

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF PATERNALISTIC LEADERSHIP ON
EMPLOYEE VOICE BEHAVIOR AND JOB SATISFACTION
IN MYANMAR AIRWAYS INTERNATIONAL COMPANY
LIMITED**

EI MON KHIN

EMBA II - 28

EMBA 19TH BATCH (ONLINE)

MARCH, 2024

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ACADEMIC YEAR (2022 - 2024)

Supervised By:

Dr. Myint Myint Kyi
Professor and Head
Department of Management Studies
Yangon University of Economics

Submitted By:

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

Supervised By:

Submitted By:

Dr. Myint Myint Kyi

Ei Mon Khin

Professor and Head

EMBA II - 28

Department of Management Studies

EMBA 19th Batch (Online)

Yangon University of Economics

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Paternalistic Leadership on Employee Voice Behavior and Job Satisfaction in Myanmar Airways International Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

MARCH, 2024

ABSTRACT

This study aims to investigate the influence of paternalistic leadership on employee voice behavior, job satisfaction, and employee retention at Myanmar Airways International (MAI), with a focus on the Ground Operations Department. In this study, both descriptive and analytical research approaches are used to accomplish these objectives. A set of structured questionnaires are distributed to a total of 140 employees at MAI Co., Ltd by using simple random sampling method. Through regression analysis, the study finds that morality leadership has negative significant effect on acquiescent but it has a positive effect on pro-social voice behavior. Moreover, benevolent leadership have positively influenced acquiescent, and pro-social voice behaviors. Authoritarian leadership has positive effect on acquiescent, defensive voice, and pro-social voice behaviors. Among the three types of employee voice behavior, acquiescent and pro-social voices have significant and positive effect on job satisfaction, while defensive voice does not have a significant effect on it. Additionally, job satisfaction has significant and positive effect on employee retention. These findings suggest that leadership style significantly affect how employees express their concerns and ideas, which, in turn, influences their job satisfaction and likelihood of remaining with the organization. This study highlights the critical role of leadership style in shaping employee voice behavior and attitudes in the aviation sector, particularly within MAI's ground operations. These insights offer valuable implications for organizational leaders and human resource professionals seeking to enhance employee engagement, satisfaction, and retention through strategic leadership practices. This strategic change will help to maximize resources and align more efficiently with the company's objectives.

ACKNOWLEDGEMENTS

First of all, I would like to express my deepest gratitude to Dr. Tin Tin Htwe, Rector of the Yangon University of Economics, for acknowledging me to implement this study as a partial fulfilment of the Master of Business and Administration.

My heartfelt thanks and greatest gratitude to go to Dr. Myint Myint Kyi, Professor & Head of Department of Management Studies, Yangon University of Economics, for her extensive and constructive suggestions, supporting excellent lectures and comments to complete this thesis.

Furthermore, I would like to give my gratitude to Professor Dr. Thin Nwe Oo, Professor Dr. Hla Hla Mon, Professor Dr. Than Thu Zar, Professor Dr. Myint Myint May, Associate Professor Dr. Kay Thi Soe, Associate Professor Dr. May Win Kyaw of Department of Management Studies, for their patient guidance, helpful advice, extensive and constructive suggestions and comments to complete this thesis.

I am heartily grateful and deepest thanks to my supervisor, Dr. Myint Myint Kyi, Professor & Head of Department of Management Studies for her constructive suggestions, her supporting excellence lecturers and comments, patience guidance, encouraging to complete this study successfully.

I extend my honest gratitude to the guest professors, lecturers, and instructors who played a pivotal role in the success of this research. Additionally, my sincere appreciation goes to the faculty and staff of the Department of Management Studies for their administrative support throughout my academic journey.

My heartfelt gratitude goes to Mr. Aung Phone Aung (Chief Operating Officer), Mr. Thant Sin (Head of Cargo Cum Ground Ops) for their valuable guidance and support throughout the duration of my thesis project and Myanmar Airways International Co., Ltd.'s Ground Operations Department for taking the time to respond to and answer my survey forms, as well as provide valuation information. Most of all, I would like to thank my EMBA 19th Batch classmates and seniors for their friendship and knowledge-sharing.

Ei Mon Khin

EMBA II - 28

EMBA 19th Batch (Online)

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LIST OF ABBREVIATIONS

AL	-	Authoritarian Leadership
AQ	-	Acquiescent Voice
BL	-	Benevolence Leadership
Co., Ltd.	-	Company Limited
COVID-19	-	Coronavirus disease 2019
CSS	-	Customer Service Support
DF	-	Defensive Voice
ER	-	Employee Retention
EVB	-	Employee Voice Behavior
IOSA	-	IATA Operational Safety Audit
IATA	-	International Air Transport Association
JS	-	Job Satisfaction
MAI	-	Myanmar Airways International
ML	-	Morality Leadership
PS	-	Prosocial Voice

CHAPTER 1

INTRODUCTION

The aviation industry plays a vital role in the global economy, connecting people and goods across the world. In recent years, Myanmar has experienced significant surge in its aviation sector, with the emergence of new airlines and the expansion of existing ones. As the nation opened up to the global economy, the aviation sector became a focal point for both domestic and international travel. This rapid expansion has not only presented numerous opportunities but also challenges for organizations operating within this dynamic region. Effective leadership has proven to be a key element in determining both the performance of the industry and the satisfaction of its workforce amidst various challenges.

The role of leadership is crucial in shaping the process of organizations and exerting influence over the behavior and attitudes of employees. Effective leadership is a cornerstone of successful organizations, influencing not only the overall performance and culture of the workplace but also the satisfaction and engagement of employees. Poor leadership results in higher turnover intentions and creates a terrible performance of an organization (Bruursema, 2004). It is often stated that people tend to quit their bosses instead of their jobs, highlighting the effect of leadership styles on employee retention within organizations (Harvey et al., 2007).

Recently, the study of leadership dynamics has become a focal point in organizational behavior and management. Both academics and professionals agree that leadership styles, which vary from autocratic to democratic and transactional to transformational, influence employee behavior and attitudes in unique ways. Nonetheless, more research is needed to understand how these diverse leadership styles specifically impact employee voice behavior and job satisfaction.

Among the diverse array of leadership styles, paternalistic leadership, characterized by a leader's combination of authority, guidance, and concern for their subordinates, has long been a subject of both fascination and debate in the realm of leadership studies. This leadership styles, which is rooted in a sense of responsibility and care for the well-being of employees, holds a unique position in the spectrum of

leadership approaches. Paternalistic leadership is a system and rule of managing nations, individuals, and business in such a way, like a father behaving benevolently with his children. Paternalistic leadership is characterized by three distinct dimensions: authoritarian, morality, and benevolent. Morality leadership is the practice of leading others by showing good values and behaviors. It means a leader makes decisions based on what is right and fair, and guides others to do the same. Then, benevolent leadership is about leading with kindness and compassion. Authoritarian leadership involves strict control and clear directives from the leader. In this style, the leader makes decisions without seeking input from others, expecting everyone to follow orders without questioning. These leaders genuinely care about the well-being of their team members. Looking at many parts of leadership, an important thing to understand is how different ways of leading can influence how much employees speak up and how satisfy they are with their jobs.

Employee voice behavior is the basis for organizational continuous change (LePine & Van, 1998). Employee voice behavior, which includes offering suggestions, raising concerns, and sharing feedback, is essential for organizational growth and innovation. There are three types of employee voice behavior: acquiescent voice, defensive voice and pro-social voice. Acquiescent voice means when employees speak up to agree with or accept decisions and policies without questioning them. They might not fully support these decisions but choose to go along with them anyway. Defensive voice happens when employees speak up to protect themselves or to avoid changes. They might resist new ideas or policies because they're worried about how these changes will affect them. Pro-social voice behavior is when employees speak up because they want to help and improve the situation. They offer ideas, feedback, or concerns because they care about the well-being of the team or company, not just for their own benefit.

Voice is when the employee puts forward suggestions and opinions on the problem of organization, which includes the views of the employee on the way of leadership and the strategies or methods to solve the problem. In a rapidly changing global economy, organizations are increasingly recognizing the importance of fostering open communication and enhancing employee satisfaction to remain competitive and adapt to evolving challenges.

Similarly, job satisfaction plays a crucial role in employee well-being and retention, directly influencing productivity and the overall success of an organization.

Employee job satisfaction is influenced by the internal organization environment, which includes organizational climate, leadership types and personnel relationships (Seashore & Taber, 1975). Leaders are key in shaping how employees act within the internal and external work environment. This is because leaders have the ability to persuade and guide their team members, avoiding unethical actions at work. When leaders use their influence wisely, they build trust with their employees, which can enhance the overall performance.

The competitive work environment has made it increasingly difficult to retain valuable employees. Employee retention is the most difficult challenge confronting human resource management today. Nowadays, the focus of every organization, profit or non-profit, has shifted from "numbers" to "quality," and from "recruitment" to "retention." Employees who are happy with their jobs are less likely to quit, suggesting that job satisfaction lowers the risk of employee turnover.

The purpose of the study mainly focuses on the implications of the paternalistic leadership styles influences employee voice behavior, job satisfaction, and overall retention rates within organizational contexts, particularly in an airline: Myanmar Airways International Company Limited (MAI). By analyzing the effects of paternalistic leadership, the study endeavors to offer valuable insights that can assist industry practitioners and decision-makers in implementing effective leadership strategies to enhance employee well-being, satisfaction, and retention within this specific organizational context.

1.1 Rationale of the Study

Effective leadership within an organization has always played an essential role in shaping the attitudes and behaviors of its employees. The COVID-19 pandemic has affected the aviation sector, causing operational disruptions and significant changes in working conditions. As a series of consequences, retrenching during the pandemic for sustainability, new working styles (work from home, virtual offices, hybrid natured activities). In the aftermath of COVID-19, business regenerating phases are reinitiated worldwide. For this, developing countries have the inevitability of suffering the escalating employee turnover rate and brain drain, including MAI Co., Ltd., which have raised critical concerns. Therefore, MAI Co., Ltd. looked to rebuild and restructure, the leadership dynamics became more critical than ever.

Ground staff in aviation are crucial to ensuring the success, safety, and efficiency of airline operations. They serve as the initial and final point of contact for passengers, and their professionalism and courtesy can heavily impact the airline's reputation, ultimately affecting customer loyalty. They are the unseen heroes of the aviation world, making sure passengers travel smoothly and without any difficulties in their areas of responsibility. Their hard work, skills, and carefulness are key to the airline's success and to keeping passengers safe and satisfied. When they are happy with their work, they are more likely to stay to their job and the company. As a result, it can reduce turnover rates and the associated costs of recruiting and training new employees.

Leadership style can significantly influence the job satisfaction levels of ground operation staff, ultimately effecting the overall performance, retention, and well-being of employees within the sector. Like snowball effect, job satisfaction directly influences the quality of service provided by ground operation staff. Satisfied staff members are more likely to exhibit a positive and accommodating demeanor, leading to an enhanced customer experience and overall satisfaction. Moreover, job satisfaction plays a crucial role in maintaining the safety and security standards within the aviation industry. When ground operations staff are happy, they are more likely to follow safety rules and practices, which can reduce the likelihood of errors and enhance the overall safety and security of airport operations. Employee satisfied with communication has played a role in organizational commitment, which has led to improved employee performance and loyalty. Open communication and frequent discussions between employees and leaders are essential elements in reducing accident rates. Meanwhile, researchers reveal that communication significantly helps employees' physical safety level of the work site and safety performances (Kines et al., 2010). The job satisfaction of ground operation staff in the aviation sector is closely intertwined with employee voice behavior.

Employee voice behavior plays crucial as it promotes open communication, it allows staff to express opinions, suggest improvements, and raise concerns, which can lead to better decision-making and problem-solving within an organization. It enhances employee engagement and satisfaction, driving innovation and efficiency, which are vital for organizational success and adaptability. It has the characteristics of interpersonal interaction, which will inevitably be influenced by the way of leadership style. The attitude and behavior of the leader are the important basis for the employee to evaluate their advantages and disadvantages when they make suggestions to their superiors or

organizations. It ultimately affects the employee's voice or not, how to voice, and the frequency of the voice behavior, the breadth and depth of the voice. Leadership style is an important that affects employees' attitude, employee voice behavior. Different leadership styles have different influence on employee voice behavior.

By encouraging staff to speak up and share their thoughts, organizations make better decisions, solve problems more efficiently, and innovate. In aviation, employee voice behavior is particularly needed because safety, security, and operational efficiency are critical. Employees on the front lines often see issues and opportunities that management might miss. Their input can lead to better decision-making and problem-solving, helping airlines operate more effectively and ensuring passenger safety and satisfaction.

