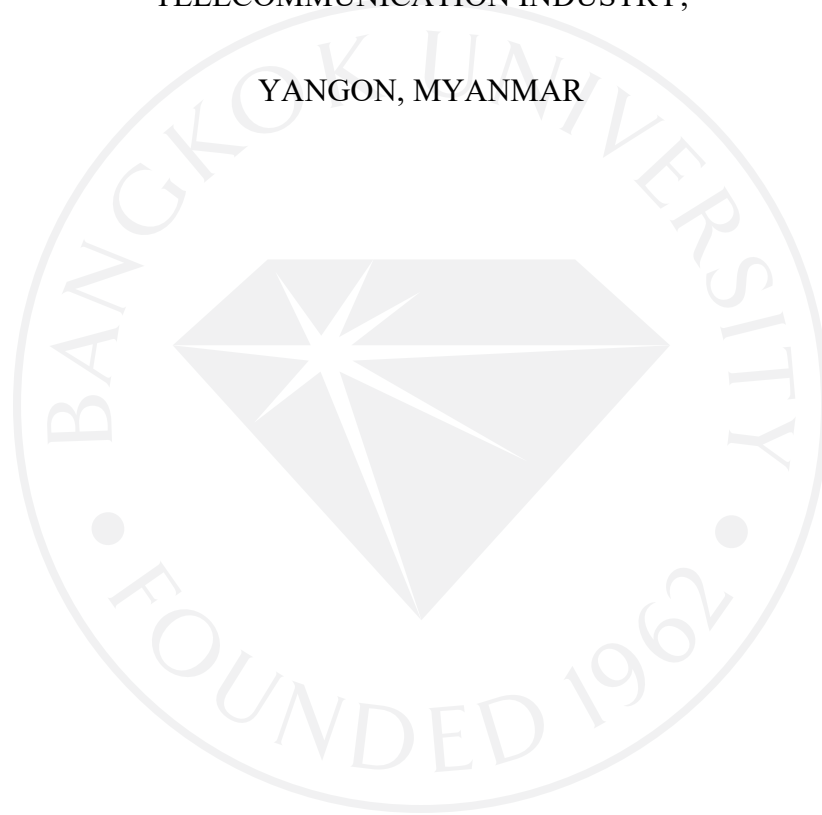


THE IMPACT OF LEADERSHIP STYLES (TRANSACTIONAL & TRANSFORMATIONAL)  
AND COMMUNICATION COMPETENCIES ON EMPLOYEE JOB SATISFACTION IN  
TELECOMMUNICATION INDUSTRY,  
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This Independent Study Manuscript Presented to  
the Graduate School of Bangkok University  
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**This Independent Study has been approved by  
the Graduate School  
Bangkok University**

Title: THE IMPACT OF LEADERSHIP STYLES (TRANSACTIONAL &  
TRANSFORMATIONAL) AND COMMUNICATION COMPETENCY ON  
EMPLOYEE JOB SATISFACTION

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The Impact of Leadership styles (Transactional & Transformational) and Communication Competency on Employee Job Satisfaction (58 pp.)

Advisor: Asst. Prof. Lokweetpun Suprawan, Ph.D.

ABSTRACT

The purpose of this study were to explore the impact of (independent variables) transactional leadership style, transformational leadership style and communication competencies on (dependent variable) employee job satisfaction towards Telecommunication industry in Yangon, Myanmar. This research was a quantitative research. The survey of this research was observed on non-managerial level of employees from Telecommunication industry in Yangon, Myanmar. The 296 respondents were participated in this study. Data were collected by using questionnaire. The achieved data were analyzed by using descriptive and inferential statistics. This study was found that the impact of transactional & transformational leadership styles and communication competencies of managers have a positive influence on employee job satisfaction.

