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THE EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL COMMITMENT IN MEDIA AND ENTERTAINMENT INDUSTRY

THWE THWE THANT

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The Effect of Leadership Styles on Organizational Commitment in Media and Entertainment Industry

The Research Paper is submitted to the Board of Examiners in partial Fulfillment of the Requirements for Degree of Master of Accounting

Supervised by:

Submitted by:

Daw Htay Htay
Associate Professor
Department of Commerce
Yangon University of Economics

Ma Thwe Thwe Thant
M.Act. II – 2
Master of Accounting (2018-2019)
Yangon University of Economics

ACCEPTANCE

Accepted by the Board of Examiners of the Department of Commerce, Yangon University of Economics, in partial fulfillment for the requirements of the Master Degree, Master of Accounting.

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ABSTRACT

The purposes of the study were to identify the leadership styles used in state-owned media and entertainment industry, to explore the effect of leadership styles on organizational commitment and to analyze the mediating effect of job satisfaction on the relationship between leadership styles and organizational commitment of these organizations. This study included four types of leadership styles namely transformational, transactional, work-oriented and people-oriented leadership styles. The organizational commitment consists of affective, continuance and normative commitment. In this study, descriptive method, correlation and multiple regression analysis were used. Primary data were collected from two state-owned organizations which were Myanmar Radio and Television (MRTV) and Myawaddy (MWD), by distributing questionnaires to 15% of respondents from total population of each organization. Respondents include both managerial level (leaders) and operational level (subordinates). All leaders responded about their self-perceived leadership styles. The subordinates revealed about their perceptions on the leadership styles of their leaders, their job satisfaction level and their organizational commitment. The result showed that leaders are more inclined to work-oriented and transformational leadership styles. From the perceptions of employees, most of the leaders applied work-oriented and people-oriented leadership styles. In addition, the regression result clearly indicated that work-oriented leadership style contribute to organizational commitment with the moderate level. By reviewing the result, it is recommended that leaders work-oriented leadership styles should be practiced in MRTV and MWD to increase the level of organizational commitment from the employees. Besides, these two organizations should attempt to attain satisfied and committed employees by applying all types of leadership styles appropriately in always changing media and entertainment industry which can upgrade the efficiency of state-owed media and entertainment industry.

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LIST OF ABBREVIATIONS

MRTV	Myanmar Radio and Television
MWD	Myawaddy
FTA	Free-To-Air
MMU	Myanmar Media United
MITV	Myanmar International TV
NRC	National Races Channel
MNTV	Myanmar National TV
MICV	Myanmar Index Creative Village
DVB-T2	Digital Video Broadcasting – Second Generation Terrestrial
DVB-S2	Digital Video Broadcasting – Satellite – Second Generation
ANOVA	Analysis of Variance
SPSS	Statistical Package for Social Scientists
TF	Transformational Leadership
TS	Transactional Leadership
WO	Work-oriented Leadership
PO	People-oriented Leadership
LS	Leadership Styles
JS	Job Satisfaction
OC	Organizational Commitment

CHAPTER I

INTRODUCTION

Leadership is very important in every organization because it plays a direct role in influencing the members of organization to align on work attitudes toward the organization's vision. In addition, leadership is also one of the critical qualities in management of modern businesses. Thus, global organizations need leaders who know how to manage and managers who know how to lead. Those leaders can overcome volatility, uncertainty, complexity, and ambiguity; to save time; and to avoid costly mistakes. In the 21st century, leaders who know how to manage called managerial leaders are actually in need. Moreover, the more important and relevant concept of every organization becomes leadership since leading means managing change. Nowadays, we live in an ever-changing world and the media and entertainment industry is not unaffected. However, the technological changes, the lowering of entry barriers and the rising competition have forced the media industries to look for talented and trained people who are capable of leading through these stormy waters. An organization lacking leadership has few possibilities of surviving and even less chances to achieve success, no matter the industry in which it operates. Therefore, appropriate and efficient level of media and entertainment industry through excellent leadership is actually in need.

According to Martiz (1995) excellent organization begins with excellent leadership. Leadership is described as an act of influence, some as a process and yet others have looked at a person's trait qualities. Leading means conducting the way which is showing the way, guiding, directing, steering, inducing, trending towards a specific outcome or goal or setting an example. Nel et al. (2004) define leadership as the process whereby one individual influence other to willingly and enthusiastically direct their efforts and abilities towards attaining defined group or organizational goals. Cole (2005) defines leadership is a dynamic process by which one man influences another to voluntarily contribute to the achievement and attainment of goals and goals; the aspiration of the group's values that represent the essence of Leadership is to help a group or organization achieve sustainable development and growth. Great Warrior, Sun Tzu noted "Leadership is a matter of intelligence, trustworthiness, humaneness, courage, and discipline. Reliance on intelligence alone results in rebelliousness. Exercise of humaneness alone results in weakness. Fixation on trust results in folly. Violence results

in dependence on the strength of courage. Excessive discipline and command sternness lead to cruelty. When one has all five virtues together, each appropriate to its function, then one can be a leader." In today's world, leadership is "a catalyst of new ways of thinking, being and acting." Leaders may have positional authority or none at all, but exercise leadership through their action. In this new reality, leaders exist at all levels. Instead of leadership thought of as reserved for the few in the top, anyone can lead from anywhere today. So, every organization need to give proper training of men who will be able to guide the organization. More complex organizations require competent leadership. Those highly efficient and competent leaders can utilize their different and constructive abilities, ideas and attitudes to implement organization's goals and missions.

The role of media development and media freedom is very crucial for the country. In Myanmar, there exists a total of six major media groups, 4 of which are private and 2 of which are state-owned, Myanmar Radio and Television (MRTV) and Myawaddy (MWD). Such state-owned media has a general purpose of communicating with the public. Thus, media and entertainment industry need to be developed appropriately to get the better standard. The ability, quality and performance of players in that industry reflect a national values and image. In order to foster Myanmar media development and efficiency, managerial leaders are actually in need. Thus, improving the efficiency in that industry through effective leadership becomes very important. An effective leadership would attain if every employee committed to their organization. Organizational commitment is the employees' state of being committed to assist in the achievement of the organization's goals, and involves the employees' levels of identification, involvement, and loyalty (Caught & Shadur, 2000). Thus, leadership becomes a main point of organizational commitment where employees' involvement and loyalty to attain our country's media development. The result of this study is expected to benefit the Myanmar media and entertainment industry to foster Myanmar media development. This study also fills up the gap in the leadership styles literature, as no prior studies of this manner involving the state-owned media industry like Myanmar Radio and Television (MRTV) and Myawaddy (MWD).

1.1 Rationale of the Study

The media and entertainment industry is one of the largest and most important industries in the world. It is an industry with tremendous opportunities and great uncertainty. The industry is currently facing changes in terms of communication, workstyles and available technologies. For all of these reasons, the dynamic industry creates tremendous challenges for managers and employees to survive in that world. As with any organization, the media and entertainment industry is driven by the vision of its leaders. These leaders make financial and artistic decisions daily, and manage staff and struggle to attain their predetermined goal as widely as possible. Therefore, leaders of that industry must possess excellent skill to survive in this uncertain world.

With its transition from authoritarian military rule to democracy, Myanmar has caught the attention of the world. Having a free media is an integral part of the system of democratic governance as a medium for transparent and accountable sharing of information between citizens and government. Accountable media and transparent governance thus go hand in hand in strengthening democracy. Thus, media industry is one of the main roles to catch up with real democracy. Moreover, a study of media habits with the title of "Myanmar's Media from audience perspectives" has found that many consumers believe state-owned newspapers and broadcasters provide the most trustworthy and reliable news and information. Public trust on state-owned media industry are rising and demands are more visible. Not only to have real democracy but also to gain public trust, media industry must possess systematic management through effective leadership.

Leadership and management must go hand in hand and complementary. Leadership is doing the right things and management is doing things right (Peter F. Drucker). Thus, management with leadership has a positive effect to every organization. Many previous studies found out that leadership has a great influence on organizational commitment. The better leadership and management, the higher organizational commitment of employees to attain and reform the goals in public sector. Organizational commitment refers to the psychological attachment of employee towards their workplace, it also includes organizations, the individual and all the working groups in the organizations, and their goals and the behaviors of all of them. Researchers have demonstrated that there are different employee behaviors of

commitment to organization. For example, the strong commitment with supervisors positively related to the job performance along with the commitment the employees have toward their organizations. Multiple commitments are existed in an organization and have an important role in forecasting and understanding behaviors at the workplace and expected outcomes.

The art of leading in an organization whether large or small is not an easy way. Leaders pulled in many different directions to keep a clear vision where they and their organization are headed. The individuals will be more committed toward achieving their goals and objectives, if they perceived high level of leader. As leaders give them a path and a positive meaning to the employee's work and lives. In this way, leaders help employees to achieve their goals and being committed with their organization. Being committed to an organization is not an easy job for employees. When employees feel satisfaction on their organization, they get committed to its organization. More satisfied to the organization, more committed to the organization. Good Leaders therefore can provide greater commitment and job satisfaction. Thus, fundamental factors influencing the effectiveness of an organization are leadership, job satisfaction and organizational commitment. Leadership is considered as one of the most important determinants of employee job satisfaction and organizational commitment.

In media and entertainment industry, goals and visions are driven by leaders in each organization. That leaders have to be more experienced and skilled to make that orders and instructions than others. The more the experienced and skilled leaders are, the higher job satisfaction will be which resulted in the employee higher desire to stay with the organization and thus increased organizational commitment. Retaining employees through their job satisfaction and organizational commitment is very challenging in every organization. There are so many factors that affect the extent to which employees want to stay with the organization. The leader is one of the most important persons for that matter. His behavior has a lot of impact towards the employees' satisfaction level that influences organizational commitment. Therefore, it needs to study the effect of leadership styles on organizational commitment with mediating role of job satisfaction in state-owned media and entertainment industry Myanmar Radio and Television (MRTV) and Myawaddy (MWD).

1.2   Objectives of the Study

This thesis intends to achieve the following objectives:

1. To identify the leadership styles used in Myanmar Radio and Television and Myawaddy,
2. To explore the effect of leadership styles on organizational commitment in Myanmar Radio and Television and Myawaddy,
3. To analyze the mediating effect of job satisfaction on the relationship between leadership styles and organizational commitment.

1.3   Scope and Method of the Study

This study intends to analyze the effect of leadership styles on organizational commitment of state-owned media and entertainment industry. Myanmar Radio and Television (MRTV) under the Ministry of Information and Myawaddy (MWD) under the Ministry of Defence are selected to collect relevant information.

Descriptive research method is used in the study which is done through the primary data and secondary data. Transformational, transactional, work-oriented and people-oriented leadership styles are the main focuses in this study. The outcomes of leadership styles are measured by affective commitment, continuance commitment and normative commitment. The primary data are collected from personal interview and field survey through structured questionnaires which are distributed to the managers and employees. In this study, 15% of sample size are selected from total population of each state-owned media and entertainment industry. This study employed Multifactor Leadership Questionnaire for measuring leadership styles of state-owned media and entertainment industry. To know organizational commitment, Organizational Commitment Questionnaire (OCQ) is applied. Secondary data are obtained from the previous research papers, leadership books by authors, data from Myanmar Radio and Television (MRTV) and Myawaddy (MWD) and internet website.

1.4   Organization of the Study

This thesis is organized into five chapters. Chapter 1 is an introductory one that presents a statement of the research problem, objective of the study, method of the study, scope and limitation of the study and organization of study. Chapter 2 describes literature review of the effect of leadership styles on organizational commitment. Chapter 3 is concerned with background information of Myanmar Radio and Television (MRTV) and Myawaddy (MWD). Analysis of the effect of leadership styles on organizational commitment is described in chapter 4. Last chapter, chapter 5, consists of findings and discussion, suggestion and need for further research of the study.

CHAPTER II

LITERATURE REVIEW

This chapter exhibits the review of existing scholarly literature about the effect of leadership styles on organizational commitment of media and entertainment industry. The focus of this chapter places on four types of leadership styles, transformational, transactional, work-oriented and people-oriented leadership styles. Organizational commitment is seen under affective commitment, continuance commitment and normative commitment.

2.1   Definitions of Leader and Leadership

There exists a wide range of definition of a leader and the concept of leadership. Business dictionary points out that leader is a person or thing that holds a dominant or superior position within its field, and is able to exercise a high degree of control or influence over others. Eric Hoffer pointed that a leader has to be practical and a realist, and must tell the language of the visionary and the idealist. Thus, a leader is a person who influences a group of people towards the achievement of a goal, in general. Leadership is defined as the position of function of a leader, a person who guides or directs a group and an act of instance of leading, guidance, and direction. One of the influential leadership theorists, Dr Bernard Bass, has said in the book Stodgill's Handbook of Leadership: A Survey of Theory and Research in 1981, there exists various definitions of leadership as there are authors who have attempted to define the concept. Table (2.1) presents researchers of leadership with their respective periods and their changing definitions over the years.

Table 2.1 Definitions of Leadership

No	Researchers	Period	Definitions
1	Bennis	1959	The process by which an agent induces a subordinate to behave in a desired manner.
2	Fiedler	1967	Directing and coordinating the work of group members.
3	Merton	1969	An interpersonal relation in which others comply because they want to, not because they have to.
4	Roach & Behling	1984	The process of influencing an organized group toward accomplishing its goals.
5	Campbell	1991	Actions that focus resources to create desirable opportunities.
6	Ginnett	1996	Creating conditions for a team to be effective.
7	Hogan, Curphy & Hogan	1994	Getting results through others (the ends of leadership), and the ability to build cohesive, goal-oriented teams (the means of leadership). Good leaders are ones who can organize teams to get results in variety of situations.
8	Bass	1999	Leadership is aligning the interest of the organization and its members.
9	Reiter-Palmon & Illies	2004	Leadership is creative problem solving.
10	Yukl	2006	Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.