Aviation sector in Myanmar facing challenges, including a concerning rise in employee turnover and the consequential brain drain. The purpose of the study is to examine the effect of leadership style on employee voice behavior, job satisfaction, and retention within the specific context of Ground Operation staff at Myanmar Airways International. Recognizing the vital role of Ground Operation staff in ensuring the smooth functioning of airline operations, the study aims to address pressing questions, including whether specific leadership approaches influence employees' willingness to communicate openly, how employee voice behavior correlates with job satisfaction, and whether enhanced job satisfaction can be a strategic tool for retaining ground operation staff in the face of elevated turnover rates and the upcoming brain drain challenge. It simply resembles the domino effect.

The study aims to explore how different leadership styles effect employee involvement in the Ground Operation department. Furthermore, the study endeavors to explore the extent to which employee voice behavior and job satisfaction contribute to the retention of Ground Operation staff in the challenging landscape of the Myanmar Aviation sector. By providing these insights, the study aims to offer actionable recommendations to address the escalating employee turnover and brain drain, fostering a sustainable and thriving workforce within Myanmar Airways International's Ground Operation department.

1.2 Objectives of the Study

1. To examine the effect of paternalistic leadership on employee voice behavior in Myanmar Airways International Company Limited.
2. To analyze the effect of employee voice behavior on job satisfaction in Myanmar Airways International Company Limited.
3. To analyze the effect of job satisfaction on employee retention in Myanmar Airways International Company Limited.

1.3 Scope and Method of the Study

This study focuses on the effect of paternalistic leadership on employee voice behavior and job satisfaction of Ground Operation department, Myanmar Airways International Company Limited. There are 218 staff working for this department. The sample size comprises 140 employees by using Raosoft sample size calculator. To achieve the study objectives, both primary and secondary data are used. These 140 staff are selected by using a simple random sampling method and online survey method is applied to collect data. A descriptive statistics and regression analysis are used for data analysis. The secondary data is collected from the relevant textbooks, publications, thesis papers, research papers, reports, articles, journals, and internet websites.

1.4 Organization of the Study

This study is organized with five different chapters. Chapter one is an introduction concerning rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two deals with the theoretical background and previous studying that based to construct conceptual frameword. Chapter three contains the profile, paternalistic leadership styles and employee voice behavior of MAI Co., Ltd. Chapter four discusses the analysis on the effect of paternalistic leadership on employee voice behavior, job satisfaction and employee retention at MAI Co.,Ltd. Chapter five is the conclusion together with finding and discussion, suggestion and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter provides a thorough scholarly review of the literature on the effect of paternalistic leadership styles on employee voice behavior, job satisfaction, and employee retention. The first part describes the concept of paternalistic leadership and explanation of three leaderships behavior. The second part explores the concept of employee voice behavior which may affect the job satisfaction and employee retention. Finally, the conceptual framework is systematically introduced.

2.1 Paternalistic Leadership

Paternalistic leadership is a concept deeply rooted in cultural values, particularly in Eastern societies, and refers to a leadership style in which the leader assumes a father-like role in his interactions with employees. In Western culture, paternalistic leadership is perceived negatively because it includes authoritarianism, whereas non-Western cultures (such as in Japan, China and Republic of Korea) tend to view it positively due to the protection and care of paternal authority. This style is characterized by a blend of authority and benevolence, with a strong emphasis on hierarchy and a familial approach to employee relations (Cheng et al., 2004).

The paternalistic leader is seen not only as a figure of authority but also as a moral guide and caretaker who is concerned with the personal and professional well-being of their subordinates (Pellegrini & Scandura, 2008). Employees' well-being, which is crucial in the high-pressure environment of airline ground operations. This approach can lead to improved job satisfaction and reduced stress among staff, as they feel cared for and supported. This leadership style is unique in its approach to managing employee relations, where obedience and loyalty are often expected from the employees in return for protection and care from the leader (Aycan, 2006). Employees led by a paternalistic leader often exhibit higher levels of loyalty and dedication to the organization. In the airline industry, this can translate into greater employee retention, reduced turnover costs, and a more experienced workforce. Research conducted across various cultural settings

indicate that paternalistic leadership can have a substantial effect on organizational outcomes, such as employee satisfaction, commitment, and performance (Pellegrini et al., 2010).

There are three types of paternalistic leadership: authoritarian, benevolent and moral leadership styles may affect ground operation staff's job satisfaction, particularly on triggering the three specific types of voice behavior.

2.1.1 Morality Leadership

One of the three types of paternalistic leadership is morality. Morality is very important in the Chinese way of leading (Farh et al., 2008). Additionally, the research discovered that in China, the theory about leadership focusing on performance. It should also consider moral character as an important factor (Ling & Chen, 1987). Moral leadership refers to a leader behavior that exhibits integrity and moral character through unselfish behavior. This idea of a leader's morality includes being honest, fair, and reliable, having strong moral principles, working closely with team members, leading by example through hard work, giving recognition where it's due, sharing both good and bad times with the team, treating team members fairly, and not misusing power.

Moreover, moral leadership dimension of paternalistic leadership has positive effect on voice behavior, while authoritarian leadership has negative effect. Moral leaders can positively influence their employees to take constructive steps by encouraging them and promoting innovation. By establishing fair competition and personal growth, these leaders enhance employees' morale and give them for equal opportunities. This could lead to employees feeling better about their quality of life (Huang et al., 2020).

Moral leadership brings a lot of benefits to a company. When employees trust their leaders' ethics, they feel encouraged, motivated, and inspired to come up with new ideas. This helps the company succeed and stand out in the competitive market (Avella, 2015). It affects the psychological empowerment of the employees, which reflects positively on increasing their motivation to work better (Wu, 2012). The better a moral leader communicates, the more employees understand what their leader expects from them, how to do their jobs well, and learn more about their responsibilities and tasks.

2.1.2 Authoritarian Leadership

Authoritarian leadership is when a leader has complete control and power, and expects employees to follow orders without much freedom or input. This leadership focuses on a single person being in charge. In China, because of traditional beliefs in hierarchy and order, many managers create a system where they are in charge like a parent and lead in a very direct and controlling way (Peng et al., 2001). Although authoritarian leadership can be beneficial in terms of rapid decision-making and clearly defined roles, it may also pose challenges, particularly when it comes to fostering innovation and maintaining employee morale. This leadership style is most effective in contexts where swift decision-making is crucial, like in construction, manufacturing, and military environments.

Chen et al. (2014) mentioned that it is a leader's behavior that is defined by strong authority and control over subordinates while directing them to carry out orders without discussion. Shen et al. (2019) indicated that leaders strive to maintain the power asymmetry between them and their subordinates in the organization. Gumusluoglu et al. (2020) indicated that authoritarian leaders make decisions alone and do not waste time listening to suggestions provided by subordinates. Siddique et al. (2020) believed that Authoritarian leaders prefer a rigid hierarchy and set ambitious goals unfamiliar to employees, causing low morale and heightened role conflicts, ultimately impacting satisfaction and productivity negatively.

Wu et al. (2020) indicated that increases employees' sense of insecurity, which negatively affects the employee's voice and the level of ideas in support of work. Daft and Lane (2015) noted that it emphasizes tight top-down oversight and management practice through impersonal analogy and analysis. In the aviation industry, this approach is useful during emergencies when quick decisions need to be made.

2.1.3 Benevolent Leadership

Karakas and Sarigollu (2011) defined benevolent leadership are like being a kind and wise guide in a workplace, focusing on doing good and helping everyone grow. It involves making choices that are fair and right, helping people find meaning in their work, encouraging them to have hope and bravery to make positive changes, and making

sure their actions benefit not just the company, but also the wider community. The cultural roots of charitable leadership stem from the Confucian ideology. That is based on social relationships. Being a good leader is like being a kind guide who cares deeply for their team, much like a loving grandparent dotes on their grandchildren. This kind of leadership is about looking out for others' well-being and guiding them toward success, not just focusing on making more money or living in luxury. It's rooted in the belief that leaders should help everyone do well and feel happy, rather than chasing after fancy things for themselves. This approach encourages leaders to be generous, supportive, and focused on the true success of their team and the people around them, showing that true leadership comes from the heart. Ghosh (2015) showed that it is the process of establishing a cycle of motivation and encouragement in businesses and starting organizational change through ethical decision-making. In Gumusluoglu et al. (2017) stated that charitable leadership can be described as a practice that shows concern for all subordinates and works diligently to achieve the highest levels of well-being for them and their families. Erkutlu and Chafra (2016) stated that it is a type of individual care in the workplace that includes opportunities to correct and amend mistakes, avoiding public humiliation in front of subordinates, providing guidance, training, and attention to their career development, attempting to solve their work problems, and demonstrating inclusiveness and concern for them in ways that extend beyond professional working relationships.

In the study of Cheng et al. (2004), the empirical data suggest that benevolent leadership has the greatest impact on employees' identification with the leaders, as well as being the type of leadership that promotes subordinate gratitude. Huang and Lin (2020) showed that It promotes constructive teamwork, boosts respect for their leader's decisions, builds trust among coworkers, develops the team relationship, decreases employee differentiation, and reduces job tiredness. It affects the behavior of organizational citizenship, and the higher the level of concern for employees, it will lead to an increase in their organizational commitment and their complete recovery to follow their leader, obey him and frequent interaction with him, which is reflected in the willingness to form and maintain high quality relationships. It encourages the innovative behavior of employees and increases their identity for their teams and units in which they work (Gumusluoglu et al., 2017).

2.2 Employee Voice Behavior

Voice means when employees talk to their leaders, either within their team or outside it, to share their thoughts and ideas. It's about employees choosing to speak up to help make the company better (Barry & Wilkinson, 2016). In today's global market, companies face competition from all over the world. To make a profit, they look for ways to stand out. Employees are very important in this effort. One way they help is by sharing their ideas and feedback, which is known as their "voice." Employee voice behavior" refers to the actions and attitudes of employees in expressing their opinions, ideas, or concerns within an organization. This behavior is crucial in operational settings, particularly in fields like aviation. Employee voice has benefits for both the company and the employees (Van et al., 2003). Even when a particular voice is negative, it is helpful to know why employees speak up from a practitioner's perspective (Marrison, 2014). Often when an employee uses their voice, it is out of concern for the welfare of the company. When employees feel like their ideas and opinions are being heard, their employee satisfaction will increase (Bruck et al., 2002)

In the context of ground operation staff, it can involve a range of activities from giving feedback on operational procedures, suggesting improvements, raising concerns about safety or efficiency, to participating in decision-making processes. It can be categorized into different types, each with distinct characteristics and implications for organizational dynamics. These types include Acquiescent Voice (AQ), Defensive Voice (DF), and Pro-social Voice (PS).

2.2.1 Acquiescent Voice

Acquiescent voice behavior is when employees say they agree or support something, usually because they feel they have to, not because they really believe it. Harvey and Jerry (1988) indicated that expressing individual opinions along the opinion of majority of people so as to maintain conformity. This behavior neither takes time nor necessitates burden to express their voice. Pluralist ignorance is when people go along with what the group seems to think, even if they don't agree, because they believe their own opinions are different or unpopular. This is a kind of behavior where they say yes because they think their true feelings are unique, leading them to hide their real thoughts. It's like pretending to agree with everyone else because they think they're the only ones

who feels differently (Dyne et al., 2003). Within this behavior, employees express their opinions but this voice does not represent their personal ideas, opinions and knowledge.

2.2.2 Defensive Voice

Detert and Edmondson (2011) identified five reasons employees might be afraid to speak up at work. They believe their ideas won't matter, fear damaging their reputation, think the company doesn't care about their opinions, worry about bothering others, and are scared of being punished. These fears prevent open communication, making it hard for companies to learn and improve from their employees' feedback. Since employees are concerned about consequences, they express their opinion, knowledge and ideas as they are expected to do so in order to protect themselves. Defensive voice is a self-protection behavior. One of the important problems at this point is the tendency of employees to voice the expected opinion to encounter less reaction about organizational developments instead of their concerns to protect themselves. Hence, these studies could be an important obstacle before the change. The point necessary to be changed in the organization could turn into a serious problem (Detert & Burris, 2007)

2.2.3 Prosocial Voice

Prosocial voice behavior is to protect others. Prosocial voice is when employees speak up to help others in the company, focusing on making things better for everyone. Prosocial voice is about improving the company and building trust so that the workplace can become a better place for everyone (Gao et al., 2011). Prosocial voice is to make explanations about knowledge, feelings and ideas concerning job. Prosocial voice behavior is not seen positively by everyone (Dyne et al., 2003). Sometime, prosocial voice like choosing to stay quiet to avoid problems, takes effort and thought because it's a choice. It's hard for companies to encourage this behavior because it's up to the individual to decide to do it (Sehitoglu, 2010).

