilities can result the lack of job satisfaction, which can lead to high turnover intention and they will move from the organization soon. One of study conducted by (Kalifa, 2016) concluded that the longer an employee works for an organization, the less the employee considers leaving the organization.

Human resource professionals practices initiated and demonstrated that job satisfaction is correlate to turnover intention ins Singapore childcare industry (Pek-Greer, 2016) and study results showed a correlation between job satisfaction support the need of organization policy and procedures to be employee-centric. HR practices including salary, development training, other benefits influence on employees' satisfaction and intention to stay at the organization. Organizational cultural also plays a role in employee satisfaction. Employees may choose either to leave or stay the organization if the employees are not dedicated to employer. According to a study of healthcare workers in Nepal, cultural fit within an organization may be an important indicator of turnover intention as job satisfaction.

There are many studies about the employees' job satisfaction and the researchers conducted the study for a positive relationship between the employees' satisfaction to insignificant level of turnover intention which stay continue in organization. Employees are the most significant resources in any organization. Successful organizations develop

strategies to support their employees, such as competitive package, fun work environment, and incentive plans. Motivate the employees to high productivity and retention with the organization. Employees turnover is an intense challenge tackled by organizations which will influence both direct cost and overhead expenditure. Hiring and training new employees for replacement that costs would be extra expenses and costly for company.

Leadership is influence process between leader and subordinates. The leader inspires the followers' behavior to reach the organization goals. The leadership must present activities to inspire employees, and build up the roles for individual or group towards objectives accomplishment (Awan, 2010). Various leaders identified the various leadership styles. Every style has their own value of high and poor (Awan, 2010). (Long, 2012) studied the state of connection between the leadership style and turnover intention of academic staffs in Malaysia. Both types of leadership behavior (transactional and transformational) have been found out as a poor relationship with the turnover intention, but the correlation was not significant.

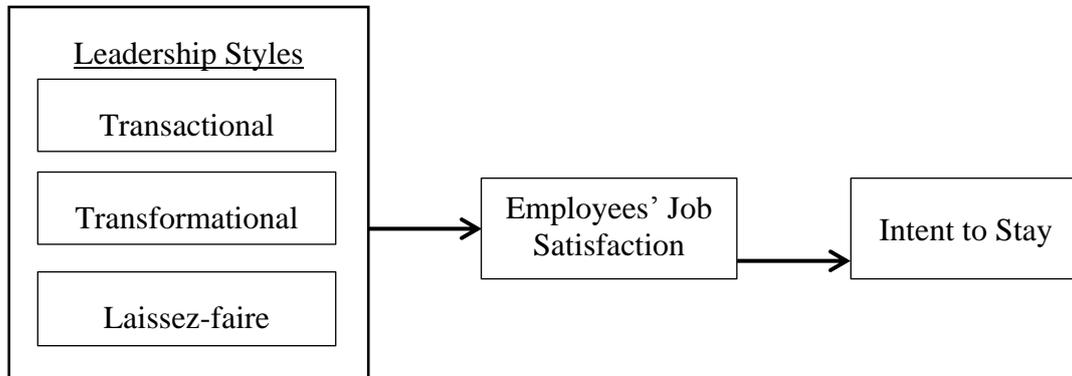
A few studies have undertaken to investigate the connection between the leadership styles and employee's intention to stay at organization. The effect of leadership styles on the level of intent to stay is critical stage of talent employee's shortage, wherein the organizations are desperate to retain their employees. Leaders' abilities to motivate, encourage, and satisfy their employees are significant drivers of employees' intention to stay in their organizations. Leaders are likely to retain their employees. Researchers studied that the leadership styles of managers influenced satisfaction of employees and intention to stay at work. Most studies indicated that the transformational leadership style was absolutely related with job satisfaction, and job satisfaction was completely associated with employees' intention to stay. Therefore, this study is designed to examine the effect of leadership styles on the employees' satisfaction and intention to stay with organization.

2.7 Conceptual Framework

This study is to examine the relationship between leadership styles, employees' job satisfaction and intention to stay with their organization are linking. Employees' job satisfaction and the intention to stay of an organization can be changed according to the

leadership styles of organization. The conceptual of this study can be seen in below Figure (2.1).

Figure (2.1) Conceptual Framework of the Study



Source : Own Compilation (2019)

Figure (2.1) illustrates the conceptual framework of this study and highlight the three leadership styles; namely transactional, transformational, and laissez-faire which are the key factors that create employees' job satisfaction and their intention to stay within organization.

This figure is constructed based on the previous studies of leadership styles , employees' job satisfaction and the intention to stay. The three leadership styles ; Transactional, Transformational and Laissez-Faire are the main independent variables to study. Employees' job satisfaction and the intention to stay are dependent variables to study. In sum, this study investigates whether leadership styles are associated with employees' job satisfaction and intention to stay in Fourteen Star Network Dawei Co., Ltd.

CHAPTER (3)

PROFILE AND LEADERSHIP STYLES OF FOURTEEN STAR NETWORK DAWEI CO., LTD

This chapter describes the profile of Fourteen Star Network Dawei Company Limited. Moreover, the exploration of the leadership styles of the company based on the questionnaire result is presented.

3.1 Profile of Fourteen Star Network Dawei Co., Ltd

Fourteen Star Network Dawei Co., Ltd (FSND) is representing “Myanmar” that means seven states and seven division of Myanmar. Since 2004, FSND is distributing Medical Equipment and Hospital Equipment in Myanmar market. FSND is known for its quality standards and creative medical products from UK, France, Germany providing products to leading medical field. FSND is located at No.922, Kamyawkin Road, Sanchi Ward, Dawei, Tanintharyi Division.