Source: LEADERSHIP: Enhancing the lessons of experience (7th Edition), Richard L Hughes & Robert C. Ginnett, 2012

2.2   Leadership Theories

There are many leadership theories that philosophers, researchers and professors have studied and ultimately published. Before categorizing leadership theories, it needs to need a great article of The Philosophical Foundations of Leadership. The most widespread one's are: Great Man Theory, Trait Theory, Behavioral Theory, Contingency Theory, Transformational Theory and Transactional Theory.

Great Man Theory (1840s)

Early leadership work tried to identify certain traits that separated great people from the general masses in history (Stogdill, 1974). The interests of philosophers of the 18th and 19th centuries concentrated more on great men than on conditions (Spotts, 1964). The Great Man Theory supposed that all leaders have unique qualities and leaders are born, not made. (Kolb et al., p.239). According to this theory, it could be assumed that history was shaped only by the efforts of great men such as Moses, Churchill, and Lenin (Bass ,1981). In other words, the theory means that the success of an organization depends on the greatness of its leaders or executives. In 1860, Herbert Spencer, an English philosopher disputed that these theories are the product of their times and their actions the results of social conditions.

Trait Theory (1930's – 1940's)

The dominant theory of leadership was considered to be trait theory during the first half of the 20th century (Chemers, 1997; Gordon, 1981). A trait can be defined as an inherent characteristic of a person including charisma, intelligence, wisdom, and political skill to have power and influence over other people (Carlyle, 1841). The theory held that if leaders were endowed with superior traits or characteristics that differentiated them from their followers, it should be possible for these traits or characteristics to be isolated (Bass, 1981). Stogdill (1948) reasoned that an individual does not turn into a leader by virtue of the possession of some combination of traits. However, the personal characteristics of the leader must possess some relevant relationship to the characteristics, activities, and goals of their subordinates. Hollander and Julian (1969) also criticized trait theory because of its failure to determine the most important traits that could be associated with effective leadership. In their argument, they also posited that leadership effectiveness is not totally dependent on personality factors and that many other factors, including situational factors, are also important.

The shift in the focus of research did not lead to the complete demise of the trait theory. The theory is still considered and applied in research in the 1990s (Bryman, 1996).

Behavioral Theory (1940's – 1950's)

In accordance with the trait leadership theory, the behavioral theories are offering a new perspective which emphasize on the behaviors of the leaders as opposed with the mental, physical or social characteristics of them. It also focuses on what the leader does and how he or she does it. (Ivancevich et al.,1977, p. 277). This approach assumed that successful leaders with a particular style of behavior were expected to be fruitful for leading persons and groups toward the achievement of specific goals, which consequently led to high productivity and morale (Ansari, 1990). The behavioral approach simply aimed to identify certain kinds of behaviors that leader's exhibit to determine the effects of such behaviors on subordinates.

Contingency Theory (1960's)

The Contingency Theory of leadership was created by Fred Fiedler in 1958 during his research of leader effectiveness (Fiedler's, n.d). The Contingency Leadership theory contends that there is no single method of leading and that every leadership style ought to be founded on specific circumstances, which implies that there are certain individuals who perform at the maximum level in certain places; but at minimal performance when taken out of their element. Contingency leadership theory is an extension of the trait theory, in a sense that human traits are related with the situation in which the leaders exercise their leadership. It is generally accepted that leader is more likely to express their leadership within the contingency theories when they feel that their subordinates will be responsive.

Transactional Leadership Theory (1970's)

Transactional theories, exchange leadership theories, are characterized by a transaction made between the leader and the subordinates. In fact, the main value of this theory is an affirmative and mutually beneficial relationship. To become an effective transactional leadership theory and as a result to have motivational value, leaders must consider an effective way to give reward or punishment plan for their followers for implement the leaders' assigned works. In other words, transactional leaders are most efficient when they develop a mutual reinforcing environment, for

which the individual and the organizational goals are in sync. The transactional theorists state that humans are seeking to maximize favorable experiences and to diminish unfavorable experiences in general. Thus, we are likely to associate ourselves with individuals that upgrade to our strengths.

Transformational Leadership Theory (1970's)

Transformational leadership can be defined as an act of influencing major changes in attitudes, beliefs, and values of subordinates to a point where the visions of an organization and the goals of leader are internalized and subordinates can achieve performance beyond expectations (Bass, 1985; Yukl, 1999; 1999). Transformational leadership theory is a process is by which a person interacts with others and is able to create a strong relationship that results between leaders and subordinates in a high percentage of trust, that will result in an increase level of motivation later for both intrinsic and extrinsic. The main sense of transformational leadership theories is that leaders transform their subordinates through their inspirational nature and charismatic personalities. With this leadership style, rules and regulations are flexible but guided by group norms. The concept of this theory and the attributes provide the subordinates a sense of belonging as they can easily identify with the leader and its purpose.

2.3 Leadership Styles

Leadership style is the manner in which an individual uses capacity to lead other individuals. Hersey and Blanchard, 1993 defined leadership styles as the pattern of behaviors that leaders display during their work with and through others. Research has recognized many kinds of leadership styles focused on the number of subordinates. The most appropriate leadership style of the leaders, the better situation of their subordinates. Research has recognized an assortment of administration styles dependent on the quantity of adherents. The most proper authority style relies upon the capacity of the pioneer, the devotees and the circumstance. There are many types of ways people tend to lead organizations or other people.

1. Transformational Leadership

The idea of inspiration and stimulation is based on transformational leadership. More encouraging, engaging, compassionate and beneficial is a leader who uses this approach. A transformational leader takes the employees together in order to achieve the collective goals and motivates the employees with appreciation, team coordination and individual attention (Masood, Dani, Burns, & Backhouse, 2006). A leader with this style knows how to retain its employees and how to manage workload in a more friendly and comfortable way. Because this leader is more engaged with the workers, therefore, workers also feel comfortable and satisfied with their work (Allix, 2000). The basic of this leadership style is that the transformational leader acts like a role model and have a strong influence on its workers due to which employees are pushed towards hard work and goal achievement in a very positive way (Bernard M Bass & Stogdill, 1990).

According to Bass and Avolio, transformation leadership happens when the leader gets broader employee desires, when they create awareness and acceptance for the group's mission and task, so when they combine workers to appear beyond their own self-interest for the group's benefit. (Bass & Avolio, 1990)

According to Bass and Avolio, transformational leaders encourage followers to view problems from new perspectives, provide support and encouragement communicates a vision, stimulates emotion and identification. Bruce et al said transformational leaders should identify and express a vision for their organizations and can influence or "transform" individual-level variables such as through motivation and mediating tension between team members. Podsakoff et al disclosed transformational leadership had active influence on individual and organizational outcomes such as employee satisfaction and performance. (Podsakoff et al, 1990) The higher levels of transformational leadership, higher levels of group potency will be. There exist few components of transformational leadership:

Intellectual Stimulation: Intellectual Stimulation is a technique that is used by transformational leaders in order to motivate employees towards innovation and creative thinking. It focuses on new ways of problems solving and developing the interests of employees to have critical thinking about problems and searching new ways to make a better change (Bernard M Bass & Riggio, 2006). This new way can bring new opportunities to learn for improvement and new ideas to generate improved results.

It carefully emphasizes on problem solving with new and unique ways. Challenging personal as well as leaders' views and finding the most appropriate ways of dealing with routine problems occur in an organization (Keller, 2006). As this technique more focuses on creativity and innovation thus it helps employees to improve their level of thinking and taking risks for a positive change.

Individualized Consideration: In this form the leader allows each individual to participate and share the ideas that can benefit the company and personal goals. This technique helps the leader to identify and analyze the individual contribution and attention provided by each individual for the purpose of improving overall performance (Piccolo & Colquitt, 2006). In this form a leader put attention on each individual's specific needs, hopes, dreams and wants. A leader does not only implement his techniques but also listens to its employees on an individual basis and motivates them to contribute independently and confidently without any hesitation (Judge & Piccolo, 2004).

Inspirational Motivation: Inspirational motivation is the way in which a leader motivates the subordinates and inspires them with his actions and behavior towards the attainment of goals. He communicates the vision clearly to the employees and motivates them to make future forecasts optimistically (Piccolo & Colquitt, 2006). By doing this, the morale of employees goes high and they feel more confident, focused and determined while doing their assignments. In this technique, leader challenges the followers to think beyond their boundaries and zones in order to achieve a meaningful objective with an optimistic approach. The leader basically links the individual goals and organizational goals with a meaningful purpose behind each task followed by strong challenges in an inspiring way, so that outcome can reach higher than expected (B.M Bass, 1985).

Idealized Influence: Transformational leaders act like a role model for the subordinates. The employees of such leader have strong faith in the leadership, supervision, and training of their leader. Transformational leaders try to communicate the vision to their subordinates in a more clear and meaningful way (Bernard M Bass & Riggio, 2006). This form of leadership is based on giving clear vision, values and how to make a mission successful while working in teams and inspiring the employees in order to motivate them for putting more efforts. Employees under this leadership are

usually committed to their organization and work hard to meet the individual as well as organizational goals (Bernard M Bass & Stogdill, 1990).

The purpose of this transformational leadership is to strive hard for mission accomplishment with motivation, enthusiasm, creativity, risk bearing, confidence, and trust.

2. Transactional Leadership

Transactional leadership relies more on "trades" between leader and follower that compensate followers for fulfilling specific goals or performance criteria. Transactional leadership style starts with a guarantee that members of the team agree to completely follow their manager once they take a job on the deal is that the company pays the team members in exchange for their cooperation and compliance. As such, the leader has the right to punish team members if their work does not meet the predetermined standard.

Bass Bernard et al explained that transactional leadership depends on contingent reinforcement, either positive contingent reward or the more negative active or passive forms of management-by-exception. Through exchange, transactional leaders motivate followers; for example, performing work in exchange for rewards or preferences. Kahai et al found group efficacy was higher under the transactional leadership condition. According to Burns, transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organizational rewards and punishments to influence employee performance. According to Bass Model, transactional leadership consists of three dimensions:

Contingent Rewards: In this dimension, leaders focus on the rewards which employees get after meeting the desired goals. In this dimension leader continuously try to motivate employees by positive promises and rewards. It is better for a leader to show continuous involvement and commitment towards his employees in order to make proper give and take relationship in a positive way (Hater & Bass, 1988).

Management by exception (Active): In this dimension a leader clearly observes the level of performance by each subordinate and guides the workers throughout the process, make changes, improvements in order to get the desired results (Emery & Barker, 2007).

Management by exception (Passive): In this dimension leaders usually wait for the problems to rise and then they respond accordingly (Emery & Barker, 2007). Transactional Leadership is more on managerial style and based on the lower level needs. Whereas transformational leadership is more focused on the high level needs.

Thus, transactional leadership style is really just a way of managing rather than a true leadership style, as the focus is on short-term tasks. It has serious limitation for knowledge-based or creative work, but remains a common style in many organizations.

3. Work-oriented Leadership

Bass (1990) refers to work-oriented leadership style, called initiating structure, as a style in which the leader focuses extensively on goal achievement, and establishes well-defined patterns of communication. According to Anzalone (2017), a work-oriented leader is one who focuses on the work or series of works at hand, as well as all procedures necessary to achieve the work.

A work-oriented leader is less concerned with the idea of catering for employees' personal needs, and more concerned with finding technical, step-by-step solutions for meeting specific goals. Anzalone notes that work-oriented leadership style has many benefits. A work-oriented leader is highly logical and analytical, and has a strong understanding of how to get the job done by focusing on the necessary workplace procedures. A work-oriented leader understands that a major work can involve numerous smaller works; consequently, the leader delegates work accordingly in order to ensure that everything gets done in a timely and productive manner. The leader seeks to ensure that deadlines are met and jobs are completed, and this approach is considered particularly useful for members of the team who cannot manage their time very well. Bass (1990) however submits that, because work-oriented leaders don't tend to think much about their team's well-being, this approach can suffer many of the flaws of autocratic leadership, including causing motivation and retention problems.

Friedman (2013) looks at the pros and cons of that approach. He notes that a work-oriented leader has several characteristics that help make sure that things get done in a manner that is both proficient and timely. These leaders create clear-cut decision, easy-to-follow work schedules with specific requirements and deadlines. Work-oriented leadership styles that maintains high standards with optimal efficiency becomes the pros of this style. This leadership style is fit with employees who need

structure and time management in their daily life because it is more organized and deadline given one. However, the cons of work-oriented leadership are lack of employee autonomy and creativity, which can result in low morale in the office. When an employee has to work under very pressure and strict deadlines and excessive work orientation, it can bring the company culture down. The lack of creativity under excessively work-oriented management can have a negative effect on an organization as well, since it tends to lack of innovation. When a leader becomes too work-oriented, the weaknesses of this leadership style can sometimes outweigh the positives.

4. People-oriented Leadership

People-oriented leadership, which called consideration, defined as a leader gives strong emphasis to showing concern and respect for their followers, looking out for their welfare, expressing appreciation and providing emotional support. It is a kind of leadership in which the leader focuses on efficiency and effectiveness, supports, trains and develops his staff so that he can satisfy himself and keeps interest in the job as well. It also energizes employees as this leadership is like democratic leadership because staff feels meaningful as they have rights to participate in decision making process which makes job satisfactory levels rise of the employee. The people-oriented leader always encourages feedback and ideas of employee which creates good atmosphere at work place as good understanding and enjoy some good fresh ideas for improvement. This leader knows how to accomplish the task in time in the organization where they work.