2.3 Job Satisfaction

Job contentment is a positive state of mind emerging from the evaluation of a person's work as fulfilling or fostering the attainment of work values. Job satisfaction is

an significant element to motivate and encourage employees for better performance (Abdul & Raheela, 2015). Job satisfaction is also used as an assessment criterion by employees in deciding whether to stay or leave the job (Scarpello & Campbell, 1983). Job satisfaction is subjective in nature and cannot be measured by a single measure, different studies have taken different scales to measure it (Sinha & Kumar, 2012). It is an important component of employee well-being (Carr & Mellizo, 2013). Employee voice leads to a further positive outcome: job happiness (Alfayad & Arif, 2017). If employees' voices are not encouraged in the workplace, their performance and morale may suffer dramatically. It should also be supported from a management perspective because it allows leaders to make informed decisions (Morrison, 2014).

2.4 Employee Retention

The relationship between employee retention and job happiness at work has been one of the most extensively explored topics in management across several professions. Furthermore, staff retention is a crucial concern in an organization's competitive advantage because it affects efficiency, production, and its sustainability.

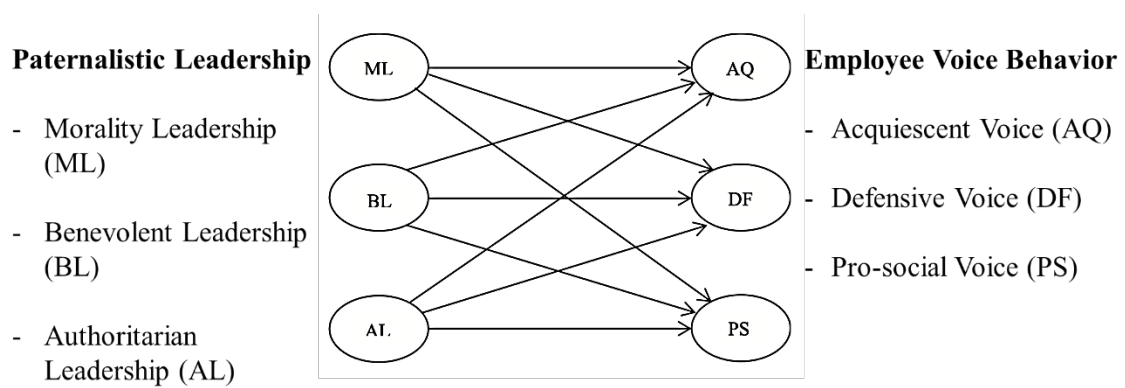
Employee Retention is not only important just to reduce the turnover costs or the cost incurred by a company to recruit and train. However, the need to retain personnel is more vital in preventing talented employees from being recruited. There are many reasons why employees stay or leave a company. These reasons can be personal or business. When employees are happy with their jobs, they are more committed to the company's growth and do a better job. Sandhya and Kumar (2011) believed that workers are not only concerned with money, but they may be better motivated if their social needs are met while working.

Additionally, leadership increases the level of job satisfaction and employee retention. Leadership is a determinant of employee job satisfaction, commitment and productivity (Rad & Yarmohammadian, 2006). Kaye and Evans (2000) concluded that money and benefits are important, but employees want challenging and meaningful work, strong leadership, and opportunity for learning and development.

2.5 Previous Studies

There are numerous studies which analyze the effect of paternalistic leadership styles on employee voice behavior, job satisfaction and employee retention. The first paper is the influence of paternalistic leadership styles on employee voice behavior of cabin crew's upward safety communication. The questionnaire was used to collect data from Taiwanese cabin crew members. Totally 530 questionnaires were distributed. The conceptual model of this first reviewed paper is shown in Figure (2.1).

Figure (2.1) Effect of Paternalistic Leadership Styles on Employee Voice Behavior

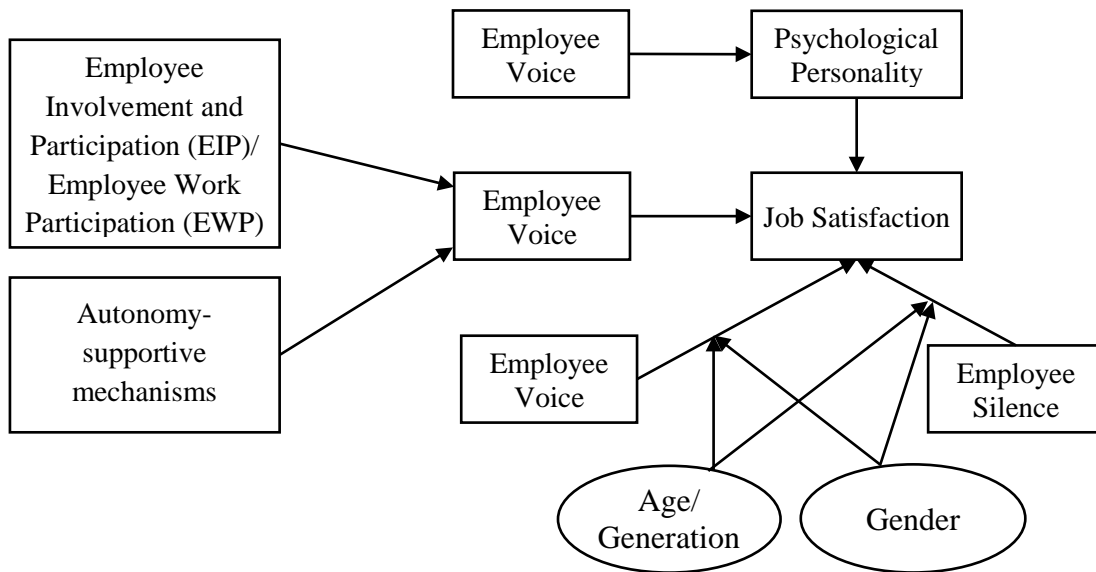


Source: Chen (2017)

Chen (2017) studied that how department managers' morality, benevolent and authoritarian leadership behaviors may affect cabin crew's upward safety communication, particularly on triggering the three specific types of employee voice behavior.

The second paper is the effect of employee voice behavior on job satisfaction is analyzed by Ahmed & Qureshi in 2021. The questionnaire was used to collect data from the country-wide surveys. Totally 10,349 questionnaires were distributed. The conceptual model of the second paper is shown in Figure (2.2).

Figure (2.2) Effect of Employee Voice Behavior on Job Satisfaction

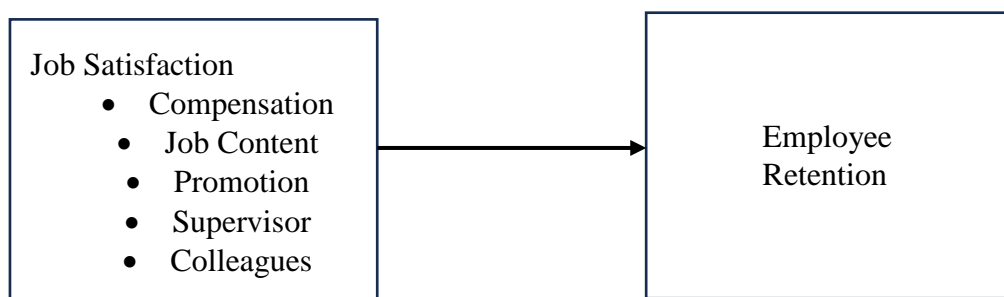


Source: Ahmed and Qureshi (2021)

The majority of the study on employee voice sees the construct as positive, that is, opinions and suggestions for positive change and improvement. This perspective indicates that individuals who experience a better social exchange with their leaders are inclined towards pro-organizational behavior resulting in suggestions for organizational improvement and efficiency. There are three specific types of voice behavior: acquiescent voice, defensive voice and pro-social voice are related to job satisfaction and employee retention.

The third paper is the effect of job satisfaction on employee retention. The purpose of this study is to investigate the relationship between job satisfaction and employee retention. The conceptual model of this reviewed paper is shown in Figure (2.3).

Figure (2.3) Effect of Job Satisfaction on Employee Retention



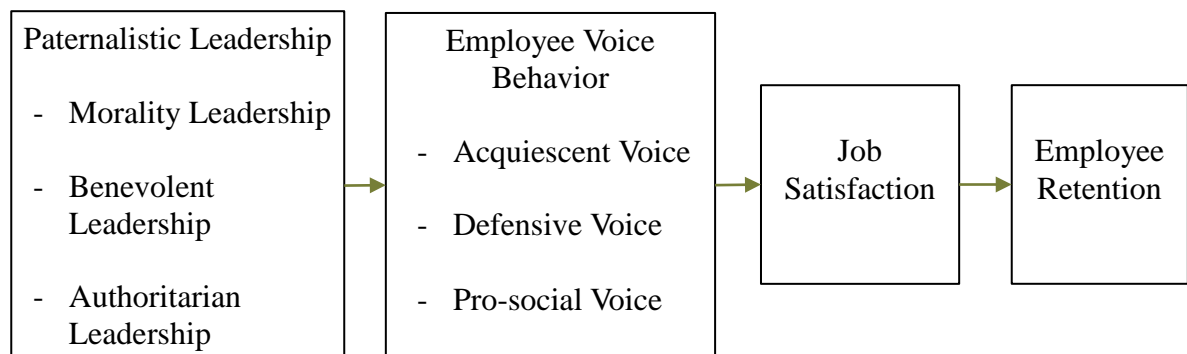
Source: Biason (2020)

The total population of employees working in Baguio City as of 2013 is 165,049. In order to get a sample size of the total population, the researcher used the “Slovin’s Formula” to determine the sample size. The sample comprise of 100 employees from different organizations in Baguio City, Philippines. The questionnaires were distributed to respondents and they completed the questionnaire manually.

2.6 Conceptual Framework of the Study

The following conceptual framework shows how leadership styles: morality leadership, benevolent leadership and authoritarian leadership effect the employee voice behavior and job satisfaction. The conceptual framework of this study is shown in Figure (2.4) which is adopted from Chen (2017), Ahmed & Qureshi (2021) and Biason (2020).

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2023)

In the conceptual framework of this study, four major variables are involved. The first section is about paternalistic leadership styles, including the independent variables morality leadership, benevolent leadership, and authoritarian leadership styles, whereas the dependent variable is employee voice behavior in the second section. The second is employee voice behavior includes acquiescent voice, defensive voice, and pro-social voice. The third component of the study is concerned with the construct of job satisfaction, examining the degree to which employees feel content with their work-related experiences and conditions. The final segment of the investigation delves into the concept of employee retention, exploring the factors that influence an employee’s decision to remain with an organization over time. The purpose of this study is to

examine the influence of paternalistic leadership styles: morality, benevolent, and authoritarian on employee voice behavior, including acquiescent, defensive, and pro-social types. Additionally, the study seeks to explore how these forms of voice behavior affect job satisfaction and, subsequently, how job satisfaction influences employee retention within the Ground Operation Department at Myanmar Airways International.

CHAPTER 3

THE PROFILE AND PATERNALISTIC LEADERSHIP AT MYANMAR AIRWAYS INTERNATIONAL COMPANY LIMITED

This chapter presents the profile and Paternalistic Leadership styles of Myanmar Airways International Company Limited. The background information includes numbers of employees, and their organizational structure of Ground Operational Department. Finally, in the last section of this chapter, the Paternalistic Leadership Practices Employee Voice Behavior and Job Satisfaction of Ground Operation Department, MAI Co., Ltd.

3.1 Profile of Myanmar Airways International Company Limited

Myanmar Airways International (MAI) was established in 1993 as the international wing of the state-owned Myanmar Airways. In its early years, the airline initially focused on regional connectivity, establishing flights to neighboring countries such as Thailand, Singapore, and Malaysia. The late 1993s and early 2000s marked a period of expansion and transformation for MAI Co., Ltd. The airline expanded its fleet, adding more modern and efficient aircraft, which allowed for the introduction of new routes and an increase in flight frequency. However, the airline also faced challenges, particularly in the form of international sanctions against Myanmar, which effected its ability to expand and modernize its fleet.

In the 2010s, MAI Co., Ltd underwent further transformations. The airline entered into codeshare agreements with other regional carriers, expanded its route network, and continued to modernize its fleet. MAI Co., Ltd has achieved the IOSA certification, a testament to its adherence to the highest operational safety standards set by the International Air Transport Association (IATA). For MAI Co., Ltd, being IOSA-certified signifies a commitment to safety that aligns with global best practices. This certification not only underscores MAI's dedication to maintaining a robust safety culture but also enhances its international reputation, potentially leading to increased passenger confidence and expanded partnership opportunities with other airlines.