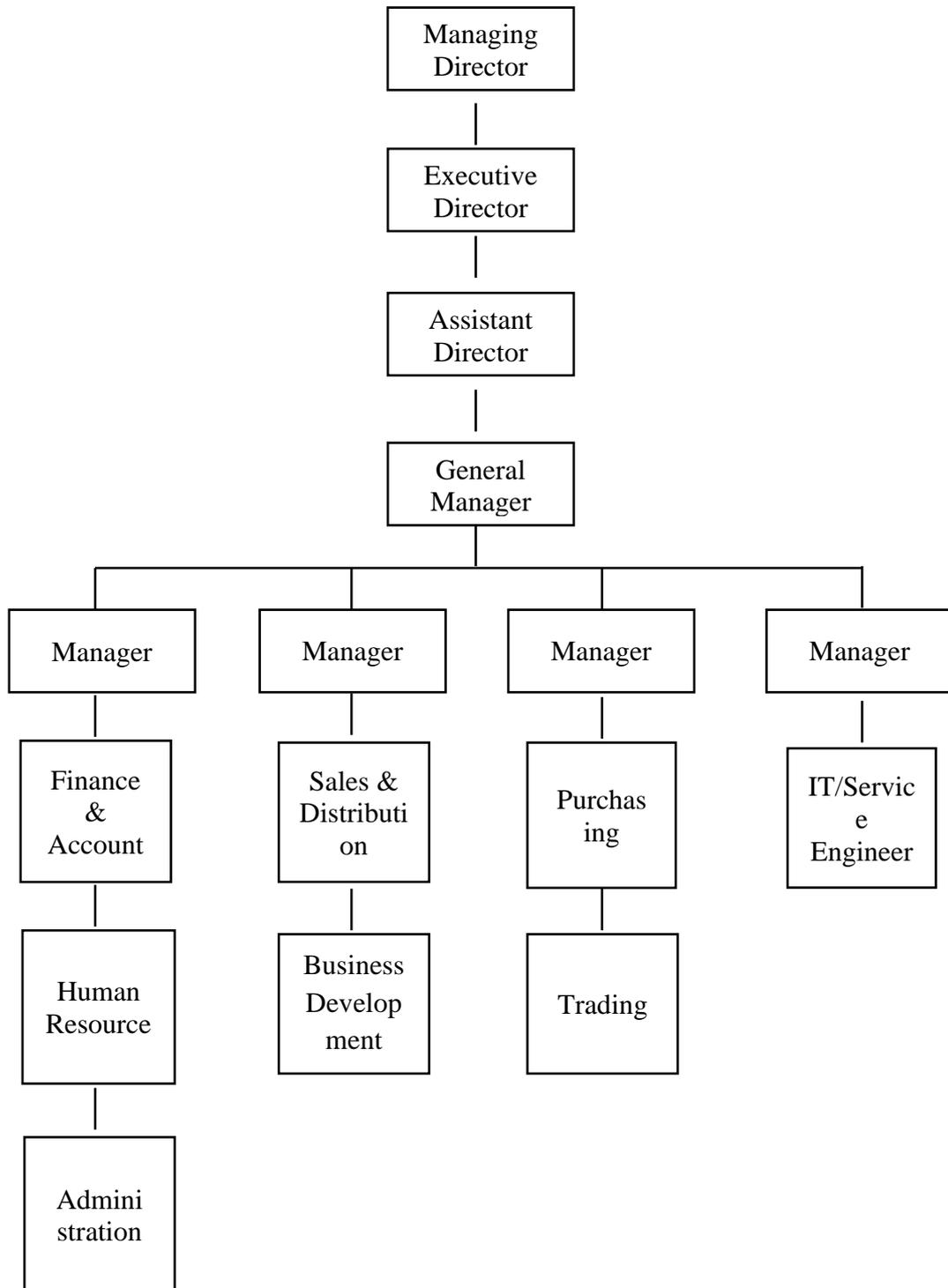
Mission of Fourteen Star Network Dawei Co., Ltd is to focus on customer’s needs, technology needs, service quality and regulatory requirements providing one-stop solution point for health care professional in Myanmar. The vision of Fourteen Star Network Dawei Co., Ltd is to fulfill the requirements of fast improving healthcare sector in Myanmar by providing quality products & reliable services. They value their integrity, professionalism and teamwork. Fourteen Star Network Co., Ltd is under the constant close supervision of experienced person, medical professionals and well-trained engineers.

Fourteen Star Network Dawei Co., Ltd is distributing many kinds of health care products such as hospital items, medical equipment, Pharmaceuticals, Cardiology Solution, OT Solutions, etc., to private sectors, Government sectors, NGOs, UNOPS, wholesales to dealers and retail selling to pharmacies.

Fourteen Star Network Dawei Co., Ltd provides the services to their clients by medical consultancy service, pre installation survey, spare part sales, application support, technical training, maintenance and repair and until the business could successfully operate. They equipped with a group of service engineer team to provide the one stop

service in the areas of product training, preventive maintenance, and after sales services as well.

Figure (3.1) Organization Structure of Fourteen Star Network Dawei Co., Ltd.



Source : Fourteen Star Network Dawei Company Limited (2019)

As shown in Figure (3.1), there are eight departments managed by Managing Director. All departments perform their duties and responsibilities by the Standard Operation Procedure (SOP) which are set up by Management of Fourteen Star Network Dawei Co., Ltd.

Table (3.1) Number of Employees by Department

No.	Departments	Total Employees
1.	Human Resource Department	14
2.	Finance and Account Department	16
3.	Administration Department	11
4.	Sales & Distribution Department	37
5.	Business Development Department	20
6.	Purchasing Department	17
7.	Trading Department	9
8.	IT/Engineer Department	16

Source : Fourteen Star Network Dawei Co.,Ltd (2019)

Table (3.1) shows the number of employees in each department and it can be see that the total manpower of Fourteen Star Network Dawei Co., Ltd is 140. There are eight departments in FSND. Sales & Distribution Department has the highest number of employees and followed by Business Development Department whilst the lowest number of employees is followed by Trading Department and Administration Department respectively according to the nature of business and the organization's needs.