A people-oriented leadership style tends to boost employees to Friedman (2013), because it makes them feel appreciated for their work. One of the main strengths of people-oriented leadership is that the emphasis on employee relationships makes people feel they make a difference in their organization or company. And better, more effective efforts come from people who feel that they are a part of an organization's success. However, Friedman notes that there are a number of challenges to people-oriented leadership. Sometimes employees may feel that they have overwhelming responsibilities, and may need more direction. Ineffective decisions may result if the focus is consistently put on manager and employee relationships, rather than the important business decisions that need to be made. In the same vein, Griffin & Ebert (2010) note that the downside of relationship-oriented leadership is that, if taken too

far, the development of team chemistry may detract from the actual tasks and goals at hand.

2.4   Job Satisfaction

Job satisfaction has been considered as one of the most researched variables in the area of workplace psychology. It has been associated with numerous psychosocial issues ranging from leadership to job design. There are two most common definitions which describe job satisfaction namely the pleasurable emotional state resulting from the appraisal of one's job as facilitating the achievement of one's job values and the extent to which people satisfied or dissatisfied to their jobs. When the extent to which work outcomes meet or exceed expectations, it may determine as job satisfaction level has been reached. Job satisfaction, however, is not just about how much employees enjoy their works. It is commonly defined as a "pleasurable or optimistic emotional state arising from the evaluation of one job or job experiences" (Schneider and Snyder, 1975; Locke, 1976). Therefore, job satisfaction is the main factor of work motivation, which is a fundamental determinant in an organization.

Wicker (2011) described job satisfaction is a sense of pride and inner fulfillment when performing a specific job. In his book, Hoppock (1935) presented the idea of job satisfaction as a theoretical construct as any number of mental, physiological and environmental situations that prompted a person to express fulfillment with their work. It is a positive psychological state that happens when people assess their work and work experience (Poon J. M., 2003). According to Spector (1997), job fulfillment is what individuals feel about their job whether they like or dislike, like indicates the workers ' satisfaction and dislike shows dissatisfaction conditions. Different factors influence job satisfaction. Spector (1997) establishes a "job satisfaction measuring scale" to determine employees ' level of satisfaction with their jobs, covering various factors such as compensation, benefits, supervision; advancement, nature of work, and employees. Employees will be more satisfied their job and will also want to stay with their organization if they get the salary, benefits, promotion, nature of work, supervision and coworkers.

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2.5   Organizational Commitment

(Meyer & Allen, 1991) defines organizational commitment as a psychological condition characterizes individual relationship with the organization and affects his decision to continue or not in the organization. This relationship includes the emotional orientation towards organization and the individual's perception of leaving organization cost and the moral obligation to stay in organization. (Robbins, 2009) defines organizational commitment as employee attitudes towards the organization in which they work. Organizational commitment as an attitude is the willingness of individuals to stay in the organization, their contributions towards the organization, and their recognition of values and goals of the organization. Organizational commitment reflects employee loyalty to their organizations and is determined by a number of personal factors (age, duration of service and attribution), organizational factors (work design, leadership style, justice and values) and other factors (availability of alternatives when leaving work). Organizational commitment tells that how psychologically attached an individual is with its firm and how much involvement is shown in order to meet the goals of a company with extra efforts and motivation. Organizational commitment is, therefore, measuring the level of interest, association, involvement and motivation that an individual hold in favor of a particular organization (J. P. Meyer, Becker, & Vandenberghe, 2004). Organizational commitment is characterized by three psychological factors: the individual's acceptance of the goals and values of the organization, the desire to make an effort to achieve the goals, and the desire to remain in the organization. Meyer & Allen, 1997 identifies three components of organizational commitment namely affective, continuance and normative commitment.

1.   Affective commitment: Affective commitment means the individual's willingness to continue working within the organization because the work is consistent with his willingness to do so. It also means that the individual have desire to remain for he is emotionally attached to the organization. It measures the level of attachment and affection that an individual has with the organization. Employees sometimes get emotionally attached to their organization due to several reasons, for example, good internal relations, good atmosphere, friendly environment and peer motivation (Van Knippenberg & Sleebos, 2006).

When an employee gets attention and prominent identity in an organization, he/she gets associated to it by heart and then it becomes a reason for them to stay in the organization and not leave their jobs. This dimension tells that an employee will not leave the job in the organization because he does not want to leave it. So, this is the congruence between organizational goals and personal desire (Powell & Meyer, 2004). As a matter of fact, employees with this dimension usually have a positive attitude towards the achievement of organization's goals as, their will to stay in the company is not based on economic factors. (Powell & Meyer, 2004).

2.   **Continuance Commitment:** This dimension is more related to the risks and costs associated when one leaves an organization. This dimension measures the needs of the employees for which they are staying in an organization. An employee might not leave the firm because of the appraisal, salary, medical and other economic benefits or near future promotion. Therefore, they will stay in the firm because they need those benefits (Powell & Meyer, 2004). This dimension tells us that the employees are staying because they do not have better alternatives and substitutes of the current job and that they have a high level of investments (in terms of time, efforts, future gains) at their current job (J. P. Meyer et al., 2004).

This theory depicts that if the employees are given better opportunity, they may leave the company for their personal benefits and will consider them as their first priority. Employees under this category need special attention and motivation because they stick to the company because of economic factors and self-interests (pension plans, designation, experience in specific skills) and so, they can leave the company anytime whenever they will find something better. This dimension links the organizational goals with profit and loss in needs of an individual associated with that particular company (Powell & Meyer, 2004).

3.   **Normative commitment:** This dimension tells us the degree of involvement that an individual should have in the organization. Employees under this category think that they have to be in this organization because they should be (J. P. Meyer & Parfyonova, 2010). This dimension links the employees' moral and ethical attitude towards the organization. They consider it as an obligation to be loyal to their company if the company is doing something good for them (Gellatly, Meyer, & Luchak, 2006).

This kind of employees remains loyal to the company as they think their company is providing them with benefits and meeting their needs so they should be loyal to their company in any way. It shows that this type of employees stays in the organization even if they are not completely satisfied with their jobs or even if they get better opportunities they will stick to their company (Gellatly et al., 2006). Employees with this mind think they should consider their place as priority based on several factors, for example, they think that the company has paid a lot of money on their training so they should not waste this effort of the organization and pay it back with their loyalty and commitment. So, this dimension links the social and moral duty of individuals with their company's goals (Powell & Meyer, 2004).

2.6   Previous Research Studies

History of analyzing the research about the effect of leadership styles on organizational commitment, there exists various studies related to the analysis. The first paper is the effects of leadership style on organizational commitment: The mediating role of job satisfaction, in case of Oromia Forest and Wild Life Enterprise which is analyzed by GirmaTaye Nigusea and Tesfaye Hirpesab (Journal of Higher Education Service Science and Management, 2018). This paper studied transformational leadership, transactional leadership and laissez-faire leadership styles. This study revealed that transformational leadership styles has a positive direct effect on job satisfaction and negative direct effect on organizational commitment. And, leadership style had positive direct effect on job satisfaction and organizational commitment respectively, while job satisfaction has a positive mediating role between leadership style and organizational commitment. The indication of this resulted stated that, there were good leadership practiced in the enterprise while transactional leadership style had negative direct effects on organizational commitment, which enterprise should give attention.

The next paper is the effect of Authentic Leadership on Organizational Commitment: Mediating Role of Job Satisfaction which is published in Journal of Entrepreneurship and Organization Management at October 19, 2018 by Rukh L, Shahrukh HM and Iqbal KZ. This study found that authentic leadership has an impact on job satisfaction. If employees are satisfied, their desire to stay with the organization

will increase and they become committed to their organization. However, the authentic leadership does not have any direct impact on organizational commitment when job satisfaction mediates the relationship between authentic leadership and organizational commitment. That is evidence of mediation. This research will prove beneficial for the managers and leaders of the industry as it gives important insights regarding the impact of authentic leadership on organizational commitment while studying the impact of the job satisfaction factors on organizational commitment (Yucel KT, 2012). The conceptual framework of the study is constructed from the conceptual framework of the above two previous researcher. These two frameworks are shown in Figure 2.1 and 2.2.

Figure 2.1 The Effect of Leadership Styles on Organizational Commitment, The Mediating role of Job Satisfaction
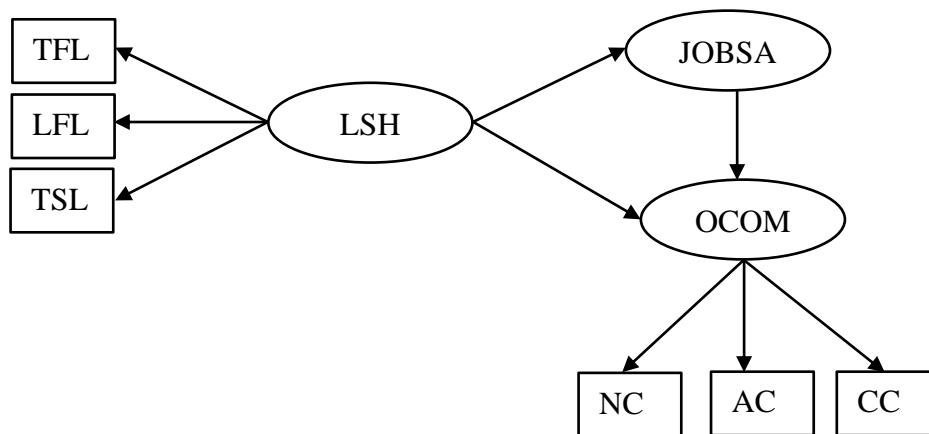
Source: GirmaTaye Nigusea and Tesfaye Hirpesab, 2018

Note:

- TFL – Transformational Leadership
- LSL – Laisse Faire Leadership
- TSL – Transactional Leadership
- LSH – Leadership Styles
- JOBSA – Job Satisfaction
- OCOM – Organizational Commitment
- NC – Normative Commitment
- AC – Affective Commitment
- CC- Continuance Commitment

Figure 2.2 The Effect of Authentic Leadership on Organizational Commitment: Mediating Role of Job Satisfaction
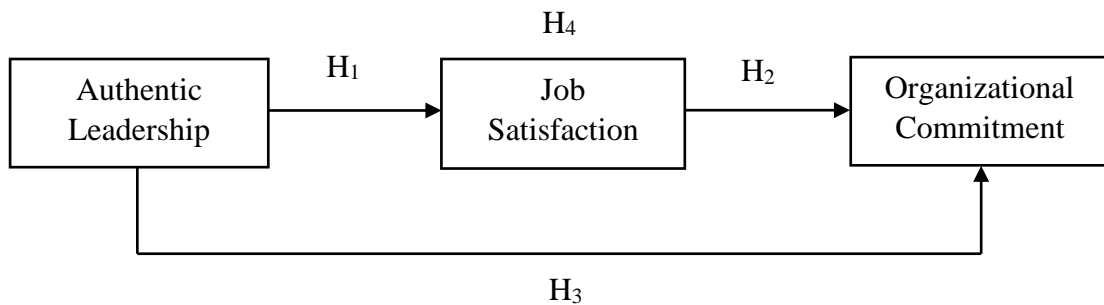
Source: Rukh L, Shahrukh HM and Iqbal KZ, 2018

2.7 Conceptual Framework of the Study

A conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2001). It is linked with the concepts, empirical research and important theories used in promoting and systemizing the knowledge espoused by the researcher (Peshkin, 1993). This study analyzed the effect of leadership styles on subordinates' outcomes of organizational commitment being measured by job satisfaction as mediating role. Though there exists a wide variety of leadership styles, this study only focused on Transformational Leadership Styles, Transactional Leadership Styles, Work-oriented Leadership Styles and People-oriented Leadership Styles. Job satisfaction is applied as a mediating variable. Affective commitment, continuance commitment and normative commitment are included in organizational commitment. Thus, this study reveals the effect of leadership styles on organizational commitment of media and entertainment industry which are Myanmar Radio and Television (MRTV) and Myawaddy (MWD). The framework is shown in Figure 2.3.

Figure 2.3 Conceptual Framework of the Study

Mediating Variables

Job Satisfaction

Leadership Styles

- Transformational
- Transactional
- Work-oriented
- People-oriented

Independent Variables

Organizational Commitment

- Affective
- Continuance
- Normative

Dependent Variables
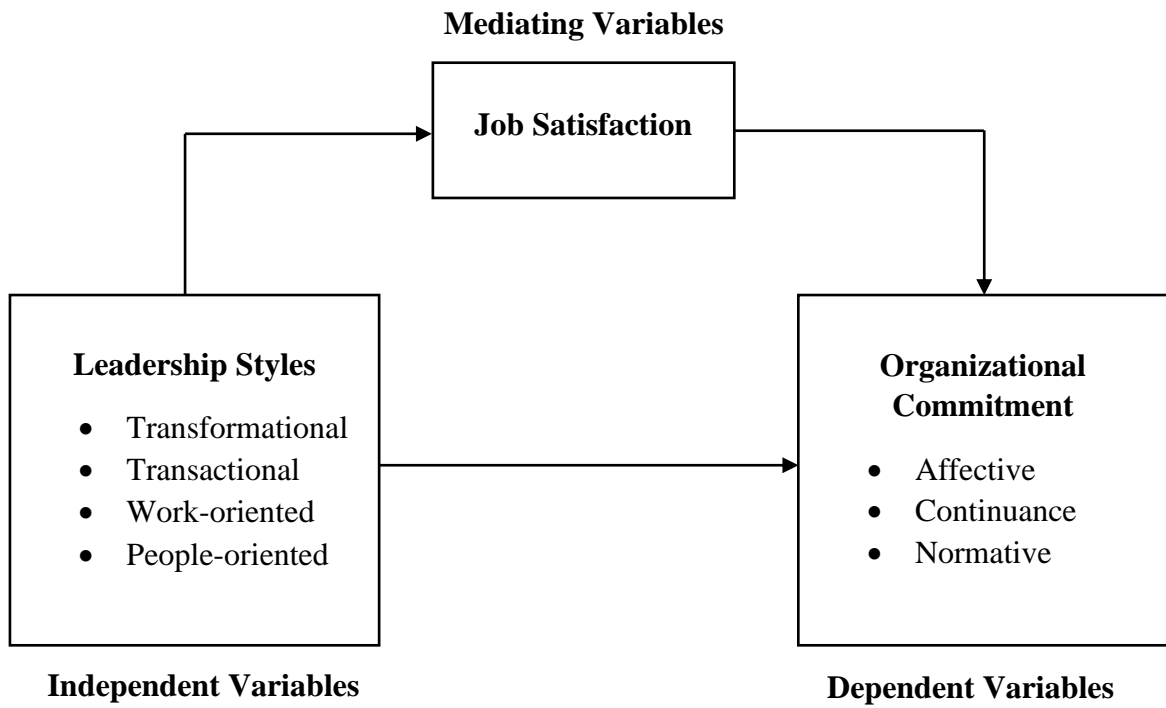
Source: Own Compilation adopted from GirmaTaye Nigusea and Tesfaye Hirpesab, 2018
and Rukh L, Shahrukh HM and Iqbal KZ, 2018

CHAPTER III

BACKGROUND INFORMATION OF MEDIA AND ENTERTAINMENT INDUSTRY

This chapter presents background history of media and entertainment industries in Myanmar. In this study, it includes two state-owned media and entertainment industries such as Myanmar Radio and Television (MRTV) and Myawaddy (MWD). Background information includes mission, vision and objective statement, and organization structure of MRTV and MWD.

