



EFFECT OF LEADERSHIP STYLES ON JOB SATISFACTION AT MYANMAR AIRWAYS INTERNATIONAL AIRLINE

A Thesis Presented
by
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ABSTRACT

This study attempts to identify the leadership styles of employees in Myanmar Airways International (MAI) Airline and how these leadership styles affect employee job satisfaction. A random employee of 120 employees are taken from three Airline companies including Myanmar Airways International (MAI) , Air KBZ, and Mann Yadana Pone. The objectives of the study are to identify the leadership styles and job satisfaction of employees in Myanmar Airways International (MAI) Airline head office and to explore the effect of leadership styles and job satisfaction of employees in Myanmar Airways International (MAI) airline head office. Questionnaires are used to collect data by using a simple random sampling method. This study uses the descriptive research method and regression analysis. David (2009) model is applied in this study. This analysis expresses that transactional leadership and laissez-faire leadership have a significant positive relationship on job satisfaction. Based on the result of the study, leaders should express satisfaction when employees meet the expectations of the leaders, as employees are then more motivated to complete tasks. Leaders should make decisions boldly, without hesitation, and show confidence in their decisions. Myanmar Airways International Airline should also provide necessary training and development programs to improve the transactional and laissez leadership styles of managers and conduct a survey to measure employee satisfaction gains after the training.

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CHAPTER I

INTRODUCTION

Nowadays, leadership is a very popular topic in many sectors. Leadership has been a particular concern in democracies, which, by definition, cannot rely upon the accident of birth for the recruitment of leaders. Every man is potentially a leader, and society has to give thought to the identification and proper training of men who will be able to guide its institutions. Modern production methods and contemporary organizations have become more complex. These complex methods require greater coordination of effort and an increasingly high degree of specialization. This requires competent leadership. In organizations, there is a remarkable note that all managers are leaders, but all leaders are not managers. A manager has to perform all his five functions to achieve goals such as planning, organizing, staffing, directing, and controlling. Leadership is a part of these functions. By virtue of his position, the manager has to provide leadership to his group. Leadership is therefore distinct from 'supervision' or headship'.

Leadership is held to be oriented to tomorrow, to development, to direction, to purpose and vision, and to innovation. A manager can be a true manager only if he has got the traits of a leader in him. "The leader is one who succeeds in getting others to follow him" (Cowley&In Hemphill, 1954). A true leader must have the ability of the leader to build relationships and influence people's behavior to achieve the vision by focusing on inspiring and motivating the relationship between leaders and followers. Therefore, Stogdill (1950) stated that leadership was the process of influencing the activities of an organized group in its efforts toward goal setting and goal achievement. Highly skilled leadership is required to reconcile and utilize constructively different abilities, viewpoints, attitudes, and ideas in the performance of group tasks and organizational missions.

Leading an organization, large or small, is not an easy task. Meeting the varied needs of the people they serve is a continuing struggle. Leaders are pulled in many different directions, yet must keep a clear vision of where they and their organizations are headed. Similarly, if we take a look at Airline companies, the Airline industry is highly regulated in attention to detail is of the greatest importance. Each Airline policy

they need to negotiate and follow the policy with relevant authorities. Business owners depend on Airline companies to identify, root out and transfer risk in a number of ways. Nowadays, businesses face a problem of scarcity of skilled labor and a problem of qualified labor to be retained. For employees, being committed to a company is not an easy job. However, when an employee gets committed to the organization, it means he/she will put maximum effort to make the company reach the top. Organizational commitment becomes a continual effort for management to settle gently. Organizational commitment requires strong leadership tactics. In order to pursue and protect the stakeholder's interest, leadership in Airline companies becomes a main aspect of organizational growth and organizational commitment where employees' loyalty stays with the organization.

1.1 Background of the Study

Myanmar Airways International (MAI) was founded in 1993 as an international airline operating in Myanmar. Since our inception, we have had the privilege to work with various stakeholders across the board as we made air travel accessible and promoted the overall socio-economic growth of the country.

With a fleet size of 11, the MAI fleet consists of four A320s, four A319s and three E190s, operated by a crew of highly-trained pilots and flight attendants. MAI operates from Yangon and Mandalay, serving 28 routes across Myanmar and the region - and this number is set to increase with MAI's aggressive expansion post-pandemic.

The safety and comfort of our passengers are the airline's priority. Our operations are fully compliant with Myanmar Civil Aviation Requirements (MCAR) and adhere to the exceptional operating standards of the International Civil Aviation Organization (ICAO). In addition, MAI has a proud track of keeping our flight 100% accident-free. As a result, we are recognized as one of the carriers with 7 stars rating from Airline Ratings.com, the world's only safety and product rating agency.