3.2 Research Design

In this study, quantitative method is undertaken. A research design is constructed with sampling method and reliability test in the study as below.

3.2.1 Sampling Method

The sample size of this study is taken the employees of Fourteen Star Network Dawei Co., Ltd in total of 110 working different level and departments. The questionnaire are distributed among all employees and enough time was given to read all questions thoroughly. Detail briefing of questionnaire was provided to all participants and explained about questions with Likert Scale to ensure all understand the meaning of each question involved. Respondents are asked to rate their perception on leadership style of their immediate managers. The questionnaire contains 21 questions or statements to explore the leadership style with 12 questions or statements to examine the job satisfaction of the respondents. Intent to stay of the employees is measured by 10 questions.

3.2.2 Reliability Test

A structured questionnaire set is developed by combining instruments of the different variables. There are two types of question ; in Part (I) ;section (A) multiple choice questions for demographic data and in Part (II) ;section (B,C,D) , questionnaires developed on five points Likert scale ranging from score 1 to 5 (Totally disagree = 1, Disagree = 2, Neutral = 3, Agree =4, Totally agree = 5) for measuring variables. In part (II), section B is set for leadership style, section C is set for Employees' Job Satisfaction, and section D is set for Intent to Stay.

The reliability test is critical before doing the analysis as it is conducted in order to ensure consistent measurement through different items in the questionnaire. This method indicates reliability through examining the internal solidity of the research questionnaires which are posted in Likert scale.

Table (3.2) Reliability of Data

Description	Cronbach's Alpha	Numbers of Items
Transformational Leadership Style	0.885	12
Transactional Leadership Style	0.831	6
Laissez-Faire Leadership Style	0.826	3
Employees' Job Satisfaction	0.817	12
Employees' Intention to Stay	0.780	10

Source: Survey Data (2019)

Cronbach's Alpha is important and the range of Cronbach's Alpha should become from 0.0 to 1.0 but for research purpose, some researcher suggested that the minimum standard for reliability should be 0.70 or higher. Table (3.2) presents the analysis result of Cronbach's alpha is 0.885 for 12 items of transformational leadership style, 0.831 for 6 items of transactional leadership style, 0,826 for 3 items of laissez-faire leadership style, 0.817 for 12 items of employees' job satisfaction and 0.780 for 10 items of employees' intention to stay whereas overall items of the questionnaires have accomplished with consistency and stability.

3.3 Profile of Respondents

Total of 140 staffs from Fourteen Star Network Dawei Co., Ltd are asked to participate in this survey and explore the leadership styles. They are informed about the objectives of this study and ask to participate with their voluntarily consent. All participants are also informed that confidentiality is guaranteed and only results are going to be used for analysis purpose and academic paper. Profile of respondents describes by gender, age, education level, and working experience of employees from Fourteen Star Network Dawei Co., Ltd.

(i) Gender

Table (3.3) shows that there are 61 % of female employees as the job nature is more suitable and only 39% of male employees exist in Fourteen Star Network Dawei Co., Ltd.

(ii) Age

There are 25% of employees between 18 to 25 years old, 30% of employees between 26 to 35 years old, 29% of employees between 36 to 45 years old and 16% of employees are above 45 years old.

(iii) Education Level

There are 4 employees who are high school level and 23 employees are undergraduate level. 72 employees are graduated and 11 employees have master degree. Undergraduate level and high school level are the persons who are mostly working as entry level staffs in administration, finance, and service department. According to the nature of these works, high school education employees are not used much.

(iv) Working Experience (Service Year)

Work experience years refers to the duration of the employees working only in the company of Fourteen Star Network Dawei. The numbers of employees that have service years under 1 year are 8 , 1 to 2 years are 25, 2 to 3 years are 15, 3 to 4 years are 34 and more than 4 years are 28 . It shows that the company maintain its employee by making the internal training for career development for the future development and it can be said that employees are satisfied enough in their work towards intent to continue working at FSND.

The summarized data of demographic profile of respondents of Fourteen Star Network Dawei Co., Ltd with frequency and number of percentage of employees can be reviewed in Table (3.3).

Table (3.3) Demographic Profile of Respondents

1	Gender	Frequency
	Male	43
	Female	67
	Total	110
2	Age	Frequency
	18 to 25 years	27
	26 to 35 years	33
	36 to 45 years	32
	above 45 years	18
	Total	110
3	Education Level	Frequency
	High School	4
	Under-Graduate	23
	Graduated	72
	Master	11
	Total	110
4	Working Period	Frequency
	Under 1 year	8
	1 to 2 year	25
	2 to 3 year	15
	3 to 4 year	34
	more than 4 years	28
	Total	110

Source : Survey Data(2019)

3.4 Leadership Styles of Fourteen Star Network Dawei Co., Ltd.

The “Multifactor Leadership Questionnaire (MLQ)” comprises of 21 questions for seven factors and uses a 5 point Likert Scale to examine the leadership styles of Fourteen Star Network Dawei Co., Ltd. The questionnaires include different components drawn from the full range of leadership development model created by Bass and Avolio (1994) and is adapted accordingly for the purpose of this study. The leadership styles explored by the questionnaire include transactional, transformational and laissez-faire leadership style. Out of 140 questionnaires are distributed, the data was collected from 110 respondents of FSND, who answered the survey completely, using convenient random sampling. The data analysis was done using Statistical Package for Social

Sciences (SPSS) and the validity was established through suitable statistical mean. The results are as shown as below.

3.4.1 Transformational Leadership

Transformational leadership style is focused on the importance of the relationship between the leader and the follower, as well as focusing on the empowerment and development of follower to accomplish the goals for long-term. The mean scores of transformational leadership style adopted in this research. The respondents are asked to rate each dimension on five-point scale ranging from strongly disagree (1) to strongly agree (5).