3.1 Background Information of Media and Entertainment Industry in Myanmar

Myanmar has become a developing market which recently emerged from international isolation for many years under military rule. The country has been experiencing significant political and economic transitions over the past few years since power was handed over by the military junta to a civilian administration. With the country's recent opening up, Myanmar is expected to experience high economic growth, heading towards becoming a free market and attracting both foreign direct investment and foreign firms. But Myanmar still suffers from inadequate infrastructure such as lack of electricity and proper roads, despite the fact that it has begun to upgrade its infrastructures.

The media landscape in Myanmar has undergone significant changes over the past five years. Until 2013, censorship of pre-publication and the presence of very few independent media made it difficult to obtain reliable information, and most people had to rely on state propaganda. Although the country had been reached by internet and mobile technologies, few had access. A sim card's cost was up to US Dollars 300, and Myanmar had one of the lowest internet penetrations in the world, just above North Korea. The picture has dramatically developed and changed in 2018. With the elimination of pre-publication censorship, new and better media reforms making it easier for independent media to function and massive infrastructure investments, Myanmar's media landscape is more diverse and people have access to an ever-increasing number of media across a variety of platforms.

Myanmar has 5.8 million TV households as of 2015, representing a national household penetration rate of 55 percent. However, this rate of penetration masks a significant difference in the penetration of television between metro and rural areas. FTA TV coverage is now available throughout the country via satellite. Access to television, however, is often constrained by shortages of electricity, which are prevalent across the country. Compared to other South East Asian markets, the fledging nature of Myanmar's TV market is reflected in the relatively low rate of penetration of TV and pay-TV households. In terms of content delivery and service delivery, the free-to-air (FTA) market is organized. In Myanmar, vertically integrated major media companies dominate the FTA industry. As a result, the subsidiaries of these major media companies produce and distribute content in-house. A list of content providers is given in Figure 3.1.

Figure 3.1 FTA value chain in Myanmar
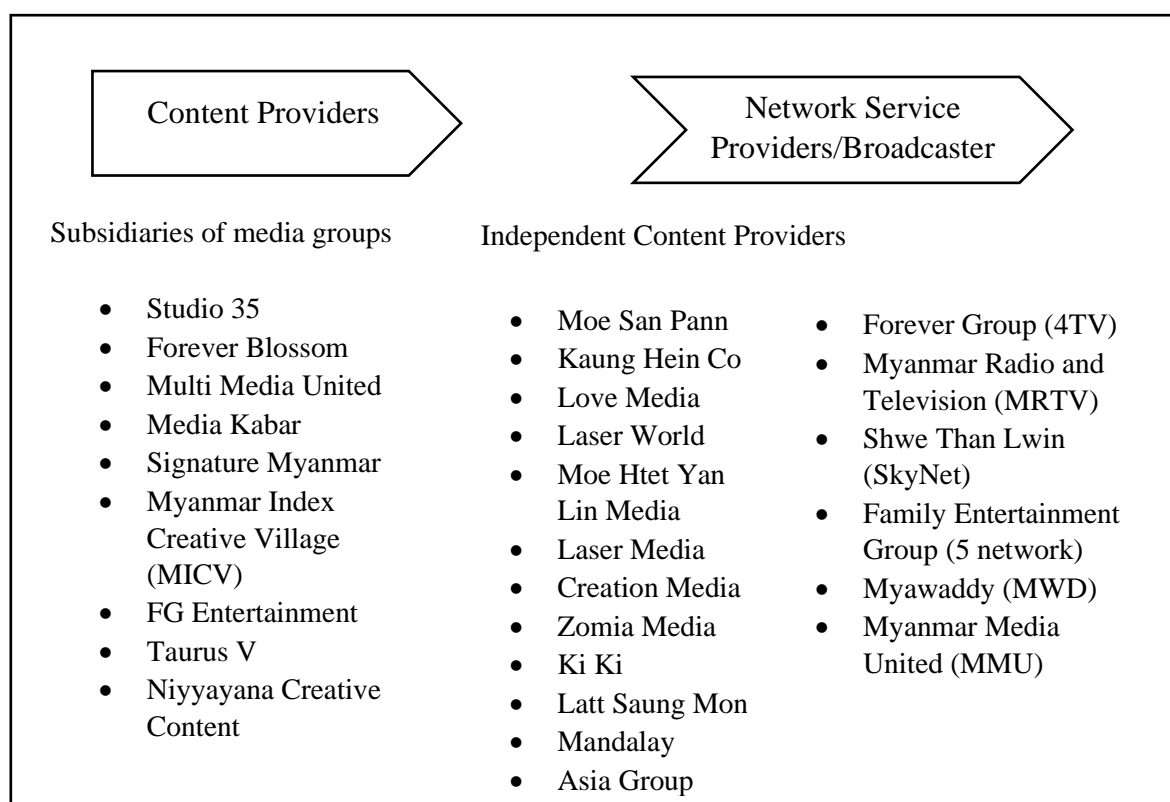
Source: Pioneer Consulting Asia Analysis, 2016

The media and entertainment (M&E) industry is comprised of businesses that produce and distribute motion pictures, television programs and commercials, streaming content, music and audio recordings, broadcast, radio, book publishing,

video games and supplementary services and products. As for media development and media freedom, collaborative efforts are being made from all stakeholders in the media industry including the government, the lawmakers and international organizations. The Ministry of Information has done as much as it can for the development of the country's media sector.

3.2   Overview of TV Landscape in Myanmar

There is a total of 20 FTA (Free-To-Air) channels in Myanmar; 8 of these are joint ventures between state-owned and private media groups. In Myanmar, there has a total of 6 major media groups, 4 of which are private, and 2 of which are state-owned media groups. An overview of the ownership structure of Myanmar's FTA channels is provided in Figure 3.2.

Figure 3.2 Media ownership of FTA channels in Myanmar
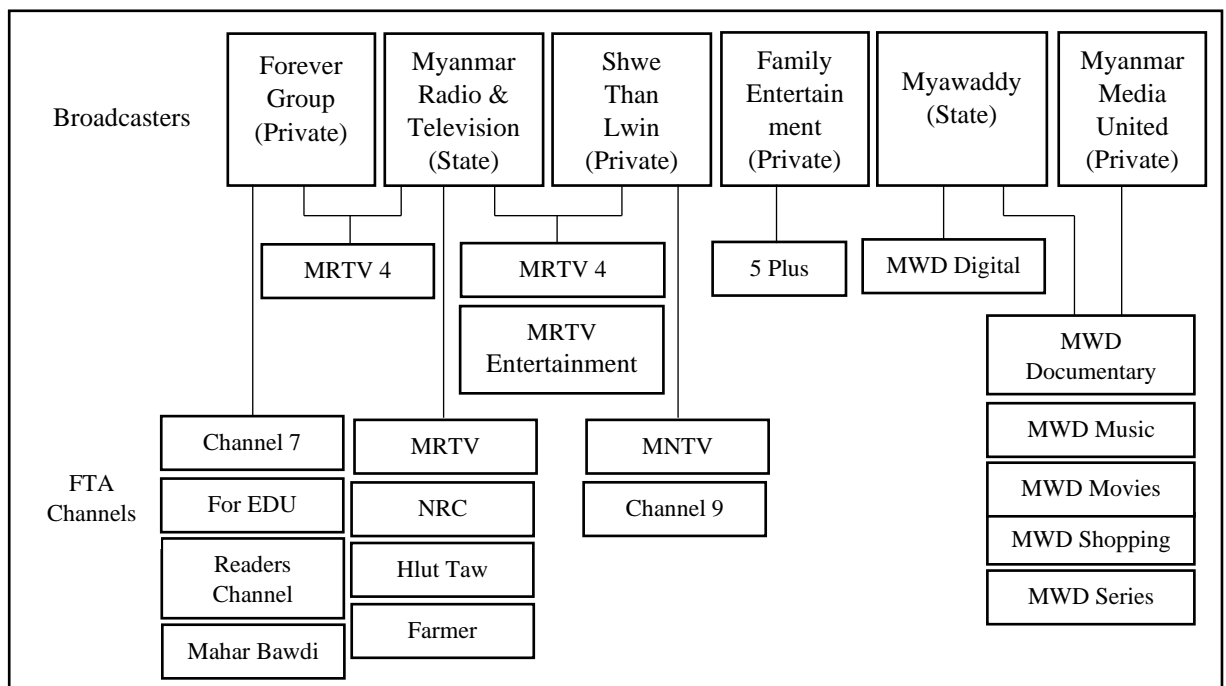
Source: Pioneer Consulting Asia Analysis, 2016

- Forever is currently Myanmar's largest private media group and operates five FTA Channels. In partnership with BEC, a major broadcaster (Channel 3) in Thailand, it co-owns MRTV-4 with MRTV and launched Channel 7 in February 2012. Forever Group is the parent of seven local Myanmar content providers, including Forever Blossom, Media Kabar, Signature Myanmar, Myanmar Index

Creative Village (MICV), FG Entertainment, Taurus. V, and Niyyayana Creative Content.

- **Myanmar radio and Television (MRTV)** is a state-owned TV broadcaster which is owned by the Ministry of Information. It has stakes in seven FTA channels: MRTV, MRTV-4, Myanmar International TV (MITV), MRTV Entertainment, National Races Channel (NRC), Hluttaw (Parliament) and Farmer. MRTV, NRC, Hluttaw and Farmer channels are wholly owned while MRTV-4, MITV and MRTV Entertainment are joint ventures with privately-owned Forever Group (for the former) and Sky Net (for both the latter).

- **Shwe Than Lwin (Sky net)** has control over four FTA channels. They are Myanmar National TV (MNTV), Myanmar International TV (MITV), Channel 9 and MRTV Entertainment. In 2010, Shwe Than Lwin also entered the pay-TV business since Sky Net has been introduced, its DTH platform which currently broadcasts 124 channels. The majority of channels are international pay-TV channels and sports channels as it acquired media rights for major global football events from EPL, UEFA (Euro 2016, UEFA Champions League, Europa League) and FIFA.

- **Family Entertainment Group (5 network)** is Myanmar's pioneering digital pay-TV player set up in November 2004. It began broadcasting 2 channels as MRTV-4 affiliated channels – "5 Movies" and "5 Cartoons" in March 2005. The network grew in size and currently owns 6 core channels and broadcasts 22 other channels, which are international channels, FTA channels, and 4TV channels.

- **Myawaddy (MWD)** is a TV network that is owned by the Ministry of Defence. It controls the MWD channel, and launched three digital channels MWD-1, MWD-2 and MWD-3 in 2010. Nonetheless, in early 2012, MWD overhauled its FTA services, with MWD-1 being rebranded as MWD Digital and MWD-2 and MWD-3 being terminated. It also has a stake in five other networks that are jointly owned by Myanmar Media United.

- **Myanmar Media United (MMU)** is a consortium of twenty-four small businesses seeking to compete in the television business. The consortium has a ten-year contract with MWD starting from 2012 to operate five MWD-branded

FTA digital channels: MWD Series, MWD Shopping, MWD Music, MWD Movies and MWD Documentary.

At the end of 2012, there were only 12 FTA TV channels, but this number nearly doubled to 20 FTA channels as of June 2016. Thus, it can be seen as the FTA landscape in Myanmar has a rapid and tremendous growth in recent years

3.3 Background Information of Myanmar Radio and Television (MRTV)

MRTV, Myanmar Radio and Television is a free-to-air television channel that mainly broadcasts Local news. During the British colonial era, Radio service in Myanmar first came on air in 1936. Regular programming by Bama Athan began in February 1946 when the British established Burma Broadcasting Service (BBS), carrying Burmese language national and foreign news and musical entertainment, knowledge reply and school lessons and English language news and music programs. It was named Myanma Athan after the independence in 1984. In 1988, the service was renamed as Myanmar Radio. The junta also renamed BBS as Myanmar Radio and Television (MRTV) in 1997 as the parent of the radio service. BBS / Myanmar Radio was the only radio station in the country until the launch of Yangon City FM in 2001. His primary broadcast center has been in Kamayut, Yangon, at 426 Pyay Road for years. The local broadcast station has been moving to Naypyidaw since late 2007. Yangon Station now mostly relays Naypyidaw Station's programming. Myanmar's television service was first launched as a test trial in Yangon in 1979. MRTV was first launched on 3 June 1980, with the first formal introduction of regular television service in 1981.