*Keywords: Transactional and Transformational leadership styles, communication competencies, employee job satisfaction, Telecommunication industry.*

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## TABLE OF CONTENTS

	Page
ABSTRACT.....	iv
ACKNOWLEDGEMENT .....	v
LISTS OF TABLES.....	ix
LISTS OF FIGURES .....	xi
CHAPTER 1: INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background of the Problem.....	1
Telecommunication provider MPT .....	3
Telecommunication provider Telenor .....	3
Telecommunication provider Ooredoo.....	4
Telecommunication provider Mytel .....	4
1.3 Statement of the Problem .....	4
1.4 Research Objectives .....	6
1.5 Scope of Research .....	6
1.6 Benefit of Research .....	7
CHAPTER 2: LITERATURE REVIEW .....	8
2.1 Related Theory of Factors .....	8

## TABLE OF CONTENTS (Continued)

	Page
CHAPTER 2: LITERATURE REVIEW (Continued)	
2.1.1 Leadership Styles.....	8
2.1.2 Communication Competency .....	10
2.1.3 Job Satisfaction.....	11
2.2 Hypothesis.....	14
2.3 Conceptual Framework .....	15
CHAPTER 3: METHODOLOGY .....	17
3.1 Research Design.....	17
3.1.1 Target population and sample selection .....	17
3.2 Research Instrument.....	18
3.3 Reliability Analysis.....	20
3.4 Statistical Analysis .....	20
3.4.1 Descriptive Statistics .....	20
3.4.2 Inferential Statistics .....	22
CHAPTER 4: DATA ANALYSIS .....	23
4.1 Part 1, Demographic Data .....	23
4.2 Part 2, Factors affecting on employee behavior .....	26



## TABLE OF CONTENTS (Continued)

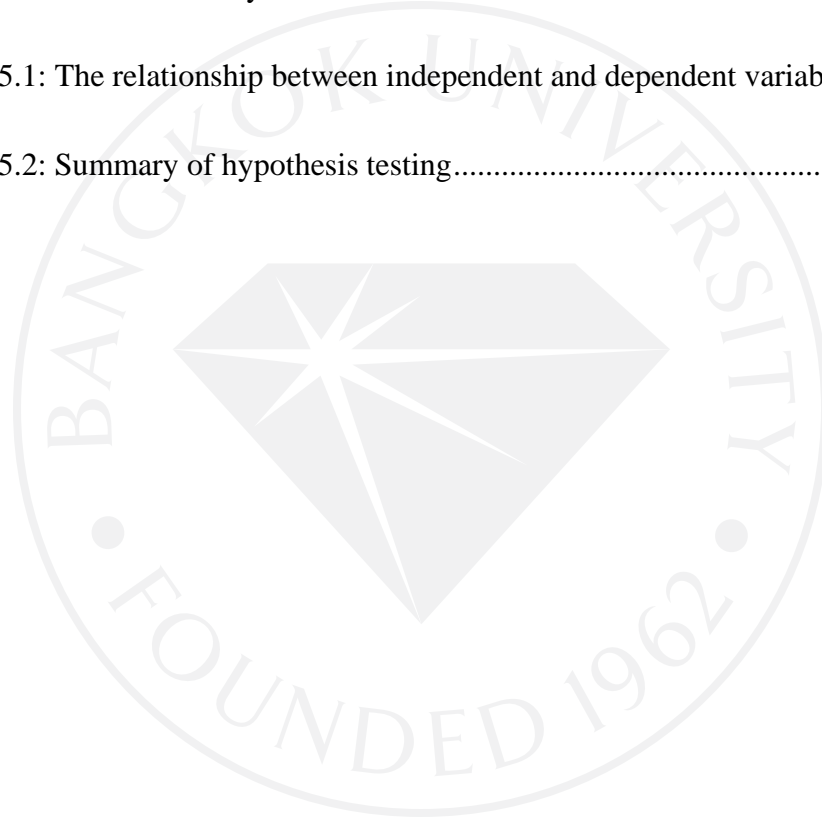
	Page
CHAPTER 4: DATA ANALYSIS (Continued)	
4.3 Part 3, Attitude towards (Transactional & Transformational leadership styles, Communication competency and Employee job satisfaction).....	31
4.4 Part 4, Correlation Analysis .....	37
4.5 Part 5, Analysis on the relationship between independent and dependent variables .....	38
CHAPTER 5: CONCLUSIONS AND DISCUSSION.....	41
5.1 Conclusions and Discussion.....	41
5.2 Recommendation.....	43
5.3 Recommendation for Future Research.....	44
BIBLIOGRAPHY.....	46
APPENDIX.....	50
BIODATA .....	57
LICENSE AGREEMENT .....	58