Table (3.4) Transformational Leadership Style

Transformational Leadership Style	Mean	Std. Deviation
Making others feel good	3.86	0.851
Having complete faith	3.21	0.910
Being proud to be associated	3.65	1.009
Expressing with a few simple words what employees could and should do.	3.86	0.784
Providing the appealing images	3.75	0.851
Helping others find meaning in work	3.48	0.936
Thinking about old problems in new ways	3.60	0.869
Providing with new ways of looking at puzzling things	3.58	0.806
Rethinking ideas that they had never questioned before	3.58	1.087
Helping others develop themselves	3.86	0.723
Letting others know how to think they are doing	3.67	0.879
Giving personal attention to others that feels rejected	3.58	0.902
Overall Mean	3.64	

Source: Survey Data (2019)

Table (3.4) shows that the mean scores range from 3.21 to 3.86, all of which scored above 3. The overall mean is 3.64 which is above 3 and it means that employees mostly accepted the transformational leadership style. Besides, the employees' attitudes are positively impacted on the transformational leadership style. Regarding Table (3.4), employees believed that leaders are role models for them. They respect, admire and trust their leader. They have strong confidence in their managers who can lead them by giving the vision, challenging goals and motivating them to work beyond their self-interest in order to achieve goals.

Moreover, employees believe that their managers provide an inspiring vision, help them to connect their personal goals to business goals, encourage their creativity and experimentation, trust and empower them, give the required training, motivate and energize them to the greatness.

Employees believe that their managers support and collaborate with them as the managers try new approaches of thinking and solve the organization issues with innovative ways, encourage them to be creative, innovative, deal with old problems in new ways, change their perception on problems and capacity to solve the matters. In addition, employees believe that their managers listen to their concerns and needs of individuals, provide them with developing and motivating them to perform well in their work.

3.4.2 Transactional Leadership

Transactional leadership style is focused on motivating the people through both prizes and penalties. The mean scores of the two dimensions of transactional leadership style adopted in this research. The respondents are asked to rate each of the two dimensions on a five-point scale ranging from strongly disagree (1) to strongly agree (5).

Table (3.5) shows the mean scores range from 3.25 to 3.78 and all the mean values are above 3. The overall mean score is 3.61 which is more than 3. It shows that employees mostly accepted the transactional leadership style and employees' attitudes are positively impacted on the transactional leadership style.

Table (3.5) Transactional Leadership Style

Transactional Leadership	Mean	Std. Deviation
Telling others what to do if they want to be rewarded for their work	3.49	0.896
Providing recognition/rewards when others reach their goals	3.65	0.840
Paying attention to what others can get for what they accomplish	3.25	0.861
Satisfying when others meet agreed-upon standards	3.78	0.892
Not trying to change anything as long as things are working	3.72	0.847
Telling others the standards they have to know to carry out their work	3.75	0.869
Overall Mean	3.61	

Source: Survey Data (2019)

Refer to the Table (3.5), employees believe that their managers set the goals to accomplish and achieve within the given timeline. Employees also believe that they can be rewarded if they meet the goals set by their managers. Moreover, employees believe that their managers monitor their performance and supervise with corrective action to make changes to their work throughout the process.

3.4.3 Laissez-faire Leadership Style

The focus of Laissez-faire leadership style is on letting the followers to perform relatively freely and leader support the standard method. The mean score of the laissez-faire leadership style adopted in this research. The respondents were asked to rate each of the two dimensions on a five-point scale ranging from strongly disagree (1) to strongly agree (5).

Table (3.6) shows that the mean scores ranges are from 2.48 to 2.68 and all the mean values are above 2. According to the survey, the overall total mean score is 2.61 which is below 3. It means that laissez-faire leadership is the least preferred leadership style by the managers of Fourteen Star Network Dawei Co., Ltd. According to the survey data, the laissez-faire leadership style is practiced least by the management of FSND.

Table (3.6) Laissez-faire Leadership Style

Laissez-Faire Leadership	Mean	Std. Deviation
Contenting the same way as always	2.66	0.720
Being okay whatever others want to do	2.68	0.789
Asking no more of others than what is absolutely essential	2.48	0.843
Overall Mean	2.61	

Source: Survey Data (2019)

By applying this identification, the factors of Fourteen Star Network Dawei's leadership styles are examined and the results are shown in the Table (3.7).

Table (3.7) The Leadership Styles of Fourteen Star Network Dawei

Sr.	Factor	Mean
1	Transformational Leadership Style	3.64
2	Transactional Leadership Style	3.61
3	Laissez-faire Leadership Style	2.61

Source: Survey Data (2019)

As shown in the Table (3.7), as the factors influencing and dominant leadership styles of FSND is transformational leadership style. It mean value is 3.64. The mean expresses that the leaders exhibited transformational leadership style most frequently. For transactional leadership style, the mean value score is 3.61. Therefore, it can be determined that some leaders exhibited transactional leadership style sometimes. For laissez-faire leadership style, the mean value score is 2.61. As the result, leaders displayed laissez-faire style sometimes which is the least practicing.

As the results of chapter 3 which is the quantitative study showed that on average, the level of transformational leadership is more than the level of transactional leadership, and laissez-faire leadership. Therefore, dominant of leadership style in Fourteen Star Network Dawei Co., Ltd accepted motivation, inspiration, innovation, and creation. They do not accept and prefer strictly rules and regulations. Transformational leaders who work with the team to identify the required changes and create a vision to mentor the changes

through inspiration. The leaders try to increase the motivation, self-confidence, and followers' job performance to accomplish the goals. The transformational leaders are being an influencer of followers to inspire them and to raise the interest to reach the goals, challenging the followers to take the risk for their work, and understanding the pros and cons of follower, which allows the leader to align employees with tasks to enhance their performance. Fourteen Star Network Dawei Co., Ltd management like to apply transformational leadership style which appeals to provide an effective team work to increase work motivation among employees or followers as well as for realizing the organizational mission and goals.