MAI operates flights between Yangon and Singapore, Kuala Lumpur, Bangkok, Gaya, Guangzhou, and Kolkata, as well as between Mandalay and Bangkok. We maintain five flight paths between Myanmar and China, including flights to Guangzhou, Hangzhou, Hefei, Nanchang, and Fuzhou. MAI began its charter flight to Seoul, Korea and Osaka, Japan in March 2013. Our international partners include Air France Industries, Korean Air, Malaysia Airlines, Garuda Indonesia, and Sri Lankan Airlines.

MAI is a member of the IATA Clearing House (ICH), IATA and a partner of MITA system. We are the first airline in Myanmar to receive the IATA Operational Safety Audit Program (IOSA) Operator title. MAI was named as the "Most Admired ASEAN Enterprise" in Myanmar at the 2014 ASEAN Business Awards, hosted by the ASEAN Business Advisory Council (ASEAN-BAC). MAI has been recognized by important governmental and industry organizations during the pandemic, including the recognition from the Korean Ministry of Foreign Affairs' Overseas Citizens Protection Division for continuous operations between both nations and to be named the 2022 Airline of the Year during the 6th Incheon Airport Awards by Seoul-Incheon International Airport, one of Skytrax's top 10 airports.

1.2 Problem Statement

Myanmar Airline private Airline companies are facing challenges including a lack of public awareness on Airline, clarity of effective risk management, skillful labor, informational technology, highly detailed regulations, limitations of products creativity, weak capacity building against foreign companies and environmental changes. The airline industry encompasses a wide range of businesses, called airlines, which offer air transport services for paying customers or business partners. These air transport services are provided for both human travelers and cargo, and are most commonly offered via jets, although some airlines also use helicopters. On the other hand, regulators, key stakeholders, and investors are demanding a clearer, more timely and more precise accounting of all these risks. In order to minimize these risks, management is the most important in every function of the Airline business. As the nature of service orientation, the operating core is the critical value of the Airline business. Therefore, the manager's role is prominent in the ways of directing, coaching, motivating, counseling, providing job opportunities, and developing employee skills. Managers need to be authentic so that employees have increased trust in the managers and are more productive or communities improve their image of the organization. In addition, policies and procedures for predicting, evaluating, and managing Airline business risk are important. Without leaders asking the right questions, seeking out a diversity of opinions and perspectives, and without acting with integrity, these rules won't make any good results. The consequences of business decisions rest solely with leadership.

Moreover, today job hopping happens frequently among the workforce and people seem not to hesitate to leave from one company and enter into another company due to many reasons. Employees' organizational commitment is a difficult problem to be settled for business. It is important for managers and leaders to pay more attention to retaining skillful labor since it has been difficult finding the right person in a short time.

1.3 Research Objectives

The main objective of this study is to focus on;

- To identify the leadership styles and job satisfaction of employees in MAI Airline head office
- To explore the effect of leadership styles and job satisfaction of employees in MAI airline head office

1.4 Research Questions

- What are the leadership styles of managers in MAI Airline Companies Head office
- Is there any significant effect leadership styles and job satisfaction of MAI Airline Head office

1.5 Scope and Research Methodology of the Study

A descriptive type of study is used. The sampling method has been chosen as simple random sampling. A survey is carried out to examine managers' leadership styles in Selected three Airline companies including Myanmar Airways International (MAI), Air KBZ, and Mann Yadana Pone. The study focused on such kinds of leadership styles as transactional, transformational, and laissez-faire. The leadership styles outcomes were measured. by extra effort, effectiveness, satisfaction, affective commitment, continuance commitment, and normative commitment. Primary data are collected from 120 employees from Myanmar Airways International (MAI) head office. Secondary data were collected from the previous thesis of leadership, leadership books by authors, and educational research papers and literature the on Internet.

1.6 Relevant of the Study

Organizational commitment requires strong leadership tactics. In order to build the high commitment of employees, the culture of the organization needs the establishment of good communication channels, visible ethical standards, hiring people with belief and values systems, and reward systems that recognize individual achievement and commitment styles. Managers need voluntarily to help their employees and prevent the occurrence of work-related problems which ultimately enhances job satisfaction among employees.

Then the employees become more committed and have less turnover intentions. Leadership is important on how the business can soundly operate effective risk management, and how to influence employees to devote themselves to their work and long-term prosperity. Therefore, the study will focus on how the managers of private Airline companies practice leadership styles, and how the outcomes of leadership styles of managers will be.