In addition to its IOSA certification, MAI Co., Ltd has a proud track of keeping their flight 100% accident-free, distinguishing itself as an airline with an exemplary

safety performance. As a result, the airline is recognized as one of the carriers with 7-star rating from Airline Ratings.com, the world's only safety and product rating agency. Today, MAI Co., Ltd operates as a significant player in the Southeast Asian aviation sector, offering flights to several international destinations. The airline's journey from a small, regional carrier to a recognized international airline reflects the broader economic and social changes in Myanmar.

The Ground Operations Department is divided into two main sections: Operations and Customer Service Support. The Operations section is led by an Executive Manager who manages overall operations and reports directly to the Head of Ground Operations. The Customer Service Support section is under the guidance of a Section Head, who also reports to the Head of Ground Operations. Within these sections, Managers are supported by a team of five Deputy Managers who aid in supervisory roles. The staff, including Senior Executives, Executives, Assistant Executives, Senior Officers, Officers, and General Assistants, perform a variety of tasks ranging from customer service to ramp duties, with each lower tier reporting to the one above, the hierarchical level and number of employees is described in Table (3.1).

Table (3.1) Manpower in Hierarchical Level of Myanmar Airways International Company Limited

Sr. No.	Position Level	Number of Employees	Percentage
1	Managerial	29	13
2	Non-Managerial	189	87
	Total	218	100

Source: Myanmar Airways International Company Limited (2023)

Among 218 employees, it can be seen that 29 employees are in managerial level and 189 employees are in non-managerial level. Therefore, the percentages of staffs in executive level and above in this organization are 13% and that of non-managerial level are the remaining 87% of total employees.

3.2 Organization Structure for Ground Operation Department

In the Ground Operations Department at Yangon Station, the organizational hierarchy is meticulously structured to ensure efficient management and operation. At the apex of the hierarchy sits the Accountable Manager, who oversees the entire department's activities. Directly reporting to the Accountable Manager is the Head of Ground Operations, an essential role responsible for coordinating and managing ground operations. This position serves as a critical junction between top-level management and operational staff.

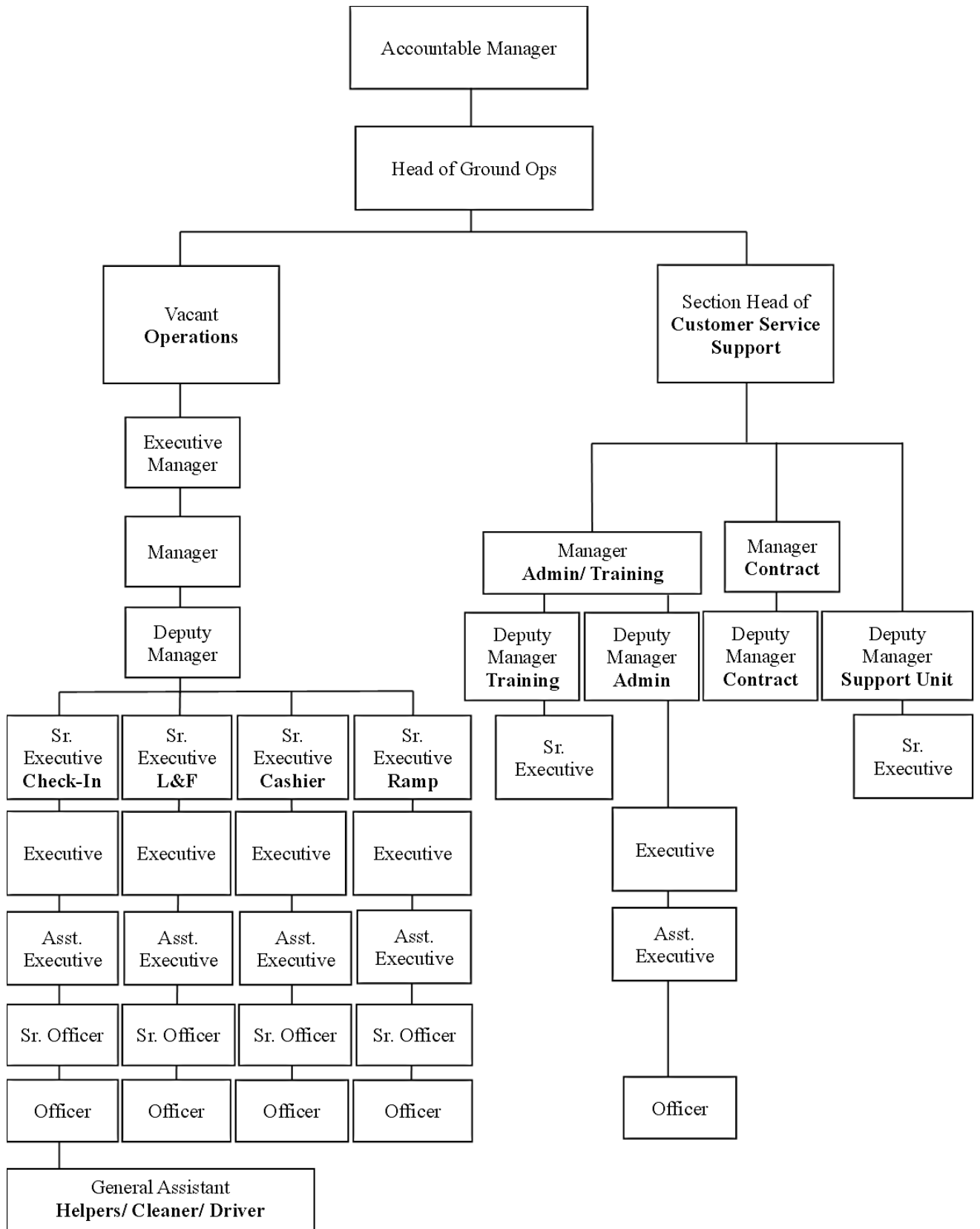
Beneath the Head of Ground Operations are several key positions, each with specific responsibilities. These include the Section Head of CSS, tasked with managing customer service support. Additionally, the Deputy Manager, Executive Manager, and Managers for International and Domestic operations play vital roles in the day-to-day functioning of the department.

The hierarchy extends further to include roles such as the Manager of Admin & Training, Contract Manager, and Deputy Managers in various capacities including Training, Admin, Contract, and Support Unit. These roles are crucial for the smooth functioning of administrative and support aspects of the department.

At a more operational level, the organization includes Senior Executives, Executives, Assistant Executives, Senior Officers, and Officers across various functions such as Check-in, Lost & Found, Cashier, Ramp, and Admin. These roles are essential for executing the day-to-day operations efficiently. Additionally, the inclusion of General Assistants, Helpers, Cleaners, and Drivers demonstrates the department's attention to the diverse range of functions necessary for successful ground operations.

Finally, the organizational chart of the Ground Operations Department at Yangon Station exhibits a well-defined and layered structure, ensuring clear lines of responsibility and effective management across all levels. This hierarchical arrangement facilitates a streamlined approach to managing the intricate aspects of ground operations, thereby enhancing the department's overall efficiency and effectiveness.

Figure 3.1 Organization Chart of Ground Operations Department



Source: Myanmar Airways International Company Limited (2023)

3.3 Paternalistic Leadership Styles of Myanmar Airways International Company Limited

Myanmar Airways International (MAI) Co., Ltd employs a paternalistic leadership style, particularly in its Ground Operation Department, to ensure smooth and efficient operations. This leadership approach, which emphasizes morality, benevolence, and authoritarianism, aligns seamlessly with the department's multifaceted operations, from aircraft handling and passenger services to safety protocols, emergency and contingency planning.

According to the job nature, Ground Operation Department involvement in sensitive activities such as passenger assistance, baggage handling, and coordination with various departments, leaders who prioritize moral integrity foster a culture of trust and reliability. This moral compass is crucial in maintaining the reputation of MAI Co., Ltd, ensuring that every action taken on the ground reflects the airline's commitment to safety, security, and customer satisfaction.

Moral leadership is the practice of leading by example in ethical and moral behavior, inspiring and guiding others to uphold principles of integrity, honesty, and fairness in all their actions and decisions. Moral leadership at Myanmar Airways International involves guiding the airline with integrity, fairness, and a strong ethical focus. This means prioritizing passenger safety, treating employees with respect, and acting with responsibility in all business operations.

Benevolent leadership practice is particularly important in a high-pressure environment where the team handle everything from the meticulous servicing of aircraft to providing compassionate assistance to passengers with special needs. Leader at MAI Co., Ltd makes employees feel supported both personally and professionally, enhancing their ability to deliver exceptional service.

The authoritarian aspect of paternalistic leadership is indispensable in the Ground Operation Department due to the critical nature of its functions. The swift and efficient loading and unloading of baggage, coordination of ramp operations, and adherence to safety and security protocols demand decisive and authoritative action. Leaders make quick decisions in response to dynamic operational challenges and emergency situations. However, this authority is not about imposing control but rather about guiding and

protecting employees and passengers by ensuring compliance with established protocols and standards.

The Ground Operation Department is typically responsible for a wide range of activities that ensure the smooth and efficient operation of ground services including aircraft handling and servicing, such as loading and unloading baggage.

The combination of these leadership characteristics creates an environment in which employees are not only directed by ethical ideals and supported through obstacles, but also empowered to take decisive action when necessary. This leadership style enhances not only the department's ability to perform its wide-ranging duties effectively, from ensuring the operational readiness of ground equipment to coordinating emergency responses but also significantly contribute to job satisfaction and employee retention within the department.

3.4 Employee Voice Behavior at Myanmar Airways International Company Limited

Employee voice behavior at Myanmar Airways International (MAI) Co., Ltd refers to the expression of opinions, ideas, and concerns by employees within the organization. This practice is critical for building a culture of open communication, addressing safety issues, and continuous improvement. MAI Co., Ltd understands the significance of motivating employees to voice their ideas and play a part in the organization's achievements.

Acquiescent voice behavior is observed when employees agree with or accept decisions and policies without questioning them. This type of behavior occurs for various reasons, including a desire to avoid conflict or to conform to the perceived majority view. In a department where operations are crucial and time-sensitive, such as ground operations in an airline, employees choose acquiescent voice behavior to maintain harmony and efficiency. This behavior ensures smooth operations but may also prevent innovative ideas or necessary feedback.

Defensive voice behavior at MAI Co., Ltd is the promotion of a supportive environment where employees feel comfortable expressing their opinions. This includes creating channels for feedback, such as suggestion boxes, regular team meetings, and open-door policies. MAI Co., Ltd values the diverse perspectives of its workforce and

understands that encouraging employee voice leads to innovation and better decision-making.

Furthermore, pro-social voice behavior includes offering suggestions for change, providing constructive feedback on issues, and helping the organization adapt to new challenges or opportunities. Employees at MAI Co., Ltd actively contribute ideas or feedback that aim to improve the organization, not just for their own benefit.

Team collaboration is another key element of employee voice behavior at MAI Co., Ltd. The organization promotes a collaborative culture where team members are encouraged to share their insights during discussions and meetings. This ensures that a variety of viewpoints are considered, leading to more well-rounded and effective solutions.

MAI Co., Ltd also emphasizes the importance of constructive feedback as part of employee voice behavior. Employees are encouraged to provide feedback on processes, projects, and overall organizational functioning. This feedback loop aids in identifying areas for improvement and helps MAI Co., Ltd adapt to changing circumstances in the dynamic aviation industry.

The employee voice behavior at Myanmar Airways International Co., Ltd reflects a commitment to creating a workplace culture where every employee feels empowered to contribute their ideas, opinions, and feedback. This approach not only enhances the overall employee job satisfaction but also contributes to the continuous improvement and success of MAI Co., Ltd in the aviation industry.

CHAPTER 4

ANALYSIS ON EFFECT OF PATERNALISTIC LEADERSHIP ON EMPLOYEE VOICE BEHAVIOR, JOB SATISFACTION AND RETENTION AT MYANMAR AIRWAYS INTERNATIONAL COMPANY LIMITED

This chapter is concerned with the demographic characteristics of respondents, responding the results of the survey that includes exploration of leadership styles of Ground Operations Department and job satisfaction of employees at MAI Co., Ltd. In this study, descriptive statistics is used. Correlation and regression analysis are also used to analyze the effect of leadership styles on employee voice behavior and job satisfaction of MAI Co., Ltd.