## LISTS OF TABLES

	Page
Table 3.1: the locations of data collection from non-managerial employee.....	17
Table 3.2: The range of mean interpretation.....	19
Table 3.3: Summary of descriptive statistics for statistical analysis .....	21
Table 4.1.1: Gender.....	24
Table 4.1.2: Age.....	24
Table 4.1.3: Income .....	25
Table 4.1.4: Educational background .....	25
Table 4.1.5: Years of working experience.....	26
Table 4.2.1 Employee see their self in next 5 years.....	26
Table 4.2.2: Factors affecting on Employee Motivation .....	27
Table 4.2.3: Factors affecting to improve teamwork .....	28
Table 4.2.4: Factors affecting on employee's benefits .....	29
Table 4.2.5: Factors affecting to do better job.....	30
Table 4.3.1: The respondents' attitude toward Transactional leadership style.....	31
Table 4.3.2: The respondents' attitude toward Transformational leadership style.....	33
Table 4.3.3: The respondents' attitude toward Communication Competency.....	34

## LISTS OF TABLES (Continued)

	Page
Table 4.3.4: The respondents' attitude toward Employee job satisfaction of Telecommunication industry in Yangon, Myanmar.....	35
Table 4.4: Correlation Analysis .....	37
Table 4.5.1: The relationship between independent and dependent variables.....	38
Table 4.5.2: Summary of hypothesis testing.....	40



LISTS OF FIGURES

	Page
Figure 1.1: Telecommunication market share of Myanmar 2018 .....	2
Figure.1.2: How many companies have u worked for in the past four years?.....	5
Figure 2.1: The independent Variables effect on Employee Job Satisfaction .....	16



## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

In this chapter, the researcher refer to the transitory information of the telecommunication condition in Myanmar which related to the research topic and collecting data from various sources such as textbooks, articles, google, websites, academic papers and other researches.

This research will explore about any relationship between leadership behaviors and employee job satisfaction. In addition, what kind of leadership style has better influence to get employee job satisfaction of Myanmar (Telecommunication Sector).

The researcher was review the background of problem, statement of the problem, research objectives, and scope of the research and benefits of the research.

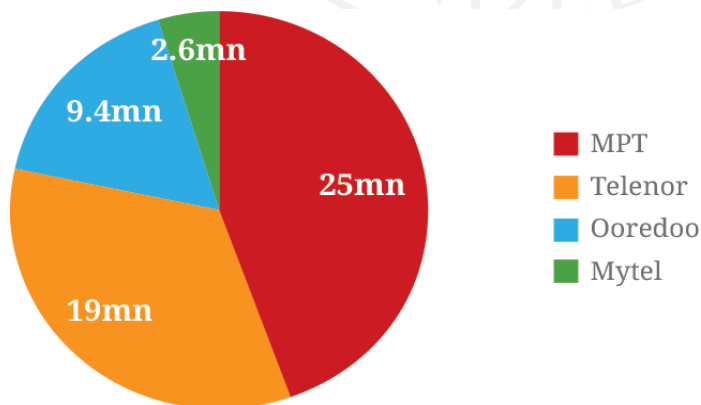
#### **1.2 Background of the Problem**

Earlier, Myanmar Post and Telecommunication (MPT) had a monopoly within the country before enter other telecommunication providers in Myanmar. In 2013, the government of Myanmar started to open up the telecom market, supplying licenses to new service providers. In 2014, multinational telecommunications company, Norway based Telenor and Qatar-based Ooredoo Group entered the market, resulting a speedy growth in the number of subscribers, in the bargain of consumer costs and also the extension of the country's infrastructure. In 2015 June, Myanmar gained a mobile phone

penetration rate of 54.6 %, increase from less than 10 % in 2012. In January 2017, MyTel (Telecom International Myanmar Co., Ltd.) recognized license for the telecommunications provider in Myanmar, authoritatively became the fourth operator in Myanmar.