CHAPTER II

LITERATURE REVIEW

This chapter contains concepts of leadership, leadership theories and styles, concepts of job satisfaction, previous studies of the relationship between leadership style and job satisfaction, and finally conceptual framework is presented.

2.1. The Concept of Leadership

When an individual impact a group of people to reach some stated goal, it is called leadership (Saleem, 2015). Leadership, as defined by Gharibvand (2012) is giving the right direction, motivating and coaching employees, and the way of communication. Leader is the one who gives help to others to try their best and lift them to achieve targets. Leadership is the process of empowering employees, handling situations in a non-stop way and reaching the desired state by combining with the help of the external environment (Yukl, 1994). Leadership is the combination of characteristics or personality traits in an individual that forces that person to encourage others to achieve goals that would not normally be accomplished without the inspiration of the leader (David, 2009).

Leadership is a mechanism by which a person controls colleagues working towards the achievement of common objectives. This includes shaping colleagues' involvement and offering feedback on a specific path (Loganathan, 2013). If a leader is able to inspire and arrange a stage to employee's contribution to the company, they belong we can say that he/she has a leadership skill.

2.2. Leadership Theories

The development of leadership theories is traced with genetic and trait theories of leadership at the beginning then done with transformational leadership theory. The earlier theories often contributed to the development of newer approaches to thinking about leadership in organizations, while subsequent theories attempted to overcome the shortcomings of earlier theories. David, 2009 identifies the following leadership theories.

2.2.1. *Trait Theory*

According to the trait theory of leadership, leaders tend to have certain recognizable features or personality traits, such as intelligence, dominance, self-confidence, energy, honesty, maturity, and skills in addition to being able to withstand stress. This assumption neglects the possibility that leadership activity and outcomes can influence individual traits and characteristics (David, 2009). Trait theorists were focused to find common traits that differentiate leaders from non-leaders.

2.2.2. *Behavioral Theory*

Behavioral theory teaches that the behaviors that leaders demonstrate fall into two categories: consideration; and initiating structure. Consideration includes leadership qualities such as trust, respect, and a good relationship with followers. Initiating structure behaviors include leadership behaviors that help followers achieve their goals and perform at a high level (David, 2009).

2.2.3. Fiedler's Contingency Theory

Fiedler's Contingency Theory proposes that leader effectiveness depends on both the style of leadership as well as the situational characteristics, and that leaders are either relationship-oriented or task-oriented. Relationship-oriented leaders preferred closer relationships with followers whereas task-oriented leaders favored situations where the task was complex and relationships with followers did not matter as much (David, 2009).

2.2.4. *Path-Goal Theory*

The Path-Goal Theory proposes that effective leaders motivate their followers through rewarding performance and the accomplishment of goals within time frames set by the task. According to this theory, leaders must communicate effectively to followers what the task is, how it is to be performed, and what rewards can be achieved. Followers must believe they can achieve the task goals and be granted meaningful rewards (David, 2009). According to DeCaro (2005), the theory proposes that as the behavior of leaders is the source of satisfaction for employees, it can be said that the leader is on the right track.

2.2.6. *Transactional Leadership Theory*

In Transactional leadership self-centeredness is central. Transactional leaders operate within the framework of their company and obey existing laws, procedures and operational standards. In Transactional leadership motivation of employees is achieved by giving incentives (Pearce & Sims, 2002). Finishing the work on hand is the main focus in this theory.

2.2.7. *Transformational Leadership Theory*

Those who give close supervision and inspire to their subordinates are called a transformational leader (Robbins & Coulter, 2007). It is all about guiding to yield a positive adjustment and caring for other's feelings and working to bring happiness to the team.

2.3. Leadership Styles

Bass and Avolio, 1994 the full range of leadership theory contends that there are three types of leadership styles which are transformational, transactional and laissez-faire leadership styles.

2.3.1. *Transformational Leadership Style*

Transformational leadership style is the style of leadership in which leaders encourage followers to surpass their own desires for the good of the organization; a deep and useful influence of leaders is what makes the progress (Alqatawenh, 2018). The emergence of this type of behavior has multiple characters these are: **Individualized consideration** is the level in which leaders draw attention to the growth and development of their subordinates, **Intellectual stimulation** means leaders' ability to host new things and dare the existing state, **Inspirational motivation** is revealing the future possibility by increasing motivation of the staffs, **Idealized influence** means being an exemplar leader to encourage staffs. In the current environment, the leadership style desired is that which encourages subordinates to do their

Kirkan (2011) noted that transformational leadership is a leadership technique used by leaders to improve the current situation by recognizing others who pursue the challenges of the company through motivation, encouragement, and enthusiasm to create a high degree of clear vision for the identification of specific objectives.