4.1 Profile of Respondents

This study collected demographic data from a sample of 140 employees currently working at MAI Co., Ltd 's Ground Support Equipment Department. To understand the composition of respondents, this study was designed structured questionnaire of 5-point Likert scale. Respondents were chosen for participation using a simple random sampling technique. The analysis of this demographic data, summarized in Table 4.1, provides valuable insights into the gender, position, age, educational qualifications, and year of experiences levels of study participants.

Table 4.1 Demographic Profile of Respondents

Sr. No.	Demographic Factor	Number	Percentage
	Total	140	100
1.	Gender <ul style="list-style-type: none">• Male• Female	65 75	46 54
2.	Position <ul style="list-style-type: none">• Management Level• Non-Management Level	16 124	11 89
3.	Age (year) <ul style="list-style-type: none">• 25 and below• 26-35 years old• 36-45 years old• 46 and above	68 45 22 5	49 32 16 3
4.	Education Qualification <ul style="list-style-type: none">• Undergraduate• Graduate• Post-graduate• Other	49 67 20 4	35 48 14 3
5.	Service <ul style="list-style-type: none">• Less than 2 years• 2-5 years• 6 to 8 years• Above 9 years	67 20 18 35	48 14 13 25

Source: Survey Data (2024)

Demographic profile analysis is made on their gender composition, position, age, education qualification, service. By the information of the gender composition, Table (4.1) shows that the Ground Operation Department of MAI Co., Ltd has an equal number of male and female staff with 65 males and 75 females. In term of percent, male respondents share with 46% with the most and female respondents share with 54% in the

study. This balance ensures that both genders have equal employment opportunities, showing the company's commitment to avoiding gender discrimination.

The second analysis is made on their position level composition. In this analysis, 11% were managerial level and 89% were non-managerial level. According to the nature of MAI Co., Ltd, non-management level is significantly larger than the management level. With 16 staff members at the management level, these individuals are responsible for overseeing operations, making strategic decisions, and ensuring that the department runs smoothly and efficiently. On the other hand, the non-management level is comprising 124 staff members who fulfill a variety of operational roles. This level includes loaders, cleaners, drivers, passenger service assistants, and other positions that are essential for the day-to-day functioning of the department. These employees are on the front lines, carrying out the tasks necessary to maintain operations, ensure safety, and provide services to customers. Their roles are diverse, covering everything from loading baggage to ensuring the cleanliness of facilities, driving vehicles, and assisting passengers.

Age is one of the most common demographic questions asked in surveys. In the analysis of age of respondents, their age levels have been grouped in four: below 25 years, 26-35 years old, 36-45 years old, 36-40 years old and above 46 years. Table (4.1) shows that survey includes 68 respondents in the age group of below 25 years as 45%, 45 respondents in the age group between 26-35 years old as 32%, 22 respondents in the age group between 36-45 years old as 16%, 5 respondents in the age group of above 46 years old as 3% respectively. The data revealed a substantial number of 68 respondents in the age group below 25 years, indicating a demographic shift towards a younger workforce within the Ground Operations department at MAI Co., Ltd. Post-COVID-19, a noticeable increase in job hopping behavior was observed within the department, with many employees seeking opportunities in other countries. As a result, the number of employees below the age of 25 exceeded those of any other age group.

As the educational background analysis, the educational level is grouped into four groups: Undergraduate, Graduate, Post-graduate, and Others. Table 4.1 reveals that within the ground operation department, roles such as loaders, cleaners, and drivers comprise 49 staff members at the undergraduate level, accounting for 35% of the workforce. Additionally, 67 staff members are at the graduate level, making up 48% and primarily serving in front-line operations. The remaining 20 staff members, representing

14%, have achieved post-graduate levels, with the majority occupying management-level positions.

In terms of service level, respondents are grouped into four different groups: Less than 2 years, 2-5 years, 6-8 years, and above 9 years. The subject group service for less than 2 years accounted for 48%, 2-5 years accounted for 14%, 6-8 years accounted for 13%, and above 9 years accounted for 25%. Due to the increased job hopping, new blood staff members have been recruited and led to a higher proportion of employees with service levels of less than two years.

4.2 Research Design

In this study, the structured questionnaire is developed to collect the primary data. The questionnaire consists of (4) parts: profile of respondent, paternalistic leadership, employee voice behavior, job satisfaction and employee retention. The question items are in Likert-type 5-point scale format. For paternalistic leadership, the five question items are for morality leadership, the five question items are for benevolent leadership and the five question items are for authoritarian leadership. For employee voice behavior, the five question items are for acquiescent voice, the five question items are for defensive voice and the five question items are for pro-social voice. To assess the job satisfaction, the ten question items are used and to assess the employee retention, the seven items question items are used.

The questionnaires are distributed online to a selected group of 140 employees. All employees replied to the questionnaires. For data analysis, for descriptive analysis, Best (1977) identification is based. According to Best (1977), scored Likert scale of this sort on the mean scale of 1.00-1.80 to mean Strongly Disagree, 1.81-2.60 to mean Disagree, 2.61-3.4 to mean Neutral, 3.41-4.20 to mean Agree, and 4.21-5.00 Strongly Agree. For data analysis, the descriptive and regression analysis are applied, for regression analysis, data reliability is tested in advance.

4.3 Reliability Analysis

Before conducting data analysis, a reliability analysis is performed to assess the internal consistency of the variables in the questionnaire. This analysis is conducted

using the data collected from 140 respondents in the SPSS software. The aim is to measure the paternalistic leadership styles, namely morality leadership, benevolent leadership and authoritarian leadership effect on employee voice behavior such as acquiescent voice, defensive voice and pro-social voice, job satisfaction and employee retention.

The Cronbach's Alpha coefficient is utilized to measure the internal consistency of the questionnaires, ensuring reliability and validity of the research instruments used in this study. Reliability analyses are conducted using data from the main survey before proceeding with further analyses on the relationships between independent and dependent variables. This ensures the reliability and validity of the results and subsequent conclusions drawn from the research.

According to the study, it consists of four parts. Firstly, 15 questions were used to evaluate paternalistic leadership styles and approaches at MAI Co., Ltd. Secondly, 15 questions were employed to measure employee voice behavior. Thirdly, 10 questions were employed to assess job satisfaction. Finally, 7 questions were used to evaluate the employee retention in the organization.

The Cronbach's Alpha coefficient value of 0.90 and above indicate as excellent, between 0.80 and 0.90 indicates as good reliability. A range from 0.70 to below 0.80 indicates as acceptable and between 0.60 and 0.70 indicates as questionable. A Cronbach's Alpha coefficient value between 0.5 and 0.6 indicates as poor and less than 0.5 is unacceptable. The Cronbach's Alpha values for organizational culture, job satisfaction, and work performance are presented in Table (4.2).

Table (4.2) Reliability Analysis

Description	Numbers of Items	Cronbach's Alpha	Alpha Coefficient Range	Interpretation
Morality Leadership	5	0.916	0.90 and above	Excellent
Benevolent Leadership	5	0.898	0.8 to <0.90	Good
Authoritarian Leadership	5	0.830	0.8 to <0.90	Good
Acquiescent Voice	5	0.828	0.8 to <0.90	Good
Defensive Voice	5	0.815	0.8 to <0.90	Good
Pro-social Voice	5	0.904	0.8 to <0.90	Good
Job Satisfaction	10	0.922	0.90 and above	Excellent
Employee Retention	7	0.886	0.8 to <0.90	Good

Source: Survey Data (2024)

As indicated in Table (4.2), the Cronbach's Alpha values for benevolent leadership, authoritarian leadership, acquiescent voice, defensive voice, pro-social voice and employee retention factors fall between 0.80 and 0.90. This range signifies good reliability. The Cronbach's Alpha values for the morality leadership, and job satisfaction factors range from 0.90 to above, indicating excellent. These results suggest that the selected questions were consistent and valid for eliciting the desired responses, providing reliable measurements of the respondents' opinions on all factors considered in the study. Consequently, the data can be interpreted as reliable and valid for this research.

4.4 Employee Perception on Paternalistic Leadership

To explore the employee perception towards the paternalistic leadership, the descriptive analysis is conducted by calculating the mean values for responses of employees to the question items developed for paternalistic leadership: morality leadership, benevolent leadership and authoritarian leadership. The results for morality leadership are shown in Table (4.3).

Table (4.3) Morality Leadership

Sr. No.	Description	Mean Values	Standard Deviation
1	Superior is an upright and honest person.	3.87	0.86
2	Superior treats staff very fair.	3.79	0.93
3	Superior does not obtain illicit personal gains.	4.04	0.81
4	Superior is a good role model to follow.	3.86	0.89
5	Superior always practices what preaches.	3.79	0.9
Overall Mean		3.87	

Source: Survey Data (2024)

The survey data indicate that among the three leadership styles, morality leadership has the highest average score, as employees feel their leaders have a strong sense of moral and ethical conduct. The overall mean of 3.87 suggests that the employees agree with the leaders' moral and ethical conduct. At MAI Co., Ltd, the leaders demonstrate honesty and trustworthiness. They do not engage in corruption or illegal activities to enrich themselves. They are not taking bribes, stealing from the company, and using their positions for personal financial gain in an unlawful manner. The employee believe that their leader is upright, treated fairly and good role model to follow.

The highest mean value of 4.04 suggest that leaders are for not obtaining illicit personal gains. This reflects that employees believe their leader don't try to get unfair personal benefits. The lowest score of 3.79 suggests that leaders could do better by treating staff fairly and sticking to what they preach. Sometimes, leaders try to be fair, but they get stuck between the management and their team when they have to decide on promotions and salaries.

Benevolent leadership, as characterized in the study of Myanmar Airways International (MAI) Co., Ltd, refers to a leadership style which is being a kind and caring for the team and manages the activities. They look after the needs and well-being of everyone in the department, making sure they feel supported and valued. The descriptive analysis results from benevolent leadership are shown in Table (4.4)

Table (4.4) Benevolent Leadership

Sr. No.	Description	Mean Values	Standard Deviation
1	Superior expresses concern about daily life beyond work.	3.44	0.94
2	Superior shows a kind concern for the comfort.	3.57	0.88
3	Superior helps when in an emergency.	3.79	0.77
4	Superior takes thoughtful care.	3.79	0.79
5	Superior also takes good care of family members.	3.29	0.96
Overall Mean		3.58	

Source: Survey Data (2024)

The survey data reveal an overall mean value of 3.58, indicating the agree level among employees regarding the presence of benevolent leadership behaviors. The leader demonstrates support during emergencies and thoughtful care, extending concern for daily life beyond the workplace and ensuring their comfort. However, there is a weakness in adequately addressing the needs of employees' family members.

Among the five items, the lowest mean value of 3.29 is for leaders taking care of family members. The highest mean value of 3.79 are for leaders helping in emergencies. The leaders at MAI are ready for their team in tough situations. During the COVID-19 pandemic, MAI leadership prioritized employee safety, financial stability, and operational continuity, embodying crucial aspects of benevolent leadership in emergencies. However, their approach to directly supporting employees' family members was less evident.

The assessment of authoritarian leadership in MAI Co., Ltd 's Ground Operations department consists of five questionnaires and is shown with mean values and standard deviation in Table (4.5).

Table (4.5) Authoritarian Leadership

Sr. No.	Description	Mean Values	Standard Deviation
1	Superior covers real intention from revealing.	3.03	0.93
2	Superior determines on all decisions regardless important or not.	2.85	0.97
3	Superior always has the last say in the meeting.	2.84	0.98
4	Feeling pressured when working with leader.	2.91	1.01
5	Superior scolds when the tasks didn't accomplish.	2.90	1.03
Overall Mean		2.91	

Source: Survey Data (2024)

With an overall mean of 2.91 suggest that participants perceive a neutral level of authoritarian behavior in leadership within the context of the survey. It means that they neither agree nor disagree with the authoritarian style of their leaders. In aviation, including ground operations, authoritarian leadership emphasizes strict compliance with safety protocols and operational procedures, which is crucial in the aviation industry.

The highest mean score of 3.03 is the leaders do not fully disclose their intentions, means that employee feel somewhat uncertain about whether their leaders are open about their intentions. When there's a last-minute schedule change due to a delayed flight. Leader decides on the new plan and informs the team what to do through a quick briefing. The team might not feel completely left out of the decision-making process, but they also don't feel totally involved. Sometimes the pressure is high, especially when there's an unexpected rush, and the employees feel that leader is strict.