CHAPTER (4)

ANALYSIS ON LEADERSHIP STYLES, EMPLOYEES' JOB SATISFACTION AND INTENTION TO STAY OF FOURTEEN STAR NETWORK DAWEI CO., LTD

This chapter explores the job satisfaction of the employees and the intention to stay are described. This research indicates the correlation between three leadership styles; transactional, transformational and laissez-faire on employees' job satisfaction and the analysis on the effect of employees' job satisfaction on intention to stay.

4.1 Employees' Job Satisfaction in Fourteen Star Network Dawei Co., Ltd

Employees' job satisfaction is important for any type of organization to increase the employees' productivity and accomplish organizational goal. It is a measurement of employees' satisfaction on their job whether they are happy and continue to stay within organization or not. Job satisfaction can be measured employees' perception of job satisfaction (evaluation), the impact or emotion and behavioral components.

Table (4.1) shows that the mean scores range are from 3.13 to 4.06. All the mean values are above the 3. It means the most of the employees at Fourteen Star Network Dawei Co., Ltd are satisfied their job. According to the survey, the overall total mean score is 3.71 which are above 3. Employees mostly agree the factors are satisfying information receiving from management, mean score is 4.06 , the second highest factor is feeling of personal accomplishment that mean score is 3.94 and the third highest factor is satisfaction with coworkers which mean score is 3.93.

Questionnaires are shown with Five Likert Scale (1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree). As per 12 items are used to examine the job satisfaction of employees of Fourteen Star Network Dawei Co., Ltd.

Table (4.1) Employees' Job Satisfaction of Fourteen Star Network Dawei

Sr. No.	Job Satisfaction	Mean	Std. Deviation
1	Feeling of personal accomplishment	3.94	0.654
2	Satisfying for the chance salary increases	3.55	0.895
3	Having personal growth such as updating skills and learning different job	3.76	0.938
4	Having the tools and resources to do the job well	3.85	0.848
5	Satisfying with the job	3.46	0.885
6	Satisfying with coworkers	3.93	0.673
7	Rewarding for the quality of the effort	3.89	0.881
8	Satisfying involvement in decisions	3.13	1.076
9	Satisfying information receiving from management	4.06	0.781
10	Having positive image for friends and family	3.43	0.872
11	Working assignments are fully explained	3.64	0.763
12	Encouraging for new and better approaches of doing things	3.90	0.766
	Overall Mean	3.71	

Source: Survey Data (2019)

Table (4.1) illustrates the factor of satisfying information receiving from management which is highest because employees feeling that company is transparent sharing all updated things about decisions, new changes, mission, and goals which can employees aware that how they should align with the new changes and how to perform well.

The factor of the work gives the feeling of personal accomplishment is second highest mean score because employees are motivated to maintain and improve their work, so that they create a productive work environment. They are also empowered to decide independently to perform their work. Empowerment is an important influencing factor of employees' job satisfaction.

The factor of satisfaction with coworkers is third highest mean score because team-work is a signature of employees' high satisfaction as it can reach the goals not delaying by working as a team and each other can help to solve the problems. This results can be in increasing employees performance, productivity, and that can reflect organization profitability, reduce turnover, and overall improvement in the workplace.

Encouraging to come up with new and better approaches of doing things is the fourth highest mean score 3.90 because employees are motivated and fearless to take risk trying new things in better approaches. This can result the development for organization as well as for employees' career development.

Rewarding for quality work is the fifth highest score because reward is what the employees obtain from their contribution on hard working and superb performance. If the employees are not getting any reward or recognition from their managers for their effort, it will result demotivation, reduce productivity, and high turnover. This factor is in out of five highest score since employees are high satisfied and reflect on better performance and they get rewards on their effort.

Involving in decisions making that affect the work is the lowest mean score because employee's participation does not involve in decision making process. The employee cooperation has affected the work environment both decidedly and adversely which may influence employee's productivity, job satisfaction and employee's commitment to the organization.

4.2 Analysis on the Effect of Leadership Styles on Employees' Job Satisfaction

In this analysis, the effect of different leadership styles on the employees' job satisfaction is tested by using multiple linear regression model. The dependent variable is employees' job satisfaction, and independent variables are three leadership styles; transactional, transformational, and laissez-faire. The results from regression analysis are displayed in Table (4.2).

Table (4.2) Effect of Leadership Styles on Employees' Job Satisfaction

Influencing Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.104	.348		3.174	0.002	
Transformational Leadership Style	0.476***	.070	0.577	6.843	0.000	1.355
Transactional Leadership Style	0.150	.093	0.137	1.620	0.108	1.360
Laissez-Faire Leadership Style	0.126	.072	0.128	1.747	0.084	1.019
R	0.666					
R Square	0.443					
Adjusted R Square	0.427					
F-Value	28.121***					

Source: Survey Data (2019)

***Significant 1% level, **Significant 5% level, *Significant 10% level

The result shown in Table (4.2) it is found that the transformational leadership style is the most significant at 1 percent level which is highly significant coefficient value because sig value is 0.000. The specific model could explain the variation of the leadership styles since the value of R^2 is 44.3%. The model can explain 42.7 percent about the variance of the independent variable (Leadership Styles: Transformational, Transactional, and Laissez-faire) and dependent variable (Employees' Job Satisfaction) because Adjusted R square is 0.427. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specific model can be said valid.

The employees of Fourteen Star Network Dawei Co., Ltd are satisfied with the transformational leadership styles. They like their managers lead them by providing a clear vision, encourage them on creativity, cooperation and open communication, coaching them to reach the organizational goals. Employees are also becoming trust and respect their leaders as role model. They are motivated and fearless to take the challenges to achieve to accomplish the goals.

Fourteen Star Network Dawei's employees want to create new things and they need the guidance and monitor from their managers to perform the tasks well and to show them how to achieve the organization goals. The employees need the motivation from their managers, clear vision, and coach them to accomplish the projects.