2.3.2. Transactional Leadership Style

According to Naidu and Van der Walt (2005) transactional leadership is defined as an exchange-based direction by which the leader exchange motivations or penalty for the job performed by the follower and expects success, commitment, and loyalty from the follower in return. Transactional leaders are using control tactics to fulfill their own self-interest in order to get subordinates to perform ideally. Tale (2010) indicated that there are three dimensions of transactional leadership. The first dimension, **contingent reward**, means when a leader arranges fulfilling promises in interchange with performance. This leader will specify a goal and expect others to achieve the goal and reward those who achieve it. The second and third dimensions of transactional leadership are two types of **management by exception**. Management by exception takes place when the leader interferes to make adjustments when something goes wrong. The timing of interference is a major factor to distinguish between active and passive management by exception.

2.3.3. Laissez Faire Leadership Style

In political science, the term laissez-faire is used to explain to define a dogma of little governmental interference in the policy of minimum governmental interference in the economic activities of the society. Northouse, (2010) laissez-faire refers to a “hands-off, let things ride” approach in leadership writings to win over individuals in the workplace. Laissez-faire leadership as the nonexistence of leadership and the evasion of intervention. Robbins (2007) described the laissez-fair style as walking out on responsibilities and escaping from making resolutions. laissez-faire Leadership style is only the nonappearance of a genuine leadership and is a latent and inadequate style in view of the majority of the inquiries about in regards to leadership style.

2.4. The Concept of Job Satisfaction

How employees respond for their good feeling and the state of feeling good is called Job satisfaction (Locke, 1976). Mostly it is related with internal and external rewards.

Lawler and Porter (1972) established that not coming to work frequently and staying in the organization for longer periods are influenced by job satisfaction. It is important to consider the satisfaction of employees to complete targets. When the

satisfaction level of employees increases, then this will result in more returns to the organization. Observation of work, how we feel about the work and the thinking towards our work explains job satisfaction. The human resource area focuses on this mainly for their satisfaction report (Chang, 1999). In Spector's (1994) job satisfaction measuring scale elements like benefits, nature of work, pay, supervision, coworkers, and promotion are included to measure satisfaction.

2.5. Relationship between Leadership Style and Job Satisfaction

For a company to achieve success, leadership and employee satisfaction are key factors. Organizational health is achieved by employees who has great job satisfaction. The ability to draw employees to one's company and to make them settle comes from a company which encourages a very high work fulfillment (Voon, et al, 2011). When there is an excellent relationship between leaders and subordinates, job satisfaction and confidence will exist if not the opposite will happen (Brockner, 1988). Leadership style is a significant determinant of employee job satisfaction. Both the personality of leaders and the personality of employees will affect the reaction of employees to their leaders. (Wexley & Yukl 1984).

According to Wexley and Yukl, 1984, a good leader who gives proper guidance is very helpful for an employee who is confused.

2.6. Empirical Literature Review

When the effect is compared between transformational leadership and transactional leadership, the impact of transformational leadership is grander (Awamleh & Al-Dmour, 2004).

A study by Alemu, and Getnet, (2017) on Ethiopian public universities concluded that transformational leadership style affects job satisfaction highly. However, transactional leadership style, and laissez-faire leadership style have insignificant impacts on job satisfaction.

Consequently, the transformational leadership style positively and significantly affects job satisfaction. Transactional and laissez-faire styles have insignificant effects.

2.6.1. Transformational Leadership Style and Job Satisfaction

Rossmiller (1992) evaluated educators' insights about their head's. As a result, transformational leadership was found to have a significant influence on lecturer's job fulfillment.

A study by Hmidifar (2009) revealed that there is significant positive impact on transformational leadership satisfaction and it affect transactional leadership sometimes.

2.6.2. Transactional Leadership Style and Job Satisfaction

The transactional leader gives incentives to its subordinates who perform well and penalizes those who don't work well (Saleem, 2015). Getting steps ahead in position and increasing salary can be considered as incentives and decreases in salary and firing can be ways of penalizing for a transactional leader. All conditions won't result from productivity for a transactional leader (Bryant, 2003).

Epitropaki and Martin (2005a) found that from one situation to another situation the effectiveness of transactional and transformational leadership styles differ. The results show a positive and significant relationship between contingent reward and job satisfaction.