The population of Myanmar stands about fifty four million mark, as stated by various estimates. Before the launch of MyTel, Myanmar's telecommunication market has been dominated by MPT, that holds a forty two p.c market share, followed by Telenor with thirty five p.c, and Ooredoo with twenty three p.c. In 2018, Oct, the Myanmar Times showed the quantity of mobile users within the country at 56.8 million.

According to the result state-owned MPT led the market with twenty five million, followed by Telenor at nineteen million, ooredoo- 9.41 million users .Though Telenor's most up-to-date results report shows its base has since declined because of newcomer MyTel – that is run by Vietnam's Viettel and a group of native partners, and formally launched in June – had 2.6 million customers. (Lennighan, 2019)



Source: TowerXchange

Figure 1.1: Telecommunication market share of Myanmar 2018

### Telecommunication provider MPT

MPT is that the first and leading telecommunications company in Myanmar, operates a countrywide network infrastructure, with the widest mobile network coverage of ninety six throughout the country, providing both fixed and mobile telecommunication services to individuals and the countries of Myanmar, with over twenty million users.

MPT aims to cause telecommunications services added accessible nationwide

In July 2014, MPT signed joint-venture relationship with KDDI (telecom operator Japan) to extend network coverage and to provide with a quality network by using advanced technologies. In 2016, June 30, MPT was ranked as the most loved brand in Myanmar, according to a brand research in Myanmar. (Brown, 2016).

### Telecommunication provider Telenor

Telenor telecom operator was launched on 26 September 2014 has currently become the most important 4G mobile network within the country and is predicted to cover 90th of the population within five years. Telenor Myanmar provides accessible and affordable mobile communications to individuals across Myanmar.

In September 2014, they spend their network in the main 3 cities of Myanmar and is being expanded to smaller towns and country areas across Myanmar. Telenor Myanmar is one of the world's major mobile operators with over 160 million subscriptions across Europe and Asia and also part of Telenor group.

Telecommunication provider Ooredoo

In January 2014, Ooredoo received the formal telecommunication licenses from Myanmar Government to operate in Myanmar green telecommunications market.

Ooredoo is one of the leading international telecommunications company providing reasonable and easy-to-use mobile communications services developed for the requirements of Myanmar users and businesses. They providing a range of mobile, wireless and fixed line services. Ooredoo is currently the strongest and widest 4G+ network in Myanmar. Covering two hundred townships and fifteen million users.