Objective, Goal and Policy of MRTV

Objective Statements

The objectives of MRTV are as follow.

1. To inform, to educate and to entertain
2. To be undertaken giving information, education and entertainment through new media such as internet including print media, TV and Radio broadcasting as well as public relations ways by Ministry of Information

Goal Statement

       The goal of MRTV is as follow.

1. To undertake pre-processes that should be reformed step by step for Myanmar Radio and Television as the Public Service Broadcaster

2. To carry out program production, broadcasting and financial tasks in line with the basic principles of Public Service Broadcasting

3. To stand as a Broadcasting Association carrying out in line with ethic

4. To transform TV and Radio broadcastings into digital system, TV broadcasting into High Definition (HD) system and Radio Broadcasting into Stereo system

5. To extend basic infrastructures for the development of local TV and Radio broadcasting industry

6. To carry out reform process properly based on the norms and technical development reviewed by local and international broadcasters

Policy Statement

       The policy of MRTV is as follow.

1. To inform properly undertakings of legislative, administrative and judiciary pillars

2. To inform and educate the subjects concerned with the interest of respective Regions and States and important announcements

3. To describe fully the programs giving public service, entertainment, knowledge and information, to add the programs that are not expressed by private medias for the public interest and to fulfill the public's needs and interests

4. To fulfill the needs of education and information to an individual or organization for personal development including free time and recreation by establishing Community Centers and Community Libraries

5. To carry out public library services with the same basis in regardless of age, race, gender, language and class in conformity with the different needs of people in rural and urban areas.

(a) Service Proposition of MRTV

While linear broadcasting remains the norm in Myanmar, most of the FTA channels such as MRTV-4, MITV, MRTV, Channel 7, For EDU, and Readers offer catch-up TV online, which allows viewers to watch programs on the Internet at their own convenience. Catch-up programs are drawn from respective linear broadcast content, and are mostly local (E.g. local drama series, and daily news). Figure 3.3 shows the TV channels in MRTV and Table 3.1 exhibits the service proportion of MRTV channels.

Figure 3.3 TV channels in MRTV

Myanmar Radio and Television (MRTV)				
Radio Station	**TV Channels**			
Myanma Athan Radio (state-run)	MRTV (state-run)	Hluttaw (state-run)	NRC (state-run)	Farmer (state-run)
	MRTV 4 (Co-owned with Forever Group)	MRTV 4 (Co-owned with Forever Group)	MRTV 4 (Co-owned with Forever Group)	MRTV 4 (Co-owned with Forever Group)
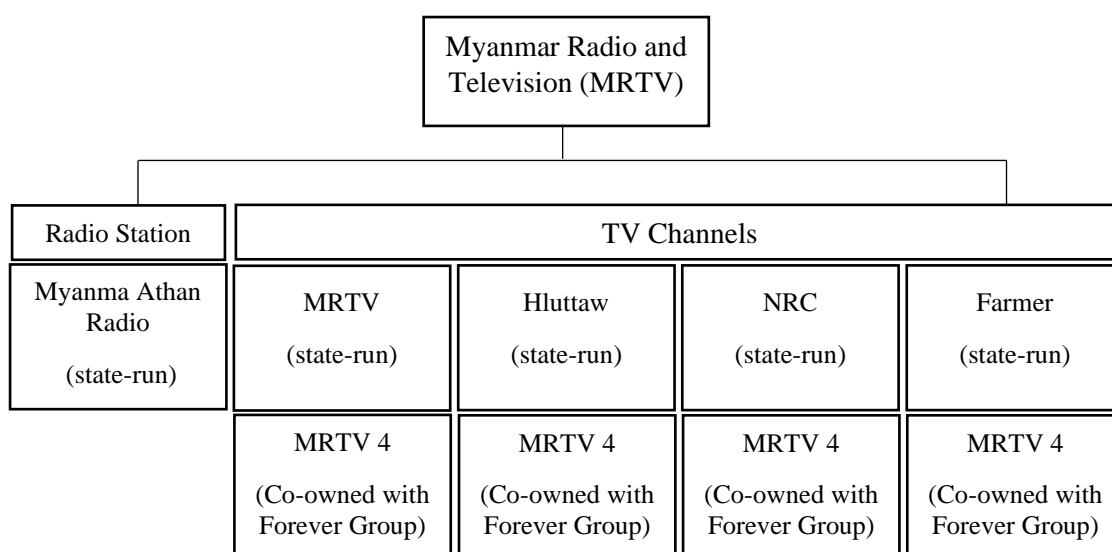
Source: Ministry of Information (Myanmar)

Figure 3.3 points out that MRTV has one Radio Station and eight TV Channels such as MRTV, Hluttaw, NRC, Farmer, MRTV 4, Channel 7, MITV and MRTV Entertainment. Among them, MRTV, Hluttaw, NRC and Farmer Channels are state-run channels. Beside these state-run channels, MRTV 4 and Channel 7 are co-owned with Forever Group, and MITV and MRTV Entertainment Channels are co-owned with Sky Net.

Table 3.1 Service proportion of MRTV channels

Channel	Broadcast Format	Language	Content Origin	Genre	Trans-mission Hours	Delivering Technology
MRTV	Linear Catch-Up online Live Streaming	Burmese	Local International	News Documentaries Drama Comedy Entertainment Music Educational Sports Kids/Cartoons	Weekday : 11 hrs Weekend : 17 hrs	DVB-T2
Hluttaw	Linear Live Streaming	Burmese	Local International	Movies Entertainment	Weekday : 24 hrs Weekend : 24 hrs	DVB-S2
NRC	Linear Live Streaming	Burmese	Local International	Dramas Entertainment	Weekday : 24 hrs Weekend : 24 hrs	DVB-S2
Farmer	Linear	Burmese	Local International	Shopping Entertainment	Weekday : 24 hrs Weekend : 24 hrs	DVB-S2
MRTV 4	Linear Catch-Up online Live Streaming	Burmese English	Local International	News Documentaries Drama Comedy Entertainment Music Educational Sports Kids/Cartoons	Weekday : 24 hrs Weekend : 24 hrs	DVB-S2
Channel 7	Linear Catch-Up online Live Streaming	Burmese English	Local International	News Documentaries Drama Comedy Entertainment Music Educational Sports Kids/Cartoons	Weekday : 24 hrs Weekend : 24 hrs	DVB-S2
MITV	Linear Catch-Up online Live Streaming	Burmese English	Local International	News Documentaries Events	Weekday : 24 hrs Weekend : 24 hrs	DVB-T2
MRTV Enter-tainment	Linear Live Streaming	Burmese English	Local International	Documentaries Entertainment Educational Music Lifestyle	Weekday : 24 hrs Weekend : 24 hrs	DVB-T2

Source: Pioneer Consulting Asia Analysis, 2016

Table 3.1 explains service proposition in eight channels of MRTV. Service proposition can be divided into Broadcast Format, Language, Content Origin, Genre, Transmission Hours and Delivering Technology. Broadcast formats include Linear which is a real time television service that broadcasts schedule programs, conventionally over the air or through satellite/cable, not streamed to a specific user, Catch-Up online means a system for watching TV programs after they have been broadcast, using a computer or phone etc. that is connected to the internet and Live Streaming. Apart from MRTV, Hltuttaw, NRC and Farmer, the rest of four channels used both Burmese and English languages. But the content origin of all channels is Local and International. Genre or categories of all channels in MRTV are varied, like News, Documentaries, Drama, Comedy, Entertainment, Education, Events, Sports, Kids/Cartoons, Music Lifestyle and Shopping. Except MRTV, all channels transmit 24 hours for both weekdays and weekends. Delivering Technologies in MRTV are Digital Video Broadcasting – Second Generation Terrestrial (DVB-T2) and Digital Video Broadcasting – Satellite – Second Generation (DVB-S2).

(b) Numbers of Employees in MRTV

There are 462 employees in MRTV. The number of people who are leaders and subordinates are as follow.

Table 3.2 Number of Employees in Myanmar Radio and Television (MRTV)

No	Department	Leaders	Subordinates	Total	Daily paid workers	Total
1	Management	5	40	45	6	51
2	Broadcasting	5	10	15	-	15
3	Visual	34	121	155	6	163
4	MI	29	26	55	-	55
5	Music	15	72	87	21	108
6	Mechanical	13	60	73	6	79
7	Swimming Broadcast	5	27	32	5	37
	Total	106	356	462	46	508

Source: Survey Data, 2019

According to Table 3.2, there are 508 employees which include daily paid workers and specialists in MRTV. Employees can be divided two layers, leaders and subordinates. Among these total 462 employees set aside of daily paid workers, 106 employees are leaders and 356 are subordinates. Except from Broadcasting Department and MI Department, the rest of all departments have daily paid workers, 46 in total. Thus, the total employees of MRTV in Yangon Division became 508 in total.

(c) Organization Structure of MRTV

According to Figure 3.4, Director General is a chief officer of that organization. Under the Director General, there exists two Deputy Director General and one office. There are seven departments in MRTV such as Visual Department, Broadcasting Department, Music Department, Myanmar International Television (MITV), Mechanical Department, Management Department and Finance Department. One of the two Deputy Director General supervises Visual Department, Broadcasting Department, Music Department, Myanmar International Television (MITV) and anther office. The rest of all departments and the last office are under the control of the other Deputy Director General.

Figure 3.4 Organizational Chart of Myanmar Radio and Television (MRTV)
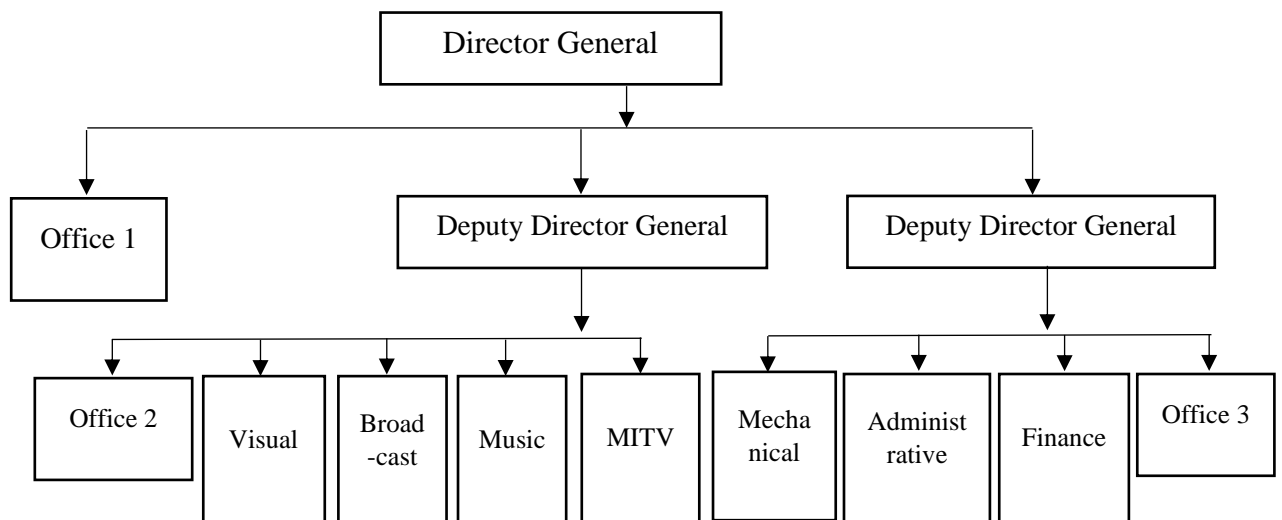
Source: Myanmar Radio and Television

3.4   Background Information of Myawaddy (MWD)

Myawaddy is a Myanmar military-owned television network based in Yangon and Naypyidaw, Myanmar. It was launched on the 27 March 1995, in commemoration of Myanmar's Armed Forces Day. It also broadcasts its programming via the AsiaSat 2 satellite. MWD launched six new digital channels in 2012, after the completion of a new TV station in Naypyidaw, and increased its broadcasting hours on its digital channels in order to better complete with other local TV stations.

Mission, Responsibilities and Capabilities of MWD

Mission

While supporting and co-operating the enforcement of national peace, sustaining the unity of ethnic groups, civilization and economy betterment, the missions of military whose motives are to benefit its country and citizens by Informing, Educating, Entertaining and Organizing which are the main four responsibilities of MWD to implement.

Responsibilities

Myawaddy is under the authorization of Ministry of Defence and Department of Public Relation and Tactical Re-spiriting. Administrative affairs are under the supervision of corresponding Divisions' Headquarters.

Capabilities

1. MWD can achieved in producing and transmitting programs which provide information, knowledge, and entertainment sectors including news and TV programs, drama series and short drams to all different residing ethnic groups and soldiers in army.
2. Propagandas and misinformation can be counter attacked and with the power of media, MWD makes people feel understand and accept the military's actions.
3. In order to protect Myanmar traditional inheritances and to mature and develop nationalism from all ethnic groups residing in countryside and soldiers in army, MWD can research, produce and transmit creative and up-

to-date TV dramas, programs and songs which are consonant with Myanmar traditional inheritances.

(a) Service Proposition of MWD

Like MRTV, linear broadcasting remains the norm in MWD too. Catch-up programs are drawn from respective linear broadcast content, and are mostly local. However, five of the MWD channels, Farmer, Reader, and Channel 9 have not online live streaming likewise the other FTA Channels. Table 3.3 exhibits the service proportion of MWD channels.