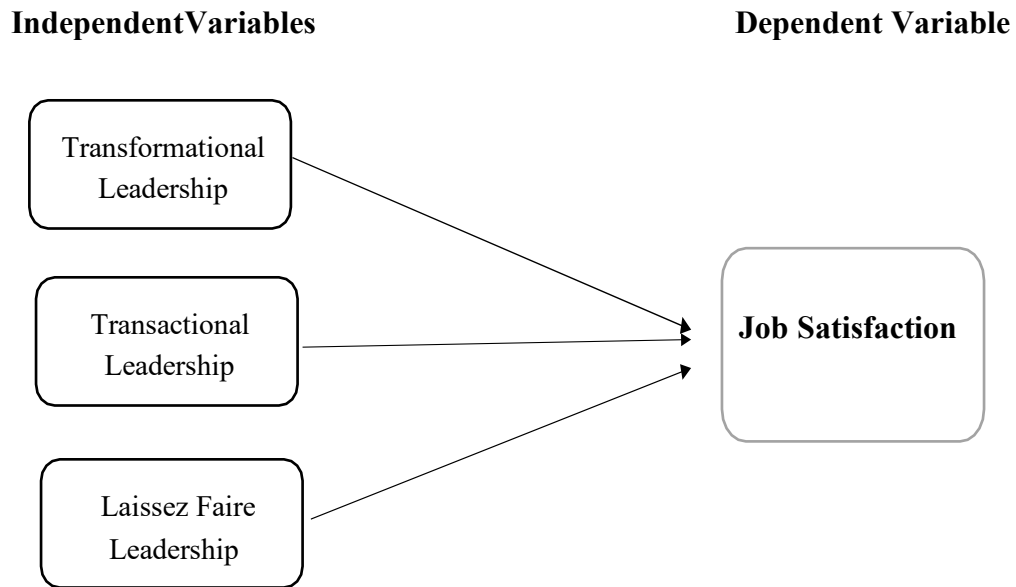
2.6.3. Laissez-Faire Leadership Style and job satisfaction

In Iran, Hamidifar (2009), shows that Iran's leadership styles (the independent variable) influence employee job satisfaction (the Dependent variable). Both transformational and transactional leadership styles were major leadership styles. In general, the results show that there is a negative and significant relationship between laissez-faire leadership and employee job satisfaction. The result shows that employees are not fulfilled with laissez-faire leadership.

2.7. Conceptual Framework

The conceptual framework as shown on Figure 2.1 shows the independent (predictor) variables and dependent (predicted) variables.

Figure 2.1 Conceptual Framework



Source: Own Compilation

CHAPTER III

METHODOLOGY

This chapter describes the research design and approach, population of the study, sample size determination, sampling design, source of data and collection method, method of data analysis, ethical consideration and the measurement of reliability and validity.

3.1. Research Approach

Quantitative research approach was used in this study. The reason to use the quantitative approach is that it is not based on feelings and personal reports rather the researcher would follow clear objectives and guidelines since it is based on hypothesis testing.

3.2. Research Design

A research design is the ‘procedure for collecting, analyzing, interpreting and reporting data in research studies’ (Creswell & Plano Clark 2007). There are three possible forms of research design: exploratory, descriptive and explanatory. This study used descriptive and inferential research design to describe what is happening in more detail and in order to help to find the problem that was not studied before in depth.

3.3. Population and Sample

3.3.1. Population and Target Population of the study

MAI Airline Head office gives a working opportunity for a total of 240 permanent staff members which is the total population of the study. The total number of employees in MAI head office represents the target population for this study.

3.3.2. Sampling Design

Sampling is the technique of choosing a symbolic subset of the population which is called sample. There are mainly two types of sampling designs; probability sampling and non-probability sampling. In probability sampling, samples have a known and non-zero chance of being chosen. On the other hand in Non-probability sampling, there is no way of estimating the probability of an element being included in the sample.

In this study, the researcher used a probability sampling design part which is simple random sampling.

3.3.3. *Sampling Technique*

By using a simple random sampling technique of probability sampling in which each element of the total number of population has an equal chance of being selected, all the permanent staffs in the four departments (Corporate Affairs, Finance, Commercial and Flight) in MAI head office . were the focus of the study with a total sampling frame of 120 employees are selected from 50% of total population

3.4. Data Collection

3.4.1. *Source of Data*

All the necessary data were gathered from the primary and secondary sources. The primary data was gathered through questionnaires from the employees of MAI head office on the effect of leadership style on job satisfaction and the secondary source is through books, journals, and company-related documents.