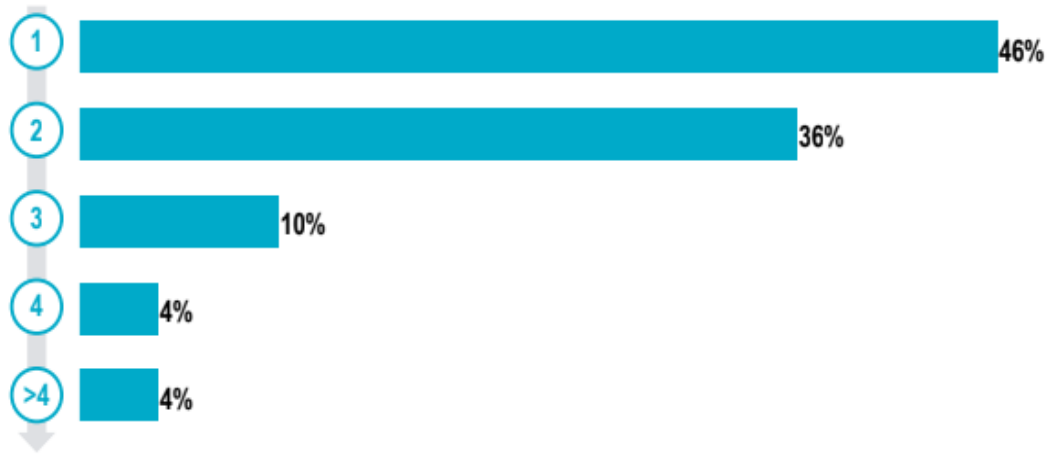
Telecommunication provider Mytel

Telecom International Myanmar Company Limited Mytel is one of the fourth mobile operators in Myanmar, launched on June 9, 2018. MyTel is a joint venture with Viettel (Vietnam's largest mobile operator), and owned by including a consortium of 11 private Myanmar firms. Mytel reached five million subscribers after its launch and targeted to reach the 10 million subscribers in next years.

### **1.3 Statement of the Problem**

Employee turnover in Myanmar is very high; 54% of employees have worked for two or more companies in just the last four years. 18% of employees have even worked for three or more companies in the last four years.





Source: Myanmar HR Survey 2018

Figure.1.2: How many companies have u worked for in the past four years?

The core fact for 19 % of employees leaving their leader is that the prospect of a better earnings and advantages. Trainings in Myanmar aren't widespread and not very effective yet. 54% of employees at small business and 31% of employee at large firms have no training at all, (Myanmar HR Survey, 2018).

Employee surveys, that some corporations in Myanmar are already accompanying, is a way to assess employee job satisfaction. However, additional significantly, managers ought to communicate with employees. Leaders, across the organization, ought to engagement with employees, to know their feelings and objectives and how employees' objectives can support the organization's objectives, rather than assumptive that the organization's objectives are often transferred to workers top-down. (Berger, Dale Carnegie Union of Burma and JobNet.com.mm, 2018)

The HR survey has highlighted that organizations have to be compelled to effort much more on supporting on challenging and fascinating work, promote the development

of a nice operating culture (e.g. through engaging workplace area, events, leadership skills) and self-growth and career opportunities (e.g. through training supported individual desires, employee career planning). For a second time, all of this could be supported a deep understanding of what individual employees actually needs.

Regarding the previous study, the researcher would like to know that all factors which were studied could be applied for employee job satisfaction towards the telecommunication sector of Myanmar. That means the researcher would like to comprehend how leadership behaviors can obtain employee job satisfaction of Telecommunication Sector, Myanmar.

#### **1.4 Research Objectives**

The objective of this research are;

1. To learn the relationship between leadership styles (transactional & transformational) and employee job satisfaction.
2. To identify which leadership style enhance the employee job satisfaction in Telecommunication sector, Myanmar.
3. To study the relationship between communications competency of managers on employee job satisfaction.

#### **1.5 Scope of Research**

In this study, the researcher will focus the relationship between leadership styles and employee job satisfaction of Myanmar (Only Telecommunication Sector). The

researcher will survey the employee from Telecommunication Sector, Myanmar, not the whole employee from Myanmar. The sampling area is Yangon, Myanmar.

This paper will describe with three major independent variables which are transactional and transformational leadership style and communications competency and their effect toward the dependent variable; employee job satisfaction (Telecommunication Sector, Myanmar).

### **1.6 Benefit of Research**

This study aims to analyze the employee job satisfaction from Telecommunication Sector, Myanmar. So, this research can give better understanding of how leadership style can support employee job satisfaction. Firstly, this research will be helpful to managers, can get some advice to dealing with their labors and can aware of their leading behaviors on employee how they react. Secondly, the researcher will get better understanding the theories of leadership behaviors and employee job satisfaction and also deeply understanding of which key factors can drive to get employee job satisfaction by reading this research.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Related Theory of Factors

##### 2.1.1 Leadership Styles

Leadership is a critical factor for making an enterprise successful. It is the art or technique of influencing people to carry out assigned responsibilities willingly, effectively and safely. When correct management is in place within the corporation, it can be felt at some point of the entire enterprise. With right leadership, organizational culture isn't pressured however developed. Communication is powerful and open. Everybody is familiar with the vision and goals of the organization, and each person has input into how they may be advanced. People feel that they are a crucial part of the company and they provide their best for the achievement of the organization.