According to the result of relationship between the leadership styles and employees' job satisfaction, employees like to work with team to create the best possible result, positive communication, take the challenges and motivate to accomplish the assigned projects.

4.3 Intention to Stay

Table (4.3) shows that the mean scores range are from 3.38 to 4.05. All the mean values are above the 3. It means most of the employees at Fourteen Star Network Dawei Co., Ltd have intention to stay and working with company.

According to the survey, the overall total mean score is 3.70 and more than 3. Employees mostly agree the factors are being confident about their professional and personal development by working in this organization, mean score is 3.96. The second highest factor is providing the better pay in correlation with the putting effort, mean score is 3.95. The third highest factor is belief the achievements at work are well recognized, its mean score is 3.90.

Table (4.3) Intention to Stay

Sr. No.	Intention To Stay	Mean	Std. Deviation
1	Believing of career promotion based on performance	3.87	0.959
2	Well recognition of the achievements at work	3.90	.908
3	Providing the better pay in correlation with the putting effort	3.95	0.975
4	Providing the proper guidance at work	3.51	0.993
5	Getting well support and guidance in managing work posture issues.	3.75	1.079
6	Satisfying with the working hours and schedule	3.41	0.970
7	Having no overloaded at work	3.76	1.049
8	Being confident about professional and personal development by working in the organization	3.96	0.908
9	Being convenient that location of work and go home	3.28	1.395
10	Utilizing skills and knowledge in variety of work	3.65	1.009
	Overall Mean	3.70	

Source: Survey Data (2019)

According to the result of Table (4.3), the employees of FSND are confident about their professional and personal development by working in this organization is highest mean score because employees are motivated to improve their talent, ability to realize the meaning of life, and potential development in organization. Therefore, the employees reach greater confidence level and it reflects to their professional and personal life development.

The second highest factor is providing the better pay in correlation with the putting effort because they understand well and satisfied that the income is related with their endeavor and performance. Some people think the employees leave their job due to their income level is low, in fact there are other factors such as promotion, organization nature, working conditions, other than salary which impact on employee turnover.

The third highest factor is achievements at work are well recognized because employees are hard-working, significant improvement their ability and demonstrate the value of their contribution, which turns to achievements that are recognized by the management. Recognition is an important factor of employees' intention to stay continue with the organization as well.

It shows that employees' intention to stay are absolutely impact on the employees. This survey shows the result that employees are satisfied their job and the intention to remain in the organization. And also, the company leadership styles are suitable for the employees. In overall, most respondents think that all factors have influenced on employees' intention to stay in organization.

4.4 Analysis on the Effect of Employees' Job Satisfaction on Intent to Stay

In this analysis, the effect of job satisfaction on employee's intent to stay is tested by using multiple linear regression method. The dependent variable is intention to stay, and independent variables are employees' job satisfaction. The results from regression analysis are expressed in Table (4.4).

Table (4.4) Effect of Employees' Job Satisfaction on Intention to Stay

Influencing Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.804	0.403		4.478	0.000	
Job Satisfaction	0.512***	0.108	0.416	4.758	0.000	1.000
R	0.416					
R Square	0.173					
Adjusted R Square	0.166					
F-Value	22.643***					

Source: Survey Data (2019)

***Significant 1% level, **Significant 5% level, *Significant 10% level

As shown in Table (4.4), the significant level is 1 percentage which is positive relationship between employees' job satisfaction and their intent to stay at company. The specific model could explain the variation of the employees' job satisfaction since the value of R^2 is 17.3%. The model can explain 16.6 percent about the variance of the independent variable (employees' job satisfaction) and the dependent variable (intention to stay) because Adjusted R square is 0.166. The value of F test, the overall significance of the model, is extremely significant at 1 percent level. This specific model can be said valid. An increase in employees' job satisfaction factor by 1 unit will also raise the effect on intention to stay of employees by 0.512 units.

In Fourteen Star Network Dawei Co., Ltd, the employees are happy and satisfied at their work. They are satisfied with their personal values that fitting with company, salary, recognition, and team-work which towards the higher job satisfaction level in their organization and in turn results increasing the productivity and employees like to stay continue in the organization.

CHAPTER (5)

CONCLUSION

In this chapter, findings and discussions, suggestions, and recommendations and needs for further research are included. The first part of this chapter is finding and discussion of leadership styles, employees' job satisfaction and their intention to remain in Fourteen Star Network Dawei Co., Ltd. The second part presents how to improve job satisfaction of the organization and the third part discusses the needs for further research.

5.1 Findings and Discussions

This study shows that employees' attitude towards leadership style is transformational leadership style which is based on the demographic profile of age, education level and working period. Most of the employees are from middle age to older age, therefore employees are having more satisfaction toward their job because they have been working with their passion for respective position for a longer period of time and dedicated to their roles and responsibilities.

In this study, employees mostly accept the transformational leadership at Fourteen Star Network Dawei Co., Ltd., however there is no strong relationship between transactional, laissez-faire leadership and employees' job satisfaction.

As per result of survey in this study, most of the employees are satisfied to follow transformational leaders. The employees are willing to creative and fearless to take the challenges to accomplish their job. The work nature also needs creativity on thinking to expand the market and require to learn continuously about medical products. The employees are willing to take the challenges to solve the problems in new solutions, are encouraged them to change their awareness of problems, and their capacity to solve the problems. Their transformational leaders give them clear vision, guide them to achieve the organizational goals. They are satisfied to work with their leaders who are influencing on transformation leadership style. Employees have intention to continue stay and work in FSND with transformational leaders.

Transformational leaders provide coaching their subordinates, inspire and empower to perform well their assigned tasks. The leaders are also well leading the organization and motivate the employees to challenge the things, which towards they are

becoming role model of employees and high performers. Transformational leaders pay attention the employees individually to develop the trust among the organization's members.