3.4.2. Data Collection Instruments

The study used close-ended questionnaires to review leadership style and its impact on employee satisfaction. Bass and Avolio, 2004, Multifactor Leadership Questionnaire (MLQ), was applied to cover transformational, transactional and Laissez-faire leadership styles and Spector (1994), job satisfaction scale (JSS) was applied to measure factors like coworkers, promotion, pay, supervision, nature of work, and benefits. The questionnaire was modified to fulfill the context of the study and was prepared to answer research questions stated under chapter one. Likert scale, a five-point rate was adopted to rate the responses.

3.5. Methods of Data Analysis

The data that were obtained from the questionnaire response was assessed and analyzed using SPSS version 26. Furthermore, the regression analysis was conducted to determine by how much percent the independent variable (Leadership style) explains the dependent variable (Job Satisfaction) and to test the significance level.

3.6. Validity and Reliability

When their result is steady and consistent, instruments are said to be reliable. The instruments measured what was intended to measure in a consistent manner. For this study, the widely used Cronbach Alpha was used to measure internal reliability for tests with multiple possible answers. Internal reliability or consistency is a measure of how well the test is actually measuring what it wants to measure.

Validity refers to the appropriateness of meaning and usefulness of inferences a researcher make based on the data he/she collects. It refers to the degree to which evidence supports any inference the researcher makes based on data he or she collects using a particular instrument. The validity of the study was confirmed through the use of review literature and use of instruments used by other researchers.

3.7. Ethical Consideration

The researcher addressed ethical considerations of confidentiality and privacy throughout the research process. A written guarantee was given to the respondents that their names will not be revealed in the questionnaire and in the research report. Participation in the study was made only voluntarily and also participants were assured that their responses will be kept confidential and only be used for the purpose of this study. Furthermore, I at my best level tried to abide by the rules and regulations of the university and conduct the study on the basis of objective judgment.

CHAPTER IV

ANALYSIS OF THE EFFECT OF LEADERSHIP STYLES ON JOB SATISFACTION OF MAI AIRLINE

This chapter presents the profile of the employees and the effect of leadership styles on job satisfaction of Myanmar Airways International (MAI) Airline. In this chapter, survey results are presented with frequency, percentage and mean scores based on facts and figures of findings.

4.1. Profile of the Respondents

This study identifies the profile data of employees of Myanmar Airways International (MAI) Airline. Profile data include sex, position, age, education qualification, and service. The findings are shown in frequency and percentage based on 120 employees in Table (4.1).

Table (4.1) Demographic profile of respondents

Sr. No	Particular	No. of Respondents	Percentage
	Total	120	100.0
1.	Sex: Male	40	33.3
	Female	80	66.7
2.	Position: Managerial	17	14.2
	Non-managerial	103	85.8
3.	Age: 18 – 25	10	8.3
	26 – 34	48	40.0
	35 – 44	47	39.2
	45 – 54	7	5.8
	55 years and above	8	6.7
4.	Education Qualification: High School	4	3.3
	BA/ BSc	115	95.8
	Degree	1	0.8
	Master		
5.	Service: 1 – 5 years	56	46.7
	6 – 10 years	39	32.5
	11 – 15 years	13	10.8
	16 – 20 years	4	3.3
	Under 20 years	8	6.7

Source: Survey data, 2023

According to Table (4.1), among 120 respondents, the majority of the respondents are female. It is found out that most of the respondents are working in non-managerial positions while some respondents are working in managerial positions. Most respondents are between 16 and 34 years old followed by people who are between 35 and 44 years old. Regarding education qualification, most respondents hold BA/ BSc Degree. Most respondents have service experience of between 1 and 5 years followed by the service experience of between 6 and 10 years.

4.2 Analyzing the Leadership Styles on Job Satisfaction

In this study, the relationship between the leadership styles and job satisfaction of MAI Airline are presented. Leadership styles are classified into three styles such as transformational leadership, transactional leadership, and laissez-faire leadership. The results of the survey are described with a range from one to five (1- strongly disagree, 2- disagree, 3-neutral, 4- agree, 5- strongly agree).

Table (4.2) Transformational Leadership

Sr. No	Transformational Leadership	Mean Score
1.	Seeks different perspectives when solving problems	3.69
2.	Talks optimistically about the future.	3.68
3.	In stills pride in me for being associated with him/her.	3.67
4.	Acts in a way that builds my respect.	3.61
5.	Goes beyond self-interest for the good of the group.	3.73
6.	Display a sense of power and confidence.	3.68
	Overall Mean	3.69

Source: Survey data, 2023

According to Table (4.2), when solving problems, leaders seek different perspectives from their subordinates. Respondents indicate that their leaders act for the good of the group rather than out of self-interest. In addition, the leaders show strength and self-confidence and are optimistic about the future of the organization. Leaders take pride in the fact that their subordinates are connected to them. Respondents identify that their leaders act in a way that earns respect from them. According to the overall mean, the respondents reveal that their leaders have a good transformational leadership style.