Table 3.3 Service proportion of MWD channels

Channels	Broadcast Format	Language	Content Origin	Genre	Trans-mission Hours	Delivering Technology
MWD Digital	Linear Live Streaming	Burmese	Local International	News Documentaries Drama Comedy Entertainment Music Educational Sports Kids/Cartoons	Weekday : 11 hrs Weekend : 17 hrs	DVB-S2
MWD Series	Linear	Burmese	Local International	Drama Entertainment	Weekday : 12 hrs Weekend : 12 hrs	DVB-S2
MWD Shopping	Linear	Burmese	Local International	Shopping Entertainment	Weekday : 12 hrs Weekend : 12 hrs	DVB-S2
MWD Music	Linear	Burmese English	Local International	News Documentaries Kids/Cartoons	Weekday : 12 hrs Weekend : 12 hrs	DVB-S2
MWD Movies	Linear	Burmese	Local International	Movies Entertainment	Weekday : 12 hrs Weekend : 12 hrs	DVB-S2
MWD Documentary	Linear	Burmese English	Local International	Documentaries Entertainment Educational Music Lifestyle	Weekday : 12 hrs Weekend : 12 hrs	DVB-S2

Source: Pioneer Consulting Asia Analysis, 2016

Table 3.3 explains service proposition which are Broadcast Format, Language, Content Origin, Genre, Transmission Hours and Delivering Technology in six channels of MWD. Broadcast formats include Linear and Live Streaming. Only MWD digital has the broadcasting format of Linear and Live Streaming. Although MWD Music and MWD Documentary use both Burmese and English, the rest of all channels only use Burmese. But the content origin of all channels is Local and International. Genre or categories of all channels in MWD include News, Documentaries, Drama, Comedy, Entertainment, Education, Sports, Kids/Cartoons, Music, Music Lifestyle, Movies and Shopping. MWD Digital transmits 11 hours for weekdays and 17 hours for weekends. Except MWD Digital, all channels transmit 12 hours for both weekdays and weekends. Delivering Technologies in MWD is Digital Video Broadcasting – Satellite – Second Generation (DVB-S2).

(b) Organizational Structure of MWD

According to Figure 3.5, Military Headquarter, Management Department, Mechanical Department, and Production Department under No 1, Myawaddy Broadcasting Station. Under the Military Headquarter, office of Headquarter and Security Squad are existed. Office of Management Department, Vehicle Support Division, Research & Training Sub-Division, and Equipment & Finance Sub-Division are under the supervision of Management Department. Under the Mechanical Department, Office of Mechanical Department, Recording & Studio Division, Ground Based Satellite Station and Military Fitness Center are worked. On the other hand, Production Department Office, TV Production Division, Transmission Division and News Division are under the control of Production Department.

Figure 3.5 Organizational Chart of Myawaddy (MWD)

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                    ┌─────────────────────────────────────┐
                    │  No 1, Myawaddy Broadcasting Station │
                    └─────────────────────────────────────┘
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Military Headquarter	Administrative Department	Mechanical Department	Production Department

Office of Headquarter	Security Squad	Administrative Department's Office	Mechanical Department's Office	Production Department's Office

	Vehicle Support Division	Recording & Studio Division	TV Production Division

	Research & Training Division	Ground based Satellite Station	Transmission Division

	Equipment & Finance Division	Military Fitness Centre	News Division

Source: Myawaddy, 2019

CHAPTER IV

ANALYSIS OF THE EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL COMMITMENT

This chapter is concerned with responding the results of the survey that looks at the effect of leadership styles on organizational commitment of stated-owned media and entertainment industries. The leadership styles used in this study are transformational, transactional, work-oriented and people-oriented leadership styles. This study measured organizational commitment of employees based on three types, namely; affective, continuance and normative commitment. This chapter is presented respondents' demographic characteristics, exploration of the leadership styles used by leaders, perceived leadership styles of employees, job satisfaction and organizational commitment of employees in state-owned media and entertainment industries.

4.1 Research Design

This study focused on exploring the effect of leadership styles on organizational commitment and analyzing the mediating effect of job satisfaction on the relationship between leadership styles and organizational commitment. To make the assessment, the required data were collected through sample survey with the research design of descriptive approach, and regression analysis. As for survey instrument, structural questionnaires are applied to obtain primary data. The questionnaires included two parts, Section I and II. Questionnaires in Section I were used to find out respondents especially leaders' demographic characteristics. It also included questionnaires to explore the leadership styles of leaders in each organization. Section II included demographic characteristics of subordinates, questionnaires to know the leadership styles of their leaders, their job satisfaction and organizational commitment. Therefore, respondents are rated their level of job satisfaction, organizational commitment, the leadership styles their leaders apply and the leaders rated the types of leadership styles they use. The structured questionnaires for leaders are used to measure Five-Point Likert Scale i.e, 1 means Not at all, 2 means Once in a while, 3 means Sometimes, 4 means Fairly often, and 5 means Frequently, if not always. Job satisfaction and organizational commitment questionnaires of employees also includes Five-Point Likert Scale i.e, 1 means Strongly disagree, 2 means Disagree, 3 means Neutral, 4

means Agree and 5 means Strongly Agree. Simple random sampling technique is applied in selection of respondents. For the primary data collection, 15% of sample size are selected from total population of each state-owned media and entertainment industry. Interview method was also constructed. All responsible person and employees from selected organizations in Myanmar Radio and Television (MRTV) and Myawaddy (MWD) are kindly responded to all related questionnaires. After the collection phase, data are analyzed using SPSS software with descriptive analysis.

4.2   Demographic Characteristics of Respondents

The demographic characteristics of respondents included gender, age, education level and experience of their current job which are shown in table 4.1 and table 4.2. The respondents are divided by two level namely, managerial level (leaders) and operational level (subordinates) of media and entertainment industries. From all questionnaires, since 30 questionnaires were returned out 30 questionnaires to the researcher which can be said that it is fully response rate for leadership section. And 118 questionnaires were returned out 118 questionnaires to the researcher so that this constitutes 100 percent fully response rate for employee section.

Table 4.1 Demographic Characteristics of Respondents (Leader)

No	Particular	Frequency	Percentage (%)
1	Gender		
	Male	15	50.0
	Female	15	50.0
	Total	30	100.0
2	Age		
	Under 25	1	3.3
	25 – 34	7	23.3
	35 – 44	9	30.0
	45 – 54	11	36.7
	Over 54	2	6.7
	Total	30	100.0
3	Education level		
	Bachelor	21	70.0
	Master	6	20.0
	Doctor	-	-
	Any other	3	10.0
	Total	30	100.0
4	Experience		
	Under 5	5	16.7
	5 – 10	7	23.3
	11 – 15	3	10.0
	16 – 20	4	13.3
	Over 20	11	36.7
	Total	30	100.0

Source: Survey Data, 2019

According to table 4.1, it presented demographic characteristics of leaders for Myanmar Radio and Television (MRTV) and Myawaddy (MWD). The majority of respondents (leaders) were made up of 15 male leaders and 15 female leaders. It was classified into five age groups. The subject group aged under 25 years accounted for 3.3%, 25-34 years accounted for 23.3%, 35-44 years accounted for 30%, 45-54 years accounted for 11% and over 54 years accounted for 6.7%. The Education level can be

classified into four level. The result showed that 70% of leaders had graduate level of education while 20% master level education. The left 10% includes any other level of education which included the holder of diploma and certificate. Related with service year, 16.7% were under 5 years, 23.3% were 5-10 years, 10% were 11-15 years, 13.3% were 16-20 years and the rest 36.7% were served above 20 years.

Table 4.2 Demographic Characteristics of Respondents (Subordinates)

No	Particular	Frequency	Percentage (%)
1	Gender		
	Male	14	11.9
	Female	104	88.1
	Total	118	100.0
2	Age		
	Under 25	6	5.1
	25 – 34	39	33.1
	35 – 44	48	40.7
	45 – 54	23	19.5
	Over 54	2	1.7
	Total	118	100.0
3	Education level		
	Bachelor	99	83.9
	Master	8	6.8
	Doctor	-	-
	Any other	11	9.3
	Total	118	100.0
4	Experience		
	Under 5	29	24.6
	5 – 10	31	26.3
	11 – 15	17	14.4
	16 – 20	16	13.6
	Over 20	25	21.2
	Total	118	100.0

Source: Survey Data, 2019

Table 4.2 exhibited demographic characteristics of subordinates in Myanmar Radio and Television (MRTV) and Myawaddy (MWD). The results show that the majority of the respondents (subordinates) were made up of 11.9% of male employees and 88.1% of female. Age was classified into five groups. The subject group aged under 25 years accounted for 5.1%, 25-34 years accounted for 33.1%, 35-44 years accounted for 40.7%, 45-54 years accounted for 19.5%, and above 54 years accounted for 1.7% only. For the education level, 83.9% were bachelor holders, 6.8% were master holders and 9.3% were other levels of education which included diploma and certificate holders and basic education high school level. In the service year, the result formed that 24.6% for under 5 years which included 29 respondents, 26.3% for the experience level between 5 to 10 years which included 31 respondents, 14.4% for the experience level between 11 to 15 years which included 17 respondents, 13.6% for between 16 to 20 years included 16 respondents and 21.2% for above 20 years which included 25 respondents.

4.3 Assessment on Reliability

In this study, four types of variables are studied namely transformational leadership style, transactional leadership style, work-oriented leadership style, people-oriented leadership style, job satisfaction and organizational commitment. Reliability is an indicator of internal consistency. Internal consistency represents a measure's homogeneity or the extent to which each indicator of a concept converges on some common meaning and it is measured by correlating scores on subsets of the items which makes up a scale (Zikmund et al, 2010). The reliability of the data in the present study is assessed by Cronbach's Alpha. Lee Cronbach was developed Cronbach's alpha in 1951. Cronbach's Alpha is range in value from 0 which means no consistency, to 1 which means complete consistency. Normally, the scales with a coefficient alpha between 0.80 and 0.90 are considered to have excellent reliability. The scales with a coefficient alpha between 0.70 to below 0.80 is considered as good reliability, while an alpha value between 0.60 to below 0.70 indicates acceptable reliability. The coefficient alpha is between 0.50 to below 0.60 indicates poor reliability, while an alpha value is below 0.50 is considered as unacceptable reliability (Manerikar & Manerikar, 2012). Kaiser-Meyer-Olkin (KMO) ia a measure of how suitability of the sampling data for Factor Analysis. KMO measure of sampling adequacy (MSA) with minimum value of 0.60.

Table 4.3 Reliability Test from Respondent Responses on Scale Items

No	Variables	No of Items	Extraction
1	Transformational	8	.741
2	Transactional	6	.731
3	Work-oriented	6	.693
4	People-oriented	6	.670
5	Job Satisfaction	18	.592
6	Organizational Commitment	18	.890
Cronbach's Alpha			.817
KMO and Bartlett's Test			.758

Source: Survey Data, 2019

According to table 4.3, it can be observed that there exist reliability and validity among these variables. Cronbach's Alpha value is 0.817 which means that these variables are internally consistent and reliable to measure. The sampling data for each variable is adequate since KMO value is 0.758.

4.4 Analyzing the Leadership Styles of Media and Entertainment Industry

To have a successful organization, management is actually in need. However, managing the organization without leadership is nothing at all. Management is doing the things right and leadership is doing the right things. Thus, managing an organization through effective leadership plays an important role in today's world. There are many leadership styles such as autocratic, democratic, transformational, transactional, laissez-faire, paternalistic, work-oriented and people-oriented leadership styles. Among them, transformational, transactional, work-oriented and people-oriented leadership styles were studied. In the data collection phase, questionnaires for leadership styles of leaders were sent to both leaders to be assessed by themselves and employees to perceive their leaders' styles. For each questionnaire, respondents (both leaders and employees) described their self-perceived level by Five-Point Likert Scale.

Table 4.4 Practice of Leadership Styles by Leaders in Media and Entertainment Industry

No	Types of Leadership Style	Minimum	Maximum	Mean	Standard Deviation
1	Transformational	3.25	4.75	4.0917	.37848
2	Transactional	3.33	5.00	3.9000	.38307
3	Work-oriented	3.33	10.83	4.3667	1.27787
4	People-oriented	3.33	4.67	4.0556	.37736

Source: Survey Data, 2019

Table 4.4 describes leadership styles used by leaders of state-owned Media and Entertainment Industry such as Myanmar Radio and Television (MRTV) and Myawaddy (MWD). In the case of both MRTV and MWD, table shows that leader mostly used Work-oriented Leadership Style by doing whatever it takes to get the job done. The approach tends to be autocratic and emphasizes completing tasks required to meet organizational goals. They place a heavy emphasis on structure, plans, and schedules for getting things done. They both secondly used Transformational Leadership Style. With this style, leaders transform their employees' needs, redirect their thinking, and inspires their employees with a sense of purpose and excitement that can improve their organization. The thirdly and fourthly used leadership styles are People-oriented and Transactional Leadership Styles.

Table 4.5 Perception of Employees on Leadership Styles in Media and Entertainment Industry

No	Types of Leadership Style	Minimum	Maximum	Mean	Standard Deviation
1	Transformational	1.5	4.75	3.3570	.83658
2	Transactional	1.00	4.83	3.3305	.79588
3	Work-oriented	1.00	5.00	3.6963	.80762
4	People-oriented	1.00	5.00	3.4336	.86866

Source: Survey Data, 2019

According to table 4.5, it describes leadership styles used in Myanmar Radio and Television (MRTV) and Myawaddy (MWD) from the subordinates' point of view.

For both MRTV and MWD, leaders of this organization mostly used Work-oriented Leadership Style by constantly defining structure and goals and prioritizing achievement of specific outcomes. Secondly most used is People-oriented Leadership Style which emphasized on relationship among employees. The third used is Transformational Leadership Style and the fourth is Transactional Leadership Style.