According to the results regarding employees' job satisfaction, it is found out that employees have highly satisfaction under transformational leadership style. They are satisfied on receiving the information from management all of the updated news transparently, personal accomplishment and collaborate working with team. Alternatively, practice on increasing the leadership style of transactional and laissez-faire can be negative effect on employees' job satisfaction in Fourteen Star Network Dawei Co., Ltd.

According to the regression results , the effect of employees' job satisfaction has the strong relationship to the effect on intention to stay. The increases of employees' job satisfaction has the positive effects on employees' intention to stay in Fourteen Star Network Dawei Co., Ltd.

It can be concluded from the results that all of the mechanisms of transformational leadership style have more significant positive impact on employees' job satisfaction than the other two leadership styles; transactional and laissez-faire. Alternatively, leadership styles of transactional and laissez-faire have no strong effect on employees' job satisfaction in FSND. Therefore, this study shows that Fourteen Star Network Dawei Company mostly practice the transformational leadership style and employees are satisfied under this leadership and increase the intention to remain with organization.

5.2. Suggestions and Recommendations

Leadership plays as critical role in every organization which begins with the initial effort to recruit a new employee; proceeds through the whole induction process; and continues until the employees leave the organization. Managers or leaders provide the employees to enhance organizational goals and objectives. The growth and success of every organization depends on its employees' dive to thrive through their efforts, motivation, performance, development of value and ability of employees, and their satisfaction on their current persistence.

According to the findings, transformational leadership style is the most effect in Fourteen Star Network Dawei Co., Ltd. If management notes the advantages of transformational style, there will be more effective in organization to achieve the organizational goals. Therefore, management should plan to develop more on leaders' skills to apply it.

The leaders should emphasize on employees' performance, concentrate their growth and development of employees' value and quality. Motivation and increase the ability by giving proper training shall be required to increase productivity and job satisfaction with high performance. The proper training for in-house or on-site trainings should be given to employees, then the required ability will be increased to perform the assigned task or project well.

The recognition and emphasize praising is also one thing of increasing job satisfaction. Management should give the recognition the employees on their performance accomplishment and should practice more on reward system or incentive plan by using KPI system to improve employees' performance as well as productivity, which employees will be more satisfy in their job and intention to stay.

Employees' involvement in organization is important to achieve job satisfaction. Therefore, management should give chance employees by solving the clients complains together, identify the main reason, make discussion and let them decide departmental decision within a range. That reflect positively on their job satisfaction and continue to stay and work in organization.

In relation to survey result of the employees' job satisfaction on intention to stay, employees are more satisfied with their quality job, team-work, and personal development. Management should support job autonomy, job security and workplace of facilities. Promotion and increasing the salary is the highest effect on employees' job satisfaction. Therefore, management should consider on promotion and incremental system to spend their career life in this organization happily. If the competitors persuade with higher salary, employees may be possible to move to competitor. Therefore, management should keep on monitoring to set the preventive action not to lose qualified and talent employees.

Job satisfaction is essential in the organizational performance and effectiveness. Job satisfaction helps leaders in improving employees' productivity, quality, and

developing the strategies which improve employee retention. As dissatisfaction can create the unsatisfactory work environment which employees can leave the work. Therefore, job satisfaction can retain the employees' long time and increase the job performance.

To sum up, transformational leadership style should be practiced continuously to develop high job satisfaction of employees who have strong sense of personal meaning, belongingness and loyalty to the organization. Especially, leaders of Fourteen Star Network Dawei Co., Ltd should practice transformational leadership style to facilitate arising characteristics of productivity, collaboration, and negotiation skills within the employees. By actively practicing the transformational leadership style, leaders develop mutual understanding and mutual respect among leaders and employees. In short, transformational leadership style enhance employees' job satisfaction and their intention to stay in Fourteen Star Network Dawei Co., Ltd for their organization long-term success.

5.3 Needs for Further Research

This study only focuses to analyze on three leadership styles; Transformational, Transactional, and Laissez-faire leadership styles of Fourteen Star Network Dawei Co., Ltd. This study emphasizes on employees' perception on leadership styles, employees' job satisfaction and intention to stay in FSND. However, this study does not cover other leadership styles ,for example, democratic, and autocratic leadership styles. If further studies on the effect of democratic , autocratic, and bureaucratic leadership styles are made, it will be more beneficial for Fourteen Star Network Dawei Co., Ltd.

As a further research, it is recommended that there are other relationships between the leadership styles and employees' commitment, work performance and so on. In addition, there will be fruitful for other businesses to do further studies on the factors that affect employees' job satisfaction and intention to stay in the medical equipment and hospital equipment industry in Myanmar as this study result is only for the Fourteen Star Network Dawei Co., Ltd and is not covered for the leadership styles of the entire business in Myanmar. Finally, it can be worthwhile to do further research on the factors affecting the leader styles and employees' job satisfaction in medical equipment and hospital equipment industry in the whole nation, Myanmar.

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APPENDIXES

Survey Questionnaires

Section (A): Demographic Questionnaire for Employees

This questionnaires are used for MBA Thesis about Leadership Styles of Fourteen Star Network Dawei Company Limited and this does not relate to other businesses. Please read each question and kindly respond as indicated in following.

The information you provide is completely confidential and your responses will remain anonymous. Importantly, there is no right or wrong answers to the questions within the questionnaires.

Q1. Gender

Male

Female

Q2. I am ----- years old.

18 o 25

26 to 35

36 to 45

Above 45

Q3. My education level is -----.

Below High School

High School

Under-Graduate

Graduated

Master

Q4. I have been working in this organization is -----.

Under 1 year

1 to 2 years

2 to 3 years

3 to 4 years

More than 4 years

Section (B): Multifactor Leadership Questionnaire (MLQ)

This questionnaire provides a description of leadership style. Twenty-one descriptive statements are listed below. Judge to what extent (agree or disagree) each statement fits your “leaders/managers”. The word “others” may mean followers, group members or employees.