The definition of leadership is taking accountability and making another course of actions for your own. It's no longer a responsibility that became thrust upon you through a person. A critical part of leadership is to inspiration the human beings nearby you that will recognize and value your expressions. However, the influence of a leader can depend upon many factors which include their personality and the influence of your leadership competencies (Low, 2010).

There are five types of leadership, they are- bureaucratic, charismatic, democratic, transactional and transformational, (Mohammed and Hossein, 2006). However, Bass

(1985) and Yeh & Hong (2012) suggest that transformational and transactional leadership styles that effective leaders need to support the subordinates to achieve organizational desires. Additionally, the most effective two leadership styles, the leaders should retain as the transformational and transactional styles (Swaen & Sen, 2013).

*Transformational leadership Style:* has the features of individual impact, spiritual inspiration and intellectual motivation. They frequently takings single into attention, set up mission and purpose inside, make new culture, believe the team to attain their desires and deliver complete play intended for team's capacity. Transactional leadership is focused on team of workers' basic and outside demand, the connection between leaders and labors is primarily based at the agreement. They mainly focus to achieve organization desire over comforting technique and project layout, their primary determination is to maintain a solid organization (Bass, 1997).

Transformational leadership style is the most famous concept and effective leadership style that results in effective adjustments in people who follow. To change the needs of the business, the leader specializes the idea himself. The noticeable traits of transformational leaders are commonly energetic and passionate. They also encourages the followers to perform high level performance as suitably as to improve their personal leadership ability. That leadership style develops the high level performance, ethical and motivation over the follower group (Carter, 2009).

According to Bass & Avolio (1992) transformational leadership takes when they create awareness and recognition for the effort and mission of the organization.

Transformational leaders provide the subordinate to assist and support to view new perspective issues and encourage feelings and identification.

That kind of leadership style has energetic and have an impact on individual and corporation's outcomes which include employee job satisfaction and overall performance. Advanced levels of transformational leadership were related to developed levels of organization efficiency (Podsakoff, et.al, 1995).

*Transactional leadership style*: additionally called managerial leadership, specializes in the role of supervision, business, and organization overall performance. That kind of leadership style use rewards and punishment to motivate followers. (Cherry, 2018).

Transactional leaders make clear that what's necessary for their followers and how they expected from their subordinates. That leadership style values the relationship among leaders and followers. Subordinates will obtain reward, if they perform well and punishment can also apply if they don't perform well (Hartof & Koopman, 1997).

Fundamentally, transactional leadership is mainly based on the circumstance that reward or punishment is depending on the whole performance. Nowadays, most of the organization accepting the transactional leadership to get the effective productivity and higher performance of its employees (Avolio & Bass, 1999).

### 2.1.2 Communication Competency

The competency of communication is the ability for a person to attain their desire over communicating and suitable communication. It is a skill level that person useful

resource experts and accountable for dealing with others to gain and retain. According to obtain competency in communication, the communicator need to meet six standards: flexibility, participation, supervision, responsiveness, efficiency and suitability (Lorette, 2019).

Managers who have the abilities of listening and negotiating is the effective factors in communication competency (Cushman & Craige, 1976). Pavitt (1999) stated that supervisors need to be cooperative in their methods of communication in a way to create a two way channel in order that subordinates can constitutional the vision created as a team.

Kyoungjo (1991) explored the relationship among the combination of leadership with supervisor interpersonal communication and subordinate satisfaction. Flauto (1999) additionally highlighted that effective leadership requires communication competencies, as he observed each of the leadership scopes, became highly related with communication competency.

A studies of Penley et al, (1991) found that the efficient leaders had the higher levels of communication capabilities.

### 2.1.3 Job Satisfaction

Job satisfaction is one of the most researched variables within the region of workplace psychology, and has been related to numerous psychosocial problems starting from leadership to task design. Job satisfaction that is popular reaction to the job

surroundings and job itself, can't be assessed independent from the individual achievement and individual's overall performance results.