On the other hand, the lowest average score of 2.84 is neutral, which is defined by a strict and controlling approach. It means that the employees generally don't think their leader is too strict or controlling, but they also don't feel completely free from control. When the team is handling the arrival of the aircraft, leader tell everyone exactly where to go and what to do, even if someone has a better idea. Sometimes this can make the work go smoothly, because everyone knows their job. But other times, team members might feel a little frustrated because they have their own experience and ideas.

In the aviation sector, where strict compliance with safety and security procedures is essential, leaders at MAI Co.,Ltd maintain a disciplined operational environment. However, this approach could potentially reduce job satisfaction and adversely affect retention rates if employees feel excessively controlled or undervalued.

Standard deviation above 1.00 for statements 4 and 5 suggests that people had more differing opinions or experiences regarding feeling pressured when working with the leader and the leader scolding when tasks weren't done. During holidays or festivals, the workload increases significantly. Leader who is demanding is seen as authoritarian by new staff who are not used to the pace. On the other hand, more experienced staff is appreciating a boss who takes charge and helps keep everything under control.

4.5 Employee Voice Behavior

The mean values of the employee responses to the question items designed for the employee's voice behavior: acquiescent voice, defensive voice, and pro-social voice are calculated as part of a descriptive analysis to explore the employee's voice behavior toward the paternalistic leadership. Acquiescent voice behavior refers to the tendency of individuals to agree with others, especially authority figures and without offering their own perspective. Table (4.6) shows the results for acquiescent voice behavior.

Table (4.6) Acquiescent Voice

Sr. No.	Description	Mean Values	Standard Deviation
1	Supporting the ideas of others because of disengagement.	2.80	1.03
2	Expressing agreement and rarely offer a new idea.	2.56	0.95
3	Being agree and go along with the group, based on resignation.	3.06	1.02
4	Expressing agreement with the group based on low self-efficacy to make suggestions.	2.46	0.97
5	Agreeing with others about solutions to problems.	3.24	0.83
Overall Mean		2.83	

Source: Survey Data (2024)

The overall mean value of 2.83 suggests a neutral level of acquiescent voice behavior among the ground staff. These behaviors prevent the staff from compromising the safety and ethical standard of airline. Among the five items, the highest mean value is 3.24, showing that employees neither agree nor disagree on solutions to problems because their leader listen their opinion and ideas, leading to a cooperative and supportive work environment. However, when faced with a delay due to bad weather, ground staff neutrally accept the proposed standard protocol instead of suggesting any proactive measures to mitigate passenger frustration.

On the other hand, the lowest mean value of 2.46 is disagree level shows that employees do not feel agree with the group because they have confident enough to share their own ideas. The staff member from MAI always suggests a more efficient way to manage boarding because they confidence in their own capabilities.

The standard deviation of 1.03 means that some employee is totally fine with it, while others strongly against it. Additionally, standard deviation of 1.02 suggest that the opinions of the Ground Operations Staff at MAI on a new procedure vary a lot. Some agree because they're not too concerned either way, while others have strong feelings about it. So, there's no common opinion among the staff.

Defensive voice behavior is when employees speak up to protect themselves from potential problems or to point out issues that might harm them or their work. In this assessment of the defensive voice behavior, it is composed with five questionnaires with mean values and standard deviation as show in Table (4.7).

Table (4.7) Defensive Voice

Sr. No.	Description	Mean Values	Standard Deviation
1	Lack of express much except agreement with the group, based on fear to be left behind.	2.59	0.97
2	Expressing ideas that shift attention to others, because afraid of being the target.	2.54	1.08
3	Providing explanations that focus the discussion on others in order to protect myself.	2.94	1.01
4	Going along and communicate support for the group, based on self-protection.	3.21	0.94
5	Expressing ideas because afraid of being in danger if any accident happened.	3.51	0.93
Overall Mean		2.96	

Source: Survey Data (2024)

The overall mean value of 2.96 is at the neutral level. This mean that the staff does not have a clear tendency towards agreement or disagreement with the defensive voice behaviors. They normally focus on compliance with the leader's instructions due to fear of missing advancements in this organization. As per aviation industry practices, employees have a sense of defense against potential accidents. Under normal circumstances, they avoid expressing their concerns defensively due to their fear of personal and professional losses or misunderstandings from leaders.

The highest mean value of 3.51 is agree level, shows that ground operations department (GOD) staff at MAI Co., Ltd are more likely to share their ideas because they are worried about the risks of accidents happening. Employee who works in the ground operations department notice that the conveyor belt could potentially lead to an accident, maybe causing injury to someone or damage to the aircraft. By expressing this idea, it can help to create a safer work environment, showing how concern for safety can encourage people to communicate more openly.

On the other hand, the lowest mean value of 2.54. This suggests that the Ground Operations Staff of MAI generally do not agree that they shift attention to others because

they are afraid of becoming the target themselves. Staff members do not shift the blame onto others to avoid being criticized themselves. If there's a problem with a flight's departure time, they would not just point fingers at the scheduling department. They will cooperate with the relevant departments. The standard deviation of 1.05 suggest that the employee express ideas that shift attention to others because they're afraid of being targeted, their answers would vary more compared to other behaviors listed. Some staff might never do this, feeling confident in their role, while others might do it often, perhaps due to feeling less secure.

Pro-social voice behavior refers to constructive and positive forms of expression in the workplace, intended to support or improve the functioning of the organization. This assessment of the Pro-social Voice of MAI Co., Ltd 's Ground Operations Staff comprises five questionnaires, the results of which are presented in Table (4.8) along with their corresponding means and standard deviations.

Table (4.8) Pro-social Voice

Sr. No.	Description	Mean Values	Standard Deviation
1	Expressing solutions to problems with the cooperative motive of benefiting the organization.	3.82	0.73
2	Developing and make recommendations concerning issues that affect the organization.	3.76	0.78
3	Communicating with the opinions about work issues even if others disagree.	3.62	0.81
4	Speaking up with ideas for new projects that might benefit the organization.	3.81	0.73
5	Suggesting ideas for change, based on constructive concern for the organization.	3.75	0.76
Overall Mean		3.75	

Source: Survey Data (2024)

The highest mean value 3.82 is agree level for expressing solutions to problems, which suggests that employees tend to actively propose ideas that they believe will

benefit the airline. During the peak travel season, the ground operations staff observes that the check-in lines are consistently long, leading to passenger frustration and delayed flights. The staff member proposes the use of a mobile check-in app to speed up the process and early check-in. This suggestion aims to enhance passenger satisfaction and improve the efficiency of flight departures.

The lowest mean score of 3.62 is for ground operations staff are less likely to share their thoughts on work problems when others might not agree. In practice, ground operations team is discussing how to improve the boarding process. Some team member thinks that boarding passengers by groups would be more efficient, but they hesitate to share this idea because they worry others might disagree. This unwillingness to speak up about potential improvements due to fear of disagreement. If they feel their ideas is not strong enough to show their leader, they are unwilling to speak up.

The overall mean value of 3.75 is at the agree level. It means that they want to be impressive from their leaders. They know the leader's priority well: they understand that their leaders satisfied with their emphasis on customer's satisfaction. Thus, they are happy to show their enthusiasm regarding customer service.

4.6 Employee Job Satisfaction

To explore the employee job satisfaction, the descriptive analysis is conducted by calculating the mean values for responses of employees to the question items developed for job satisfaction. The results for employee's job satisfaction are shown in Table (4.9)

Table (4.9) Job Satisfaction

Sr. No.	Description	Mean Values	Standard Deviation
1	Providing ample opportunities for career growth within the organization.	3.48	0.93
2	Maintaining an environment that is consistently welcoming, management adheres to an open-door policy.	3.42	0.84
3	Feeling fairly compensated for the efforts.	3.13	1.04
4	Receiving sufficient training and development opportunities to excel in the role.	3.54	0.86
5	Working in an environment that values cooperation and respect.	3.59	0.86
6	Being comfortable providing feedback to the colleagues and superiors.	3.56	0.88
7	Assigning work assignments fairly.	3.43	0.91
8	Conducting job performance evaluations fairly.	3.53	0.82
9	Placing a high value on employee career development, management ensures a supportive work environment	3.29	0.92
10	Being realistic, clear, and attainable for the mission and vision of the organization.	3.45	0.86
Overall Mean		3.44	

Source: Survey Data (2024)

The overall mean value of 3.44 is at the agree level that they are satisfied with career growth, work environment, compensation, cooperation between staff and with supervisors and company's mission. The highest mean value of 3.59 is at agree level for cooperation and respect, mean that the ground crew feels they work well together as a team. The ground operations staff handle many aircraft arriving and departing at different times. They all work together smoothly, communicating clearly and helping each other out to make sure all the luggage is handled properly and safely. After the rush, they thank each other for the great teamwork.

However, the lower score of 3.29 is neither agree nor disagree for how much the company focuses on the career growth of its employees. It means that while there are

chances to grow, the way to move up isn't always obvious or well-supported. Although they see some opportunities to learn new skills, it isn't exactly sure about the promotions and increments.

In Myanmar, working at the international company like MAI makes employees feel proud and secured. The compensation package is fair due to compliance with international standards. This point is also attractive to employees. Moreover, the airline service environment is likely to employee, in which they can enjoy the full of politeness, kindness and family style supporting each other.

4.7 Employee Retention

To explore the employee retention, the descriptive analysis is conducted by calculating the mean values for responses of employees to the question items developed for retention. The results for employee's retention are shown in Table (4.10).

Table (4.10) Employee Retention

Sr. No.	Description	Mean Values	Standard Deviation
1	Quitting the current job even though get a higher salary offer from other organizations.	2.98	1.1
2	Feeling secure in the current position.	3.31	0.92
3	Reeling valued and appreciated for contribution the company.	3.29	0.97
4	Feeling confident in the leadership's ability to guide the future to success.	3.52	0.87
5	Being sure that career choice is right, and happy to stay here with current career.	3.48	0.91
6	Affecting satisfaction with current salary levels.	3.07	1.11
7	Feeling satisfied with the workplace.	3.20	0.89
Overall Mean		3.30	

Source: Survey Data, (2024)

According to the neutral level of the overall mean value of 3.30, most of the employees are not sure to stay at MAI Co., Ltd for the long term. Although they are satisfied with the compensation, work environment, and family type culture of MAI Co., Ltd. On the other hand, competitor airlines are attracting them with a better working environment and higher compensation. For instance, other international airlines or ground handlers can provide higher salaries, and they also have a better public image and brand recognition. Therefore, it is not sure whether to stay with the company or go abroad.

The highest mean value of 3.52 is at agree level for confidence in the company's leadership is quite positive. The ground crew trusts their leader's decisions, including changes to safety protocols or shift schedules, believing these decisions benefit them in the long run. The lowest mean value of 2.98 is neutral level, corresponds to employees' likelihood of staying despite higher salary offers elsewhere. This suggests that employees consider leaving if offered more money by another company, indicating that salary is a significant factor in their decision to stay with MAI Co., Ltd. Furthermore, the higher standard deviation value of 1.11 means that some employees feel very strongly about staying, while others more inclined to leave if given the opportunity due to inflation rate increase and economy effect on their salary.

4.8 Analysis on Effect of Paternalistic Leadership on Employee Voice Behavior of Ground Operations Department

This study examines how paternalistic leadership influences the speaking up behavior of employees in the Ground Operations Department. The study uses online survey questionnaires from staff members to understand the relationship between leadership style and employee voice behavior.

4.8.1 The Effect of Paternalistic Leadership on Acquiescent Voice Behavior

The results for the effect of paternalistic leadership on acquiescent voice behavior are shown in Table (4.11)

Table (4.11) Effect of Paternalistic Leadership Styles on Acquiescent Voice Behavior

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1. (Constant)	.379	.327		1.160	.248			
Morality Leadership	-.209**	.093	-.215	-2.255	.026	.392	2.553	
Benevolent Leadership	.406***	.093	.403	4.353	.000	.415	2.411	
Authoritarian Leadership	.621***	.061	.636	10.160	.000	.907	1.103	
R	.718 ^a							
R Square	.516							
Adjusted R Square	.505							
Durbin-Watson	2.056							
F Value	48.361***							

Source: Survey Data (2024)

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

According to the multiple regression analysis result, the R square value is 0.516, and the adjusted R square value is 0.505. This indicates that the model can explain approximately 50.5% of the variance in both the independent and dependent variables. The model is fit with F value 48.361 at 1% significant level. The Durbin-Watson value is 2.056, which is within the acceptable range of 1.5 to 2.5, indicating that the sample has no autocorrelation issues.