No.	Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		(1)	(2)	(3)	(4)	(5)
1	He/She makes others feel good to be around him/her.					
2	He/She expresses with a few simple words what employees could and should do.					
3	He/She enables others to think about old problems in new ways.					
4	He/She helps others develop themselves					
5	He/She tells others what to do if they want to be rewarded for their work.					
6	He/She is satisfied when others meet agreed-upon standards.					
7	He/She is content to let others continue working in the same way as always.					
8	Others have complete faith in him/her.					

9	He/She provides appealing images about what employees can do.					
10	He/She provides others with new ways of looking at puzzling things.					
11	He/She lets others know how he/she thinks they are doing.					
12	He/She provides recognition/rewards when others reach their goals.					
13	As long as things are working, he/she does not try to change anything.					
14	Whatever others want to do is OK with him/her.					
15	Others are proud to be associated with him/her.					
16	He/She helps others find meaning in their work.					
17	He/She gets others to rethink ideas that they had never questioned before.					
18	He/She gives personal attention to others who seem rejected.					
19	He/She calls attention to what others can get for what they accomplish.					

20	He/She tells others the standards they have to know to carry out their work.					
21	He/She asks no more of others than what is absolutely essential.					

Scoring: The Multifactor Leadership Questionnaire measures your leadership on seven factors related to respective leadership styles. The score for each factor is determined by summing three specified items on the questionnaire. For example, to determine the score for factor 1, Idealized Influence, sum your responses for item #1, #8, and #15. Complete this procedure for all seven factors.

Transformational Leadership

Idealized Influence (items 1,8, & 15)	Factor 1
Inspirational Motivation (items 2,9, & 16)	Factor 2
Intellectual Stimulation (items 3,10, & 17)	Factor 3
Individualized Consideration (items 4,11,&18)	Factor 4

Transactional Leadership

Contingent Reward (items 5,12, & 19)	Factor 5
Management-by-exception (items 6,13, & 20)	Factor 6

Laissez-faire Leadership

Laissez-faire Leadership (items 7,14,& 21)	Factor 7
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Score Interpretation:

- Factor 1. Idealized Influence indicates whether you hold subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model.
- Factor 2. Inspirational motivation measures the degree to which you provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant.
- Factor 3. Intellectual stimulation shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs and those of the organization.
- Factor 4. Individualized consideration indicates the degree to which you show interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the group.
- Factor 5. Contingent reward shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments.
- Factor 6. Management-by-exception assesses whether you tell others the job requirements, are content with standard performance, and are a believer in "if it ain't broke, don't fix it."
- Factor 7. Laissez-faire measures whether you require little of others, are content to let things ride, and let others do their own thing.

Section (C): Employees' Job Satisfaction (JS)

The following questions are asked to know your general attitude towards job satisfaction of employee.

No.	Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		(1)	(2)	(3)	(4)	(5)
1	My work gives me a feeling of personal accomplishment.					
2	I feel satisfied with my chances for salary increases.					
3	I experience personal growth such as updating skills and learning different job.					
4	I have the tools and resources to do my job well.					
5	Overall, I am satisfied with my job.					
6	I like the people I work with.					
7	I am rewarded for the quality of my effort.					
8	I am satisfied with my involvement in decisions that affect your work.					
9	I am satisfied with the information I receive from management on what's going on in the company.					
10	The company has a positive image to my friends and family.					
11	Work assignments are fully explained.					
12	I feel encouraged to come up with new and better ways of doing things					

Section (D): Employees Intent to Stay

The following questions are asked to know your general attitude towards intent to stay of employee.

No.	Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		(1)	(2)	(3)	(4)	(5)
1	I feel that the career promotion is based on performance.					
2	I feel that the achievements at work are well recognized.					
3	I feel that the organization provides better pay in correlation with the effort I put.					
4	I feel that our supervisors provide the proper guidance at work.					
5	I am getting well support and guidance in managing work posture issues.					
6	I am satisfied with the working hours and schedule					
7	I feel that there is no overloaded at work					
8	I am confident about my professional and personal development by working in this organization.					
9	I feel that the organizational location is convenient to work and go home					
10	I feel that the organization utilizes my skills and knowledge in variety of work					

APPENDIX-B

Regression Model 1- Leadership Styles on Employees' Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 ^a	.443	.427	.36808

a. Predictors: (Constant), Mean of Transformational Leadership Style, Mean of Transactional Leadership Style, Mean of Laissez-faire Leadership Style

b. Dependent Variable: Mean of Employees' Job Satisfaction

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	11.430	3	3.810	28.121	.000 ^b
	Residual	14.361	106	.135		
	Total	25.791	109			

a. Dependent Variable: Mean of Employees' Job Satisfaction

b. Predictors: (Constant), Mean of Transformational Leadership Style, Mean of Transactional Leadership Style, Mean of Laissez-faire Leadership Style

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.104	.348		3.174	.002		
	Transformational	.476	.070	.577	6.843	.000	.738	1.355
	Transactional	.150	.093	.137	1.620	.108	.735	1.360
	LaissezFaire	.126	.072	.128	1.747	.084	.982	1.019

a. Dependent Variable: Mean of Employees' Job Satisfaction

Regression Model 2- Employees' Job Satisfaction on Intention to Stay

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.173	.166	.54671

a. Predictors: (Constant), Mean of Employees' Job Satisfaction

b. Dependent Variable: Mean of Intention To Stay

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.768	1	6.768	22.643	.000 ^b
	Residual	32.280	108	.299		
	Total	39.048	109			

a. Dependent Variable: Mean of Intention To Stay

b. Predictors: (Constant), Mean of Employees' Job Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.804	.403		4.478	.000		
	JobSatisfaction	.512	.108	.416	4.758	.000	1.000	1.000

a. Dependent Variable: Mean of Intention To Stay