4.5   Analyzing the Employees Job Satisfaction

In this study, the relationship between Job Satisfaction of Myanmar Radio and Television (MRTV) and Myawaddy (MWD) are examined. Job Satisfaction can be divided into nine categories such as Empowerment, Fringe Benefit, Co-worker, Supervision, Communication, Contingent Reward, Health & Safety, Pay and Promotion. Each category consists of two questionnaires. Thus, total questionnaires in this section are 18 questionnaires to know employees' job satisfaction of these two organizations.

Table 4.6 Analyzing the Employee Job Satisfaction in Media and Entertainment Industry

No	Categories of Job Satisfaction	Minimum	Maximum	Mean	Standard Deviation
1	Empowerment	1.50	5.00	3.5932	.75092
2	Fringe Benefit	1.00	5.00	3.1695	.83262
3	Co-worker	2.00	4.00	2.8856	.56391
4	Supervision	1.50	4.50	3.2034	.59642
5	Communication	1.50	5.00	3.0424	.54528
6	Contingent Reward	1.00	5.00	2.8008	.87006
7	Health & Safety	1.00	5.00	3.2458	.83396
8	Pay	1.00	5.00	3.1583	.79448
9	Promotion	1.00	5.00	3.0381	.80638

Source: Survey Data, 2019

According to table 4.6, it describes employees' job satisfaction in Myanmar Radio and Television (MRTV) and Myawaddy (MWD). If the score in this table is greater than 3, respondents feel that they have satisfied in each category of their organization. Among all, employees were highly satisfied in Empowerment with the

mean value 3.5932. Other relevant categories in the case of job satisfaction were Health & Safety with a mean value of 3.2458, Supervision with a mean value of 3.2034, and Fringe Benefit with a mean value of 3.1695 and Pay with a mean value of 3.1583 and Communication and Promotion with a mean value of 3.0424 and 3.0381. However, employees were not satisfied in the case of Co-worker and Contingent Reward.

4.6   Analyzing the Organizational Commitment

In this study, Organizational Commitment of MRTV and MWD are examined. The types of organizational commitment can be divided into three group such as Affective Commitment, Continuance Commitment and Normative Commitment. Each group consists of six questionnaires which describe subordinates' self-perceived level on these statements include Five Likert Scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree). Thus, total questionnaires in this section are 18 questionnaires to know employees' organizational commitment of these two organizations. The following tables describe mean score and standard deviation of each organizational commitment. If the mean value of each organizational commitment indicates above 3, it can be assumed that there is subordinate commitment to their current organization and they will be worked as long as they can with their organization. However, it can be assumed that subordinates are not committed to their organization and intend to move another organization if the mean value is below 3.

Table 4.7 Analyzing the Affective Commitment of Employees in Media and Entertainment Industry

No	Affective Commitment	Mean	Standard Deviation
1	Very happy to spend the rest of my career with this organization	3.3898	.89666
2	Enjoy discussing about my organization	3.9407	.71960
3	Feeling the organization's problem as my own	3.7458	.70634
4	Could not easily attached to another organization	3.5508	.89249
5	Feeling like part of the family	3.5424	.91188
6	A great deal of personal meaning	3.5932	.94496
	Overall Mean	3.6271	.49866

Source: Survey Data, 2019

Table 4.7 described subordinates' perception on affective commitment of state-owned media and entertainment industry such as MRTV and MWD. Affective commitment is employee's emotional attachment to, identification with and involvement in an organization. The overall mean value is 3.6271 which means that employees have affective commitment to their organization. According to result, employees enjoy discussing about their organization with people outside it since its highest mean score of 3.9407. The secondly highest mean score is 3.7458 which means that employees solved the organization's problem as their own case.

Table 4.8 Analyzing the Continuance Commitment of Employees in Media and Entertainment Industry

No	Continuance Commitment	Mean	Standard Deviation
1	Afraid of what might happen if I quit my job without having another one lined up	3.4237	.96438
2	Very hard for me to leave my organization right now	3.1356	1.06149
3	Very costly for me to leave my organization	3.3390	1.03956
4	Staying with this organization is a matter of necessity	3.9492	.87557
5	Leaving organization would be scarcity of available alternatives	2.1102	1.03597
6	Leaving organization would require considerable personal sacrifice	2.3220	1.14639
	Overall Mean	3.0466	.46679

Source: Survey Data, 2019

According to table 4.8, it described subordinates' perception on continuance commitment of MRTV and MWD. According to Wikipedia, continuance commitment is the "need" component or the gains versus losses of working in an organization. The overall mean value is 3.0466. Thus, both organizations have continuance commitment. According to the result, employees are staying with this organization is a matter of necessity as much as desire right now since it has the highest mean value of 3.9492.

Table 4.9 Analyzing the Normative Commitment of Employees in Media and Entertainment Industry

No	Normative Commitment	Mean	Standard Deviation
1	People these days move from company to company too often	3.0763	1.03904
2	Person must always be loyal to his or her organization	3.6864	1.11477
3	Jumping from organization to organization seems at all unethical	3.2966	.89928
4	Loyalty is important and therefore must have a sense of moral obligation to remain	3.8475	.84355
5	It was not right to leave this organization because of a better job elsewhere	2.6271	1.10783
6	People should stay in one organization for most of their careers	2.9492	1.06094
	Overall Mean	3.2472	.46722

Source: Survey Data, 2019

Table 4.9 described subordinates' perception on normative commitment of MRTV and MWD. The overall mean value is 3.2472. Thus, both organizations have normative commitment to their organizations. Among the questionnaires, most of the respondents believe loyalty is important and therefore feel a sense of moral obligation to remain since it has the highest mean value of 3.8475.

Table 4.10 Analyzing the Organizational Commitment of Employees in Media and Entertainment Industry

No	Organizational Commitment	Minimum	Maximum	Mean	Standard Deviation
1	Affective	2.33	4.83	3.6271	.49866
2	Continuance	1.83	4.33	3.0466	.46679
3	Normative	1.83	4.67	3.2472	.46722
	Organizational Commitment	2.39	4.33	3.3070	.35134

Source: Survey Data, 2019

Table 4.10 mentions employees' organizational commitment on media and entertainment industry with three factors, namely affective, continuance and normative commitment. Among them, most of the employees of these of organization have affective commitment to their organization and secondly have normative commitment. The overall organization commitment has the mean value of 3.3070 which indicates that employees in MRTV and MWD committed to their organizations.

4.7 Analyzing the Effect of Leadership Styles on Organizational Commitment

In this study, the four types of the Leadership Styles are used to measure the Organizational Commitment of Myanmar Radio and Television (MRTV) and Myawaddy (MWD). To analysis the effect, multiple regression analysis is applied.

Table 4.11 Regression analysis of Leadership Styles on Organizational Commitment

Regression Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.071	.315		9.760	.000
Transformational	-.023	.100	-.030	-.229	.819
Transactional	.015	.064	.034	.237	.813
Work-oriented	.131*	.063	.300	2.065	.041
People-oriented	-.055	.102	-.066	-.537	.592
R Square	.080				
Adjusted R Square	.047				
F Value	2.446*				
P Value	.050				

a. Dependent Variable: Organizational Commitment
b. Predictors: (Constant), Transformational, Transactional, Work-oriented, People-oriented
c. * Significant at 5% level

Source: Survey Data, 2019

Table 4.11 points out the regression analysis of transformational, transactional, work-oriented and people-oriented leadership styles on organizational commitment. By

results, an R Square of 0.080 and the Adjusted R Square value is 0.047 which indicates that 4.7 percent of variation in the effect of leadership styles on organizational commitment. The value of F and P, the overall significance of this model is moderately significant at 5 percent level.

According to Table 4.11, it shows work-oriented leadership style contributes to the moderate level of organizational commitment which significant at 5% level. It means that employees will be committed to their organization if their leaders applied work-oriented leadership style in which their leaders have highly analytical and logical, and has a strong understanding of how to get the job done by focusing on the necessary workplace procedures (Anzalone, 2017)

4.8   Mediator Analysis

The history of mediator analysis is quite long and significant in the area of social science research (Alwin & Hauser, 1975; West & Wicklund, 1980). This study followed the guidelines proposed by the relevant literature in this area (Baron & Kenny, 1986; MacKinnon, Warsi & Dwyer, 1995). Baron and Kenny (1986) proposed a three-step procedure, which was adopted for the analysis. Zboja and Voorhees (2006) have also used the same procedure to prove the role of mediating effect in their research. The other two main approaches are Sobal, 1982 and bootstrapping (Preacher & Hayes, 2004). However, this study used Baron & Kenny, 1986 Mediating Model.

The following steps were performed for mediator analysis according to Baron & Kenny. First, it needs to examine a total of four effects. They are to examine the influence of leadership style (independent variable) on the organizational commitment (dependent variable), the influence of leadership style (independent variable) on the job satisfaction (mediating variable), the influence of job satisfaction leadership styles (mediating variable & independent variable) on organizational commitment, and decline of direct influence of leadership styles on organizational commitment. The above four conditions are tested with three regression models. The three models are shown in below.

1. Regression model with leadership styles and organizational commitment
2. Regression model with leadership styles and job satisfaction
3. Regression model with leadership styles, job satisfaction and organizational commitment

Table 4.12 Regression analysis of leadership styles and organizational commitment

Regression Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.748	.222		12.352	.000
Leadership Style	.152	.060	.229	2.538	.012
R Square	.053				
Adjusted R Square	.044				
F Value	6.440**				
P Value	.012				

a. Dependent Variable: Organizational Commitment
b. Predictors: (Constant), Leadership Style
c. ** Significant at 1% level

Source: Survey Data, 2019

Table 4.12 points out the regression analysis of leadership styles on organizational commitment. Results of regression analysis indicate that much of the variation in the dependent variable is explained with adjusted R Square of 0.044 with independent variable. Adjusted R Square of 0.044 reveals that 4.4 percent of total variance of organizational commitment is explained by leadership style. The overall significance of this model is highly significant at 1 percent level.

According to the result, leadership styles of MRTV and MWD highly and positively contribute to organizational commitment at 1 percent significant level. It can be concluded that organizational commitment is importantly regressed on leadership styles. This means that employees will have higher level of organizational commitment if their leaders provide direction, implement plans and motivate them.

Table 4.13 Regression analysis of leadership styles on job satisfaction

Regression Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.540	.244		6.304	.000
Leadership Styles	.431	.066	.520	6.561	.000
R Square	.271				
Adjusted R Square	.264				
F Value	43.044**				
P Value	.000				

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Leadership Styles

c. ** Significant at 1% level

Source: Survey Data, 2019

Table 4.13 points out the regression analysis of leadership styles on job satisfaction. By results, an R Square of 0.271 reveals that 27.1 percent of the data fit between leadership styles, job satisfaction and organizational commitment. The Adjusted R Square value is 0.264 which indicates that 26.4 percent of variation in the effect of leadership style and job satisfaction on organizational commitment. The value of F and P, the overall significance of this model is highly significant at 1 percent level.

According to the result, leadership styles of MRTV and MWD highly and positively contribute to job satisfaction of employees at 1 percent significant level. It can be concluded that job satisfaction is importantly regressed on leadership styles. This means that employees will satisfy their job if their leaders give directions to their subordinates and motivates them to accomplish the give objective.

Table 4.14 Regression analysis of leadership styles and job satisfaction on organizational commitment

Regression Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.339	.248		9.446	.000
Leadership Styles	.037	.067	.057	.556	.579
Job Satisfaction	.265	.081	.332	3.267	.001
R Square	.133				
Adjusted R Square	.118				
F Value	8.826**				
P Value	.000				

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Leadership Styles, Job Satisfaction

c. ** Significant at 1% level

Source: Survey Data, 2019

Table 4.14 points out the regression analysis of leadership styles and job satisfaction on organizational commitment. By results, an R Square of 0.133 reveals that 13.3 percent of the data fit between leadership styles, job satisfaction and organizational commitment. The Adjusted R Square value is 0.118 which indicates that 11.8 percent of variation in the effect of leadership style and job satisfaction on organizational commitment. The value of F and P, the overall significance of this model is highly significant at 1 percent level.

According to the result, job satisfaction of employees has highly and positively associated with organizational commitment. However, it has been shown that the relationship between leadership styles and organizational commitment has 57.9 percent which means there has no significant effect between these two variables. It can be concluded that leadership style (independent variable) and organizational commitment (dependent variable) are no more significant if the job satisfaction (mediator) is included. This means that job satisfaction has complete mediation between leadership styles and organizational commitment.

CHAPTER V

CONCLUSION

This chapter presents the main finding by analyzing the results and suggestions. To recap, this study intended to identify the leadership styles used in media and entertainment industry and to explore the effect of leadership styles on organizational commitment. The need for further research is also included in this chapter.

5.1 Findings

In this study, it analyzes the effect of leadership styles on organizational commitment of state-owned Media and Entertainment Industries namely Myanmar Radio and Television (MRTV) and Myawaddy (MWD). The primary data are used to analyze all data through 15 percent of sample size from total population of each organization by using sample random sampling method in order to meet the objectives of this study. According to descriptive analysis of leader's demographic characteristics, the numbers of male and female leaders are same. Most of the leaders are the age level between 45 years and 54 years. Bachelor holders are the most and secondly have the education level of master degree holders. The leaders of these organizations are old services that most of the leaders have over twenty years working experience since these organizations are formed years ago. By reviewing the respondents (subordinates) background, the education level of state-owned media and entertainment industry namely MRTV and MWD is bachelor degree holders. Most of the respondents have between 5 year to 10 years working experiences. Female respondents are the most and age group mostly is between 35 and 44 years old.