Table (4.3) Transactional Leadership

Sr. No	Transactional Leadership	Mean Score
1.	Provides me with assistance in exchange for my efforts.	3.68
2.	Re-examines critical assumptions to question whether they are appropriate.	3.68
3.	Makes it clear on what one can expect to receive when performance goals are achieved.	3.68
4.	Expresses satisfaction when I meet expectations.	3.64
5.	Discusses in specific terms on who is responsible for achieving performance targets.	3.69
6.	As long as things are working, my supervisors do not try to change anything.	3.55
	Overall Mean	3.68

Source: Survey data, 2023

According to Table (4.3), respondents indicate that their leaders specifically discuss their responsibilities to achieve performance targets. Moreover, leaders provide the respondents with assistance, reexamine critical assumptions to question and make clear what rewards their subordinates receive when they meet performance goals. The respondents also identify that their leaders are satisfied when they meet expectations. In addition, as long as the subordinates are workaholics, the leaders do not try to change anything. According to the overall mean, the respondents signify that their leaders have a good transactional leadership style.

Table (4.4) Laissez Faire Leadership

Sr. No	Laissez Faire Leadership	Mean Score
1.	Avoids getting involved when important issues arise.	3.44
2.	Fail to interfere until problems become serious.	3.45
3.	Is absent when needed.	3.45
4.	Show that he/she is a firm believer in " If it isn't broken, don't fix It."	3.47
5.	Delays responding to urgent questions.	3.45
6.	Avoids making decisions.	3.31
	Overall Mean	3.44

Source: Survey data, 2023

According to Table (4.4), the respondents reveal that the leaders firmly believe: If it is not broken, do not fix it. The leaders also delay responding to urgent questions,

are absent when necessary, and only intervene when problems become serious. In addition, the respondents identify that leaders avoid interfering and making decisions on important issues. According to the overall mean, the respondents have a good laissez-faire leadership style.

Table (4.5) Job Satisfaction

Sr. No	Job Satisfaction	Mean Score
1.	I like doing the things I do at work.	3.78
2.	I feel a sense of pride in doing my job.	3.78
3.	My job is enjoyable.	3.76
4.	I enjoy my co-workers.	3.77
5.	I feel appreciated and valued by the organization when I think about my payment.	3.73
6.	The benefits we receive are as good as most other organizations offer.	3.68
7.	The benefit package we have is fair.	3.71
8.	I like my supervisor.	3.76
9.	Those who do well on the job stand a fair chance of being promoted.	3.71
10.	I am satisfied with my chances for a promotion	3.67
	Overall Mean	3.78

Source: Survey data, 2023

According to Table (4.5), the respondents are proud of doing their jobs. The respondents think that their jobs are enjoyable. They love their co-workers and also their supervisors. The respondents perceive that the benefit package is fair and they feel valued by the organization when they think about their salaries. Moreover, they are satisfied with their fair chances of promotion if they do well in their job. The respondents indicate that the benefits they receive are as good as other organizations offer. According to the overall mean, the respondents are satisfied with their jobs.

4.3 Analyzing the Effect of Leadership Styles on Job Satisfaction

In this study, the three types of leadership styles are used to measure the employee job satisfaction of Myanmar Airways International (MAI) Airlines. To analyze the effect, multiple regression analysis is applied.

Table (4.6) Effect of Leadership Styles on Job Satisfaction

Model	Unstandardized Coefficients		β	t	Sig.
	B	Std. Error			
(Constant)	1.498	.208		7.195	.000
Transformational Leadership	.101	.076	.127	1.336	.184
Transactional Leadership	.464(**)	.075	.588	6.177	.000
Laissez Faire Leadership	.580(**)	.071	.426	8.136	.000
R Square	.532				
Adjusted R Square	.520				
F value	44.019				

Source: Survey Data, 2023

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

According to Table (4.6), the value of R^2 is 53.2 percent thus this specified model could explain about the variation of leadership styles on the job satisfaction of employees. The overall significance of the model, F value, is highly significant at a 1 percent level. This model can be said valid. The model can explain almost 44.019 percent about the variance of the independent variable and dependent variable because the Adjusted R square is 0.520.