The regression model of morality leadership is negatively associated with acquiescent voice (B = -0.209, p <.05), suggesting a decrease in acquiescent voice behaviors when morality leadership increases. The negative influence indicates that when leaders display more of a moral style, employees are less likely to just agree with everything and are more likely to share their own ideas and opinions. Safety is very important in airlines. Leader follows the strict adherence of safety protocols and never

overlooks minor safety checks to keep on-time performance. Moral leaders make sure everyone follows safety rules. If there's a safety issue, employees report it because they know it's the right thing to do and they get support, not trouble. This helps avoid bigger problems and makes the airline safer and more reliable.

Benevolent Leadership ($B = 0.406, p < .001$) and Authoritarian Leadership ($B = 0.621, p < .001$) are positively associated with Acquiescent Voice, indicating that these forms of leadership are related to an increase in acquiescent behaviors. Benevolent leadership shows a positive significant effect. It indicates that the leaders are more benevolent, meaning kind, caring, and supportive, employees are more likely to just go along with what the leader says without providing their own opinions. Employees feel less need to challenge or offer alternative views because they trust the leader's good intentions. When the leader introduces a new procedure for handling baggage more efficiently, the staff quickly adopt it without objections. They trust that the leader's decision is for their benefit, making them less likely to challenge decisions or suggest alternatives.

Furthermore, authoritarian leadership style has the strongest positive significant effect. This suggests that when leaders are more authoritative, controlling, and demanding, employees tend to agree with them more, possibly out of fear or respect for the hierarchy, and thus, they voice their own ideas or disagreements less often. When implementing new baggage handling procedures, the leader lay out clear rules that everyone follows precisely and monitor the staff closely to ensure compliance. Due to the leader's strict nature and the potential consequences of not following the rules, the ground staff are likely to follow these directives without offering their own ideas or feedback.

4.8.2 The Effect of Paternalistic Leadership on Defensive Voice Behavior

The results for the effect of paternalistic leadership on defensive voice behavior are shown in Table (4.12).

Table (4.12) Effect of Paternalistic Leadership Styles on Defensive Voice Behavior

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	.929	.378		2.462	.015		
Morality Leadership	-.071	.107	-.072	-.658	.512	.392	2.553
Benevolent Leadership	.177	.108	.174	1.642	.103	.415	2.411
Authoritarian Leadership	.574***	.071	.583	8.119	.000	.907	1.103
R	.603 ^a						
R Square	.364						
Adjusted R Square	.350						
Durbin-Watson	1.671						
F Value	25.927***						

Source: Survey Data (2024)

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

According to the multiple regression analysis result, the R square value is 0.364, and the adjusted R square value is 0.350. This indicates that the model can explain approximately 35.5% of the variance in both the independent and dependent variables. The model is fit with F value 25.927 at 1% significant level. The Durbin-Watson value is 1.671, which is within the acceptable range of 1.5 to 2.5, indicating that the sample has no autocorrelation issues.

The negative coefficient for morality leadership suggests that there is a negative relationship between morality leadership and defensive voice behavior. Moral leader really focuses on doing the right thing, the employees do not feel the need to just agree with everything the leader say. And at the same time, the employees do not feel like they have to be on the defensive all the time, protecting themselves. The employee trust that the leaders are fair, so they do not feel pressured when they just go along with what the leaders say. The ground operations team is facing the challenge of rebooking many

passengers due to a cancelled flight due to an aircraft technical defect. A newer team member approaches the team leader for guidance on how to handle the baggage from a canceled aircraft. The leader's tone for smooth action in tight situations by cutting corners effects the overall effectiveness of the operations team by asking to send passengers' baggage of flight canceled aircraft to another aircraft, which is relieving for defected aircraft, without sending back for X-ray check as per manual.

Ground staff wanted to speak out due to the security issue, but it did not happen. Because employees also believe that the leader is doing the right thing, has good skills, and that the scenario is manageable. Therefore, they follow their leader's decision without speaking out defensively, even though it is a security issue.

The data suggests that benevolent leadership does not have a significant effect on defensive voice behavior. Even when leaders exhibit benevolent behavior, showing care and concern for their team's well-being, it does reduce the number of employees communicating defensively. This is because, regarding critical issues like promotions and pay raises, decisions are typically made by higher management instead of an immediate benevolent leader. Employees understand that their immediate leader, despite being supportive, does not have the final say in these.

Authoritarian Leadership are positively associated with defensive voice, indicating that an increase in authoritarian leadership style is likely to increase in defensive voice behavior. The company introduces a new software system for check-in and boarding processes. The ground staff find some issues with the system that slow down their work. However, their leadership is authoritarian, they do not report these issues or recommend improvements. Instead, they only address the problems when confronted, defensively explaining why they couldn't work faster or serve the customers better, to avoid direct blame.

4.8.3 The Effect of Paternalistic Leadership on Pro-Social Voice Behavior

The results for the effect of paternalistic leadership on pro-social voice behavior are shown in Table (4.13)

Table (4.13) Effect of Paternalistic Leadership Styles on Pro-Social Voice Behavior

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	1.340	.337		3.973	.000		
Morality Leadership	.331***	.096	.388	3.446	.001	.392	2.553
Benevolent Leadership	.198**	.096	.225	2.056	.042	.415	2.411
Authoritarian Leadership	.147**	.063	.172	2.329	.021	.907	1.103
R	.507 ^a						
R Square	.325						
Adjusted R Square	.310						
Durbin-Watson	1.621						
F Value	21.806***						

Source: Survey Data (2024)

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

According to the multiple regression analysis result, the R square value is 0.325, and the adjusted R square value is 0.310. This indicates that the model can explain approximately 31.0% of the variance in both the independent and dependent variables. The model is fit with F value 21.806 at 1% significant level. The Durbin-Watson value is 2.056, which is within the acceptable range of 1.5 to 2.5, indicating that the sample has no autocorrelation issues.

Benevolent leadership also has a positive effect on pro-social voice behavior among Ground Operations Staff. In the context of the ground operations staff at Myanmar Airways International, benevolent leadership encourage staff to speak up more to improve their work environment and processes. Leader notices that their ground staff looks stressed about balancing work and personal life. The leader offers flexible scheduling and even a day off when needed. This kindness makes the staff feel valued and secure.

On the other hand, authoritarian leadership makes decisions alone and expects employees to follow without questioning. Even though this style can sound strict, it can have positive effects in certain situations. During an emergency situation, the authoritarian style can be particularly effective. The leader makes fast decisions and directs staff precisely on what to do. For ground operations staff, this means they have clear instructions on how to handle the situation, whether it's dealing with flight cancellations, delays, or emergency situations, ensuring that the effect on passengers is minimized.

A morally upright leader encourages employees to share ideas and feedback positively, leading to initiatives like the “SMART” program aimed at enhancing customer service. Leader at Myanmar Airways International always listen to the voice of ground staff, treats everyone with respect, and acts honestly. The leader often asks for feedback on how to improve customer service. Because the leader shows good morals by caring for the staff's opinions, the ground operations staff feel valued and safe to share their thoughts and ideas.

They presented their new ideas to enhance the customer satisfaction. From this presentation, “SMART” program emerged in MAI. Regarding “SMART” program “S” stands for “Smile”, “M” stands for “Mingalar par”, “A” stands for “Attitude”, “R” stands for “Reliable”, and “T” stands for “Thank You”. Since, they voiced to implement this program, they have been participating in this program with high commitment. Immediately, they meet the passenger anytime, they smile, say “Mingalar par” and “Thank You” with good attitude, and they show their behavior which is reliable for passenger. This initiative not only enhanced employee motivation but also significantly improved customer satisfaction.

4.9 Analysis on Effect of Employee Voice Behavior on Job Satisfaction

The results for the effect of employee voice behavior on job satisfaction are shown in Table (4.14)

Table (4.14) Effect of Employee Voice Behavior on Job Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	1.617	.374		4.318	.000		
Acquiescent Voice	.203*	.109	.220	1.874	.063	.434	2.304
Defensive Voice	-.121	.108	-.133	-1.127	.262	.433	2.308
Pro-social Voice	.429***	.082	.406	5.233	.000	.997	1.003
R	.431 ^a						
R Square	.186						
Adjusted R Square	.168						
Durbin-Watson	1.676						
F Value	10.341***						

Source: Survey Data (2024)

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

The regression model with an R squared of .186 implies that around 18.6% of the variance in job satisfaction among the Ground Operations Staff at MAI Co., Ltd is explained by these voice behaviors. The model is fit with F value 10.341 at 1% significant level. The Durbin-Watson value is 1.676, which is within the acceptable range of 1.5 to 2.5, indicating that the sample has no autocorrelation issues.

As per the data regression result, acquiescent voice behavior has a significant coefficient value at the 10% level. It means that their acquiescent voice behavior does have an influence on job satisfaction although the effect is not extremely strong. The leader at MAI Co., Ltd. encourages employees to speak up and listens carefully to their concerns, including safety issues. However, in some situations, employees trust their leader's decisions and choose not to voice their opinions. Employees feel their concerns are acknowledged and addressed which can enhance job satisfaction. However, the trust in the leader's decisions can contribute to a sense of job satisfaction, as employees feel

secure and confident in their leader's capabilities, reducing stress and increasing contentment at work.

The negative influence of defensive voice, meaning that as defensive voice behavior increases, job satisfaction decreases among the ground operations staff at Myanmar Airways International. When employees feel unable to openly discuss problems, concerns, or ideas for fear of defensive reactions, leading to dissatisfaction. At ground operations department of MAI, the employee trusts their leader's decision making and manageable skill. However, employees often voice their concerns about promotions and salary increases, but these decisions are ultimately made by higher management. Despite the leader's benevolence, employees stop speaking up defensively and remain silent, which negatively effect on job satisfaction.

Pro-social voice has the strongest positive influence, indicating that an environment that supports and encourages constructive feedback and suggestions can significantly enhance job satisfaction. Prosocial Voice involves employees speaking up with the intention to improve the workplace for the benefit of the organization and their colleagues. In an operational context of MAI Co., Ltd 's ground operations, leader are actively encouraging staff to contribute to discussions on safety standards, customer service improvement, and operational efficiency. Recognizing these contributions lead to greater job satisfaction and overall employee well-being.

4.10 Analysis on Effect of Job Satisfaction on Employee Retention

The results for the effect of job satisfaction on employee retention are shown in Table (4.15)

Table (4.15) Effect of Job Satisfaction on Employee Retention

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	-.027	.123		-.224	.823		
Job Satisfaction	.968***	.035	-.920	27.636	.000	1.000	1
R	.920 ^a						
R Square	.847						
Adjusted R Square	.846						
Durbin-Watson	2.174						
F Value	763.748***						

Source: Survey Data (2024)

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

The regression analysis indicates a significant positive relationship between job satisfaction and employee retention. The unstandardized coefficient (B = .968) suggests that for each one-unit increase in job satisfaction, there is an increase of .968 units in the measure of employee retention. The R Square value of .847 implies that 84.7% of the variability in employee retention can be explained by the level of job satisfaction among employees. The model is fit with F value 763.748 at 1% significant level. The Durbin-Watson value is 2.174, which is within the acceptable range of 1.5 to 2.5, indicating that the sample has no autocorrelation issues.

In the context of MAI Co., Ltd 's Ground Operations Staff, employees who are satisfied with their roles. It means that these employees like what they do, feel their leader treated fairly, and believe their work is important. Due to the supportive leadership style, the implementation of the “SMART” program was successful.

Job satisfaction is not just about liking the current job. It's about seeing a future for themselves at the company. The recruitment of younger employees shows MAI Co., Ltd is thinking about the future. When people see chances to grow and learn, they want to stay and be part of that future.

The COVID-19 pandemic has significantly affected the workforce within the Ground Operations department at MAI Co., Ltd, leading to demographic shifts, an increase in job hopping, and changes in employee retention and recruitment patterns.

Finally, even though there are the opportunities in global job market and better work condition, a positive and supportive work environment make a big difference. If employees feel supported by their leaders, they're more likely to be satisfied with their job. This support helps them feel secure and part of a team.

CHAPTER 5

CONCLUSION

This study concludes with the findings of the analysis, suggestions and recommendations, and the need for additional research. The first section presents the findings and discussions from previous chapters. It summarized the findings of the previous chapters' mean and regression analysis tables. The second section is where the researcher discusses and recommends what MAI Co., Ltd should focus on to improve job satisfaction and employee retention based on paternalistic leadership and employee voice behavior. Finally, the researcher summarizes this section by discussing the study's limitations and suggesting areas of emphasis for future research.

5.1 Findings and Discussions

The primary data are collected from employees of Ground Operation Department, Myanmar Airways International Co., Ltd with a structured survey questionnaire. The secondary data are collected from the relevant textbooks, publications, thesis papers, research papers, reports, articles, journals and internet websites. In this study, simple random sampling method is applied. Out of the total workforce of 1,231 employees within the airline, this study focuses only on the Ground Operation Department at MAI Co., Ltd. The ground operation department comprises 218 employees.