The analysis is consisted of five levels. The first level was to explore the leadership styles of these organizations based on leaders' perspectives and employees' perspectives. According to descriptive analysis of leadership styles with leaders' perspective, leaders of state-owned media and entertainment industry mostly used work-oriented leadership style and secondly used transformational leadership style. In perceived leadership styles of employees, most of the leaders in these organizations are used work-oriented leadership style which is the same leadership style with their leaders used. Secondly used is people-oriented leadership style. This means that the leaders primarily focused on getting works completed. They are highly goal-focused and work

effectively towards predetermined objectives. They will define the roles within a team, divide the work up amongst the team, establish processes and procedures and monitor progress towards achieving the work. This leadership style establishes and standardizes practices that will help these organization reach maturity, goal-setting and increase level of efficiency.

The second level is to explore job satisfaction level of employees. As indicated earlier, job satisfaction is divided into nine categories such as Empowerment, Fringe Benefit, Co-worker, Supervision, Communication, Contingent Reward, Health & Safety, Pay and Promotion. According to the analysis of respondents' job satisfaction, employees in media and entertainment industry are mostly satisfied in empowerment and secondly satisfied on health & safety over their work. Identifying employees' organizational commitment such as affective, continuance and normative is analyzed as third level. Most of the employees in these organization are affectively committed to their organization which means they still to work in the organization because they 'want to'. Secondly, they all have normative commitment to their organization which means they 'ought to' continue to work in the organization.

As a fourth level, it explored the effect of leadership styles on organizational commitment in order to meet the second objective of my study. The result indicated that work-oriented leadership styles had largely influence on employees' job satisfaction than other leadership styles. It means that if a leader focuses on the work or series of works at hand, as well as all procedures necessary to achieve the works done (Anzalone, 2017), employees will satisfy to their job. As the last level that is the fifth one, it explored the mediating effect of job satisfaction to meet the third objective. To explore whether there exists mediating effect or not, it need to analyze three models. When analyzing the influence of leadership styles on organizational commitment as the very first model, these two variables are significant which means that employees have organizational commitment since their leaders guide them and an act of instance leading, guiding and directing.

The result of the influence of leadership styles on job satisfaction as the second model showed that these two variables also have significant level at 1 percent. This explain that when the leaders provide direction, implement plans and motivate their subordinates to meet the determined objectives of their organization, employees get

satisfaction in relation with their job. Regression model with the leadership styles (independent variable) and job satisfaction (mediator) as predictors and organizational commitment (dependent variable) is included as the third model. The result showed that if the job satisfaction is included as a mediator between leadership style and organizational commitment, there exist no significant relation between leadership style and organizational commitment but still have significant relation between job satisfaction and organizational commitment. Therefore, job satisfaction has complete mediation effect since the above three models are met with the prescribed condition stated by Baron and Kenny (1986).

5.2 Suggestions

According to the analysis, it has been found that work-oriented leadership style contributes the organizational commitment. Therefore, it is clearly suggested that state-owned media and entertainment industry namely MRTV and MWD should preferably practice work-oriented leadership styles. In addition, the organization should try to attain organizational commitment from their employees by using transformational leadership style to have better development in this changing world. Transformational leadership style concentrates on the development of followers as well as their needs. This type of leadership style is actually in need in media and entertainment industry because media and entertainment industry is always changing since new technologies transform the way entertainment is produced and disseminated throughout the world. In Myanmar, media conferences have been held many times for the development of this area. All the conferences aimed at developing the realm of media in Myanmar and holding frank discussions among members of the media with a view to develop the media sector and to overcome challenges in the media world. To survive and have sustainable development in these changing and developing world, leaders of these organization should possess transformational leadership style which can encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the organization. With this leadership style, employees will be satisfied their job and committed to their organization. Thus, these three styles are needed in media and entertainment industry to upgrade and sustain the level employees' job satisfaction and organizational commitment.

In addition, efficient research organization should conduct systematic empirical studies whether there exist strong relationship between leadership styles and organizational commitment of Media and Entertainment Industry because implementing sound leadership styles and organizational commitment will ensure to accelerate operation of these organizations and sustain value that will continue to drive creativity and development for the achievement of organizational goals and objectives.

5.3   Need for Further Research

This study is placed attention on the effect of leadership styles on organizational commitment of state-owned media and entertainment industry namely Myanmar Radio and Television (MRTV) and Myawaddy (MWD). There are six major media group in Myanmar, four of which are private and two are state-owned. Thus, further research should study in private-owned media groups in order to know the difference of organizational commitment and leadership styles. Apart from studying job satisfaction and organizational commitment, further research should be designed to explore the effect of leadership styles on other outcomes such as employees' motivation, employees' turnover, organizational performance and organizational change since these research help media and entertainment industry to have more systematic, developed, adaptive to challenges to get the better standard. The more efficient and effective management and leadership styles in media and entertainment industry, the better reliable news and information are available which can reflect national value and image.

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APPENDICES

APPENDIX I

Questionnaires for Managerial Level (Leaders)

This survey will help you to describe your leadership styles as you perceive it. From item 1 to 4 indicate to your profile. Questionnaires under the heading of leadership styles for leaders indicate what you actually do. Please kindly answer these questionnaires.

1. Gender   Male ☐   Female ☐

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

3. Educational Background

   Bachelor   _____

   Master   _____

   Doctor   _____

   Any Others (please specify) 1._____

                                   2._____

                                   3._____

4. Working Experience   _____

Leadership Styles for Leaders

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

No	Dimensions					
1.	I made others feel good to be around me.	1	2	3	4	5
2.	I tell others what to do if they want to be rewarded for their work.	1	2	3	4	5
3.	I make suggestions about how to solve problems.	1	2	3	4	5
4.	I respond favorably to suggestions made by others.	1	2	3	4	5
5.	Others have complete faith in me.	1	2	3	4	5

6.	I provide recognition/rewards when others reach their goals.	1	2	3	4	5
7.	I develop a plan of action for the group.	1	2	3	4	5
8.	I act friendly and fairly with members of the group.	1	2	3	4	5
9.	I express with a few simple words what we could and should do.	1	2	3	4	5
10.	I call attention to what others can get for what they accomplish.	1	2	3	4	5
11.	I define role, responsibility and perspective for each group member.	1	2	3	4	5
12.	I show concern for the well-being of others.	1	2	3	4	5
13.	I help others find meaning in their work.	1	2	3	4	5
14.	I am satisfied when others meet agreed-upon standards.	1	2	3	4	5
15.	I provide criteria for what is expected of the group.	1	2	3	4	5
16.	I show flexibility in making decisions.	1	2	3	4	5
17.	I enable other to think about old problems in new ways.	1	2	3	4	5
18.	As long as things are working, I do not try to change anything.	1	2	3	4	5
19.	I encourage group members to do high-quality work.	1	2	3	4	5
20.	I disclose thoughts and feelings to group members.	1	2	3	4	5
21.	I get others to rethink ideas that they had never questioned before.	1	2	3	4	5
22.	I tell others the standards they have to know to carry out their work.	1	2	3	4	5
23.	I provide a plan for how the work is to be done.	1	2	3	4	5

24.	I help others in the group feel comfortable.	1	2	3	4	5
25.	I help others develop themselves.	1	2	3	4	5
26.	I let others know how I think they are doing.	1	2	3	4	5

APPENDIX II

Questionnaire for Operational Level (Subordinates)

1. Gender   Male ☐   Female ☐

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

3. Educational Background

   Bachelor   _____

   Master   _____

   Doctor   _____

   Any Others (please specify)   1. _____

        2. _____

        3. _____

4. Working Experience   _____

Leadership Questionnaires for Employees

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

No	Dimensions					
1.	Our leaders made others feel good to be around him/her.	1	2	3	4	5
2.	Our leaders tell others what to do if they want to be rewarded for their work.	1	2	3	4	5
3.	Our leaders make suggestions about how to solve problems.	1	2	3	4	5
4.	Our leaders respond favorably to suggestions made by others.	1	2	3	4	5
5.	We have complete faith in leaders.	1	2	3	4	5

6.	Our leaders provide recognition/rewards when others reach their goals.	1	2	3	4	5
7.	Our leaders develop a plan of action for the group.	1	2	3	4	5
8.	Our leaders act friendly and fairly with members of the group.	1	2	3	4	5
9.	Our leaders express with a few simple words what we could and should do.	1	2	3	4	5
10.	Our leaders call attention to what others can get for what they accomplish.	1	2	3	4	5
11.	Our leaders define role, responsibility and perspective for each group member.	1	2	3	4	5
12.	Our leaders show concern for the well-being of others.	1	2	3	4	5
13.	Our leaders help others find meaning in their work.	1	2	3	4	5
14.	Our leaders are satisfied when we meet agreed-upon standards.	1	2	3	4	5
15.	Our leaders provide criteria for what is expected of the group.	1	2	3	4	5
16.	Our leaders show flexibility in making decisions.	1	2	3	4	5
17.	Our leaders enable other to think about old problems in new ways.	1	2	3	4	5
18.	As long as things are working, our leaders do not try to change anything.	1	2	3	4	5

19.	Our leaders encourage group members to do high-quality work.	1	2	3	4	5
20.	Our leaders disclose thoughts and feelings to group members.	1	2	3	4	5
21.	Our leaders get others to rethink ideas that they had never questioned before.	1	2	3	4	5
22.	Our leaders tell others the standards they have to know to carry out their work.	1	2	3	4	5
23.	Our leaders provide a plan for how the work is to be done	1	2	3	4	5
24.	Our leaders help others in the group feel comfortable.	1	2	3	4	5
23.	Our leaders help others develop themselves.	1	2	3	4	5
24.	Our leaders let others know how they think and they are doing.	1	2	3	4	5

Job Satisfaction Questionnaires

Please rate the one number that shows agreement or disagreement with the following statement about the emotional condition toward organization.

1= Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4= Agree, 5= Strongly Agree

No.	Dimensions					
1.	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
2	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
3.	The benefits that receive are as good as most other organizations offer.	1	2	3	4	5
4.	I like the people I work with.	1	2	3	4	5
5.	My supervisor is quite competent in doing his or her job.	1	2	3	4	5
6.	Communications seem good within this organization.	1	2	3	4	5
7.	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
8.	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5
9.	I like doing the things I do at work.	1	2	3	4	5
10.	I feel satisfied with my chances for salary increases.	1	2	3	4	5
11.	I am satisfied with my chances for promotion.	1	2	3	4	5
12.	The benefit package we have is equitable.	1	2	3	4	5
13.	There is too much bickering and fighting at work.	1	2	3	4	5
14.	My supervisor is unfair to me.	1	2	3	4	5
15.	Work assignments are not fully explained.	1	2	3	4	5
16.	There are few rewards for those who work here.	1	2	3	4	5
17.	The goals of this organization are not clear to me.	1	2	3	4	5
18.	I feel a sense of pride in doing my job.	1	2	3	4	5

Organizational Commitment Questionnaires

Please indicate the extent of your agreement to your organization with the following statement on a 5-point scale. Please circle your answer.

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

No	Dimensions					
1	Do you agree that you would be very happy to spend the rest of your career with this organization?	1	2	3	4	5
2	Do you agree that you are afraid of what might happen if you quit your job without having another one lined up?	1	2	3	4	5
3	Do you agree that you think that people these days move from company to company too often?	1	2	3	4	5
4	Do you agree that you enjoy discussing about this organization with people outside it?	1	2	3	4	5
5	Do you agree that it would be very difficult for you to leave from this organization right now, even if you wanted to?	1	2	3	4	5
6	Do you agree that you believe that a person must always be loyal to his or her organization?	1	2	3	4	5
7	Do you agree that you really feel as if this organization's problems are your own?	1	2	3	4	5
8	Do you agree that it would be very costly for you to leave your organization?	1	2	3	4	5
9	Do you agree that jumping from organization to organization seems at all unethical to you?	1	2	3	4	5
10	Do you agree that you think that you could not easily become as attached to another organization as you are to this organization?	1	2	3	4	5

11	Do you agree that from Right now, staying with this organization is a matter of necessity as much as desire?	1	2	3	4	5
12	Do you agree that one of the major reasons you continue to work in this organization is that you believe loyalty is important and therefore feel a sense of moral obligation to remain?	1	2	3	4	5
13	Do you agree that you feel like part of the family at your organization?	1	2	3	4	5
14	Do you agree that one of the few serious consequences of leaving this organization would be the scarcity of available alternatives?	1	2	3	4	5
15	Do you agree that if you get another offer for a better job elsewhere you would not feel it was right to leave this organization?	1	2	3	4	5
16	Do you agree that this organization has a great deal of personal meaning for you?	1	2	3	4	5
17	Do you agree that one of the major reasons you continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits you have here?	1	2	3	4	5
18	Do you agree that things were better in the days when people stayed in one organization for most of their careers?	1	2	3	4	5

APPENDIX III

For Myanmar Radio and Television and Myawaddy

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.282[a]	.080	.047	.34297

a. Predictors: (Constant), POU, TS, TFU, WO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.151	4	.288	2.446	.050[b]
	Residual	13.292	113	.118		
	Total	14.443	117			

a. Dependent Variable: OC
b. Predictors: (Constant), POU, TS, TFU, WO

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.229[a]	.053	.044	.34345

a. Predictors: (Constant), LSU

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.760	1	.760	6.440	.012[b]
	Residual	13.683	116	.118		
	Total	14.443	117			

a. Dependent Variable: OC
b. Predictors: (Constant), LSU

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.520[a]	.271	.264	.37709

a. Predictors: (Constant), LSU

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.121	1	6.121	43.044	.000[b]
	Residual	16.495	116	.142		
	Total	22.615	117			

a. Dependent Variable: JST

b. Predictors: (Constant), LSU

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.365[a]	.133	.118	.32997

a. Predictors: (Constant), JST, LSU

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.922	2	.961	8.826	.000[b]
	Residual	12.521	115	.109		
	Total	14.443	117			

a. Dependent Variable: OC

b. Predictors: (Constant), JST, LSU