Among three independent variables, Transactional Leadership has the expected positive sign and is strongly significant at a 1 percent level. According to the regression result, a positive relationship means that the increase in Transactional Leadership leads to more job satisfaction of employees. If there is an increase in Transactional Leadership by 1 unit, this will also raise the job satisfaction of employees by 0.464 units.

Laissez Faire Leadership has the expected positive sign and is strongly significant at the 1 percent level. According to the regression result, a positive relationship means that the increase in Laissez Faire Leadership leads to more job satisfaction of employees. If there is an increase in Laissez Faire Leadership by 1 unit, this will also raise the job satisfaction of employees by 0.580 units.

CHAPTER V

CONCLUSION

This chapter presents the findings and discussions, suggestions and recommendations, and the need for further research.

5.1 Findings and Discussions

This study finds out the leadership style and job satisfaction by surveying 120 employees of Myanmar Airways International (MAI) Airline. Both primary and secondary data are collected and analyzed using analytical research methods. According to the demographic data, the finding reveals that most of the employees are female and they are working in non-managerial positions. It is found that most employees are between 26 and 34 years old, holding BSc/ BA degrees. Most of the respondents have service experience of between 1 and 5 years old.

Regarding transformational leadership, it is found out that the leaders act for the good of the group rather than out of self-interest. In addition, the leaders show strength and self-confidence and are optimistic about the future of the organization. Leaders also seek different perspectives from their subordinates when solving the problems. Moreover, leaders behave in a way that earns respect from them.

Concerning with transactional leadership, leaders specifically discuss with subordinates about their responsibilities to achieve performance targets, provide them with assistance, and reexamine critical assumptions to question and make clear what rewards they receive when they meet performance goals. The respondents also identify that their leaders are satisfied when they meet expectations and do not try to change anything as long as they are workaholics.

Relating to laissez-faire leadership, the respondents reveal that the leaders firmly believe: If it is not broken, do not fix it. The leaders also delay responding to the urgent question, are absent when necessary, and only intervene when the problem becomes serious. It is also found out that the leaders avoid interfering and making decisions on important issues.

Regarding job satisfaction, the respondents are proud of doing their jobs. They love their co-workers and also their supervisors. It is also found out that the benefit

package provided by the organization is fair and the employees feel valued by the organization when they think about their salaries. Moreover, they are satisfied with their fair chances of promotion if they do well on their job. The respondents indicate that the benefits they receive are as good as other organizations offer.

According to the regression result relating to leadership style, transactional leadership and laissez-faire leadership have significant positive relationships on job satisfaction. It is found that among the three-leadership style, transactional and transformational have the most influence on the job satisfaction of respondents.

5.2. Suggestions and Recommendations

In concern with transformational leadership, leaders should show their subordinates pride in being connected to them. As a result, subordinates show more trust in leaders, are more emotionally and physically connected to them, and follow their leaders. Leaders should also demonstrate behaviors such as kindness and curiosity, listening to others, and respecting their subordinates' different perspectives to gain the mutual respect of their subordinates.

Regarding transactional leadership, leaders should express satisfaction when employees meet the expectations of the leaders, as employees are then more motivated to complete tasks. Leaders should also not try to change the way of working as long as the employees are doing well, because if leaders try to change the way of working, the subordinates will be confused with the new ways of working.

For laissez-faire leadership, the leader should not avoid getting involved when arising important issues in the organization because subordinates more rely on the leaders when dealing with the problem. Leaders should make decisions boldly, without hesitation, and show confidence in their decisions.

In terms of job satisfaction, leaders should offer their subordinates a fair benefits package so that they feel valued by the organization. Employees should also be given fair opportunities for promotion if they do their job well. In addition, the benefits package provided by the organization should be competitive with the benefits package provided by other organizations.

According to the regression analysis, transactional leadership and laissez-faire leadership are significant. This means that having effective transactional leadership and laissez-faire leadership style can lead to job satisfaction. Therefore, leaders should have effective transactional and laissez-faire leadership styles to get job satisfaction of their

subordinates. MAI Airline should also provide necessary training and development programs to improve the transactional and laissez leadership styles of managers and conduct a survey to measure employee satisfaction gains after the training.

5.3. Need For Further Research

This study emphasized the effect of leadership styles on employees' job satisfaction at Myanmar Airways International Airline Head office. The findings of this study could be shared with other airline industries. It may help the leaders to practice appropriate leadership styles according to the time, situation, and organization in Myanmar Airways International Airline. The future study could be to examine the influencing factors such as motivation, performance, engagement, change, organizational behavior, organizational commitment, and an employee turnover of leadership styles of leaders in other airline corporations.

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