The online questionnaire with five-point Likert scale is the research instrument for primary data collection. The questionnaire is developed with five major sections: profile of respondents, paternalistic leadership, employee voice behavior, job satisfaction, and employee retention.

The survey conducted within Myanmar Airways International's Ground Operations Department not only highlights the company's commitment to gender equality but also highlights the operational importance of non-managerial roles. This emphasis on frontline employees is crucial for ensuring seamless daily operations, reflecting the department's foundational role in maintaining flight schedules and safety standards.

The fact that most workers are under 35 years old also shows that companies are trying to hire people who can adapt and change with the times. This strategy reflects the

aviation industry's rapid transformation, especially in light of recent worldwide issues. Young talent helps create a culture of creativity and responsiveness, which are crucial for air transport operations.

Moreover, a majority of department employees have higher education and some have postgraduate degrees, highlighting the importance for a knowledgeable team. The presence of a large number of employees with less than two years of service suggests recent recruiting. After COVID-19, there was a clear rise in frequent job switching in the department, with many workers looking for work in other countries.

According to the survey data result, regarding the effect of paternalistic leadership on employee voice behavior, job satisfaction, and retention at Myanmar Airways International (MAI) Co., Ltd reveals significant insights into the organizational dynamics and leadership effectiveness within the aviation industry. The analysis shows that leaders who guide their employees like a parent play a key role in how employees work together, making jobs more satisfying, and fostering a loyal workforce.

Firstly, employees perceive the moral and benevolent aspects of paternalistic leadership positively, showing that they like fairness, support, and ethical behavior from their leaders. However, due to some strict rules from aviation authority, authoritarian leadership is restricting employee voice and creativity, even though it is valuable for being some voices in aviation.

Regarding voice behavior, the findings show that the neutral level of acquiescent voice behavior among employees. They hesitate to express the defensive voice due to the trust on their leader's manageable skill. However, there is opportunity to speak up pro-social voice where employees freely share ideas for the company's benefit. It is very important to create an environment that supports open communication.

Job satisfaction levels among employees are generally positive but concerns remain about clear career progression and the effectiveness of the company's career development. Finally, most of the employees are satisfied with their jobs. However, due to competitive job offers and for better work conditions, the long-term employees' retention may be affected within the organization.

5.2 Suggestions and Recommendations

Based on the analysis of the thesis on the effect of paternalistic leadership on employee voice behavior, job satisfaction, and retention at Myanmar Airways International (MAI) Co., Ltd, several suggestions and recommendations have been identified to enhance organizational effectiveness and employee well-being.

To enhance moral leadership, it is essential for leaders to foster transparent communication between management and staff. Leaders should explain the reasons behind tough decisions and actively listen to feedback from employees. This can help employees understand the bigger picture and feel more involved.

The development of a comprehensive support system that focuses on the well-being of employees' families is suggested in order to improve benevolent leadership effectiveness at MAI. This could involve creating family-focused welfare programs, emergency support funds, health and education benefits tailored to family needs. Strengthening communication channels to gather feedback from employees about their families' concerns can also ensure a more inclusive approach to employee welfare. Leader should listen to employee suggestions more often because leaders are experienced and know the ins and outs of their jobs.

MAI Co. Ltd. should encourage more open and honest communication across all levels of the organization. Better effective meetings instead of regular meetings and occurrence reports can help employees feel valued. The company should create more opportunities for employees to share their ideas and suggestions. Recognizing and rewarding constructive contributions can motivate employees to take an active role in the company's improvement.

It is critical to train leaders to balance their approaches to leadership. Focusing on moral and benevolent leadership can help to create a more supportive and ethical workplace, while using authoritarian leadership wisely. Leaders should guide to set clear expectations and provide feedback. The organization should make it clear how employees can advance in their careers.

Leader should also provide training and opportunities to learn from more experienced staff to help employees improve. The company should take care of its employee's well-being and work life balance. This can make employees more satisfied with their jobs and more likely to stay with the company. Lastly, regularly assessing

leadership effectiveness through surveys and performance metrics can help continuously refine leadership practices and address any areas for improvement.

In conclusion, by implementing these suggestions, MAI Co., Ltd can enhance its leadership effectiveness, promote a supportive organizational culture, and improve overall employee satisfaction and retention. These measures will contribute significantly to the organization's success and resilience in the dynamic aviation industry.

5.3 Needs for Further Research

This study examined the effect of paternalistic leadership on employee voice behaviors and job satisfaction within Ground Operations Department of Myanmar Airways International Company Limited. However, there may be other leadership styles that influence employee voice behavior and job satisfaction that were not explored in this study. Therefore, future research should investigate different leadership styles. Additional studies could offer comparative insights, helping organizations tailor their leadership development programs more effectively. This comparative approach could address specific organizational challenges like employee turnover, engagement, and performance, providing a more comprehensive understanding of leadership effect.

In every study, there are limitations and areas for further investigation. In this study, while positive findings were observed, there are specific limitations to consider. One limitation is that the study was conducted only at the Ground Operations Department of Myanmar Airways International Co., Ltd. Future research should examine not just this department or organization in the aviation sector but also across different industries. This broader approach would offer deeper insights into leadership style, employee voice behavior, job satisfaction, and employee retention.

Additionally, further research should determine how these internal factors reflect into external performance metrics. Employee engagement under strong leadership could correlate with higher safety standards and customer service ratings, areas vital to an airline's success and reputation. Furthermore, focusing on crisis management especially unexpected events such as pandemics or natural disasters. It could offer insights into paternalistic leadership's efficacy, even enhancing job satisfaction and retention during challenging times.

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APPENDIX I

QUESTIONNAIRE

The Effect of Paternalistic Leadership on Employee Voice Behavior and Job Satisfaction in Myanmar Airways International Company Limited

This questionnaire is intended for the purpose of an EMBA thesis, focusing on examining the impact of organizational culture and job satisfaction on work performance. The research is solely intended for academic purposes and will not be utilized for any other objectives. All information provided will be kept strictly confidential and will not be disclosed to any other party. Please take a few moments to answer the following questions. I sincerely appreciate your generous assistance and commitment to allocate your valuable time and insights.

I. Respondent Profile

Please specify your answer by placing a () provided the relevant answers

The following questions will be used only in determining our sample demographics.

1. Kindly indicate your gender:

Male

Female

2. What is your age group?

25 and below

26-35 years old

36-45 years old

46 and above

3. What is your level in MAI?

Junior staff

Senior staff

Management staff

4. Please state your academic qualification:

Under graduate

Graduate

Post graduate

Other

5. How many years have you worked with MAI?

Less than 5 years

5 to 10 years

11 to 15 years

16 – 20 years

21 - 25 years

above 25 years

II. Leadership Styles

Please rate the following statements related to your organization using the scale provided below.

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

Paternalistic leadership	1	2	3	4	5
Morality Leadership (ML)					
1. Superior is an upright and honest person.					
2. Superior treats staff very fair.					
3. Superior does not obtain illicit personal gains.					
4. Superior is a good role model to follow.					
5. Superior always practices what he/she preaches.					
Benevolent Leadership (BL)					
1. Superior expresses concern about daily life beyond work.					
2. Superior shows a kind concern for the comfort.					
3. Superior helps when in an emergency.					
4. Superior takes thoughtful care.					
5. Superior also takes good care of family members.					
Authoritarian Leadership (AL)					
1. Superior covers real intention from revealing to us.					
2. Superior determines on all decisions regardless important or not.					
3. Superior always has the last say in the meeting.					
4. Feeling pressured when working with him/her.					
5. Superior scolds us when we can't accomplish tasks.					

Employee Voice Behavior	1	2	3	4	5
Acquiescent Voice					
1. Supporting the ideas of others because I am disengaged.					
2. Expressing agreement and rarely offer a new idea.					
3. Being agree and go along with the group, based on resignation.					
4. Expressing agreement with the group based on low self-efficacy to make suggestions.					
5. Agreeing with others about solutions to problems.					
Defensive Voice					
1. Lack of express much except agreement with the group, based on fear to be left behind.					
2. Expressing ideas that shift attention to others, because I am afraid of being the target.					
3. Providing explanations that focus the discussion on others in order to protect myself.					
4. Going along and communicate support for the group, based on self-protection.					
5. Expressing ideas because I am afraid of being in danger if any accident happened.					
Pro-social Voice					
1. Expressing solutions to problems with the cooperative motive of benefiting the organization.					
2. Developing and making recommendations concerning issues that affect the organization.					
3. Communicating my opinions about work issues even if others disagree.					
4. Speaking up with ideas for new projects that might benefit the organization.					
5. Suggesting ideas for change, based on constructive concern for the organization.					

III. Job Satisfaction

	1	2	3	4	5
1. There are ample opportunities for career growth within the company.					
2. Our management maintains an environment that is consistently welcoming, adhering to an open-door policy.					
3. I feel like I am fairly compensated for my efforts.					
4. I received sufficient training and development opportunities to excel in my role.					
5. I work in an environment that values cooperation and respect.					
6. I am comfortable providing feedback to our colleagues and superiors.					
7. Work assignments are assigned fairly.					
8. My supervisor's job performance evaluations are fair and based on clear performance standards.					
9. Management places a high value on employee career development.					
10. The mission and vision of the organization are realistic, clear, and attainable.					

IV. Employee Retention

	1	2	3	4	5
1. It is rare for me to quit from current job even though getting higher salary offer from other organizations.					
2. I feel secure in my current position.					
3. I feel valued and appreciated for my contribution the company.					
4. I feel confident in the leadership's ability to guide my future to success.					
5. I am sure that my career choice is right, and happy to stay here with current career.					
6. The economy affects my satisfaction with my current salary level.					
7. I feel satisfied with my workplace.					

Thank you for your valuable time and enthusiastic involvement.

APPENDIX II

STATISTICAL OUTPUT

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.718 ^a	.516	.505	.52103	.516	48.361

a. Predictors: (Constant), ALM, BLM, MLM

b. Dependent Variable: AQM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.387	3	13.129	48.361	.000 ^b
	Residual	36.921	136	.271		
	Total	76.307	139			

a. Dependent Variable: AQM

b. Predictors: (Constant), ALM, BLM, MLM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.379	.327		1.160	.248
	MLM	-.209	.093	-.215	-2.255	.026
	BLM	.406	.093	.403	4.353	.000
	ALM	.621	.061	.636	10.160	.000

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.603 ^a	.364	.350	.60242	.364	25.927

a. Predictors: (Constant), ALM, BLM, MLM

b. Dependent Variable: DFM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.227	3	9.409	25.927	.000 ^b
	Residual	49.356	136	.363		
	Total	77.583	139			

a. Dependent Variable: DFM

b. Predictors: (Constant), ALM, BLM, MLM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.929	.378		2.462	.015
	MLM	-.071	.107	-.072	-.658	.512
	BLM	.177	.108	.174	1.642	.103
	ALM	.574	.071	.583	8.119	.000

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.570 ^a	.325	.310	.53822	.325	21.806

a. Predictors: (Constant), ALM, BLM, MLM

b. Dependent Variable: PSM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.951	3	6.317	21.806	.000 ^b
	Residual	39.397	136	.290		
	Total	58.347	139			

a. Dependent Variable: PSM

b. Predictors: (Constant), ALM, BLM, MLM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.340	.337		3.973	.000
	MLM	.331	.096	.388	3.446	.001
	BLM	.198	.096	.225	2.056	.042
	ALM	.147	.063	.172	2.329	.021

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.431 ^a	.186	.168	.62469	.186	10.341

a. Predictors: (Constant), AQM, DFM, PSM

b. Dependent Variable: JSM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.107	3	4.036	10.341	.000 ^b
	Residual	53.073	136	.390		
	Total	65.180	139			

a. Dependent Variable: JSM

b. Predictors: (Constant), AQM, DFM, PSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.617	.374		4.318	.000
	AQM	.203	.109	.220	1.874	.063
	DFM	-.121	.108	-.133	-1.127	.262
	PSM	.429	.082	.406	5.233	.000

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.920 ^a	.847	.846	.28281	.847	763.748

a. Predictors: (Constant), JSM

b. Dependent Variable: ERM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.087	1	61.087	763.748	.000 ^b
	Residual	11.038	138	.080		
	Total	72.124	139			

a. Dependent Variable: ERM

b. Predictors: (Constant), JSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.027	.123		-.224	.823
	JSM	.968	.035	.920	27.636	.000