As supported by using Maslow's "Hierarchy of the needs" concept, employees willing to make the effort to reach on the higher level when they fit in their current desire standards (Ardic & Bias, 2001). Employee's next obligation is to meet their physical requirements which is esteem and self-actualization. All of the employee's expectations from the job are not identical. The competitive achievement of business enterprise is decided by using maintaining at the most excellent levels employees' general job satisfaction (Tepret & Tuna, 2015).

Vroom (1964) mentioned that job satisfaction is the employees' happiness due to activity. Job satisfaction is the intelligence of physical and social effects that's proven up as employee's reactions and inner fluctuations as a consequence of work situations.

Cause of job satisfaction is not only position held in physical, social environment and workplace but also the relationships between leaders and followers, organization culture and leadership styles. All of those issues, have special consequences on each employee's job satisfaction levels. (Rashid, Kozechian, & Heidary, 2012).

Wilkinson & Wagner (1993) asserted that employed with a leader who does not support the guidance as well as see-through aggressive behaviors might be annoying for the workers. Except, Chen and Spector (1991), Brockner (1988) and De Cremer (2003) also cited that the negative impact at the employee's job satisfaction is the result of bad managers-employee relation which can cause stress and decrease performance level of employee.



According to Griffin (2002); satisfied employees have positive feelings and higher performance levels, much less absent from the job and loyal toward the organization.

#### 2.1.4 Research studies on leadership styles, communication competencies and job satisfaction

Hamidifar (2010) also conducted similar research on the impact of leadership styles with employee job satisfaction. The result of the study shown the significant positive influence of transformational leadership factors on employee job satisfaction.

Walumbwa (2004) has conducted a research on the transformational leadership toward work outcomes. The result showed the positive impact of transformational leadership on employee job satisfaction.

Bass (1985) and Yeh and Hong (2012) recommend that efficient leaders should apply transactional and transformational leadership styles to encourage the individual followers to achieve employee job satisfaction. Also, Swaen and Sen (2013) classify the two most effective leadership style for managers were transactional and transformational leadership styles.

Tetteh and Brenyah (2016) stated that, especially telecommunication organizations, transformational leadership style is more significant than transactional leadership style. Therefore, managers need to assume more of transformational leadership than transactional. Most of the subordinates satisfied when their leaders are supported and treated well well (Aziri, 2011; Haque, Faizan & Cockrill, 2017).

Fluto (2012) established that communication competency is essential and requirement for every effective leadership. A good relationship between managers and employees was the strongest single analyst of communication competency, followed by transformational and transactional leadership.

Deficiency of communication competency can cause confusion and lack of information between managers and staff or among departments, leading to misunderstanding and resentment in your job (Ashe-Edmunds, 2019).

Organizations and managers who faced with employee job dis-satisfaction and turnover, can manage by employing transactional or transformational leaders with effective communication to create a maintainable organization. (Singh & Luthra, 2018)

The communication competency is one of the considerable effective factor on employee job satisfaction. Graen and Bien (1995) showed the detail of leadership concept with relating to the communication common issues and problems.

## **2.2 Hypothesis**

Based on the literature reviews, the following research hypothesis were formulated for testing:

H1: There are positive relationship between employees perceived Transactional leadership style and job satisfaction.

H2: There are positive relationship between employees supposed Transformational leadership style and job satisfaction.

H3: Communication Competency of managers positively effect on employee job satisfaction.

### **2.3 Conceptual Framework**

In this study of conceptual framework is portrayed the relationship between the independent variables (Transactional & Transformational leaderships and Communication competencies) and the dependent variable (employee job satisfaction).

The researcher make a framework based on the literature reviews and support work from other academics (Cetin,karabay,Efe, 2012), (Arzi&farahbod,2014) and (Saleem,2015).

Previous studies mentioned that employee job satisfaction is considerably depends on the leadership styles. Prior research has concluded that transformational leaders can enriches employee motivation and satisfaction level (Herman & Chiu, 2014; Top, Akdere, & Tarcan, 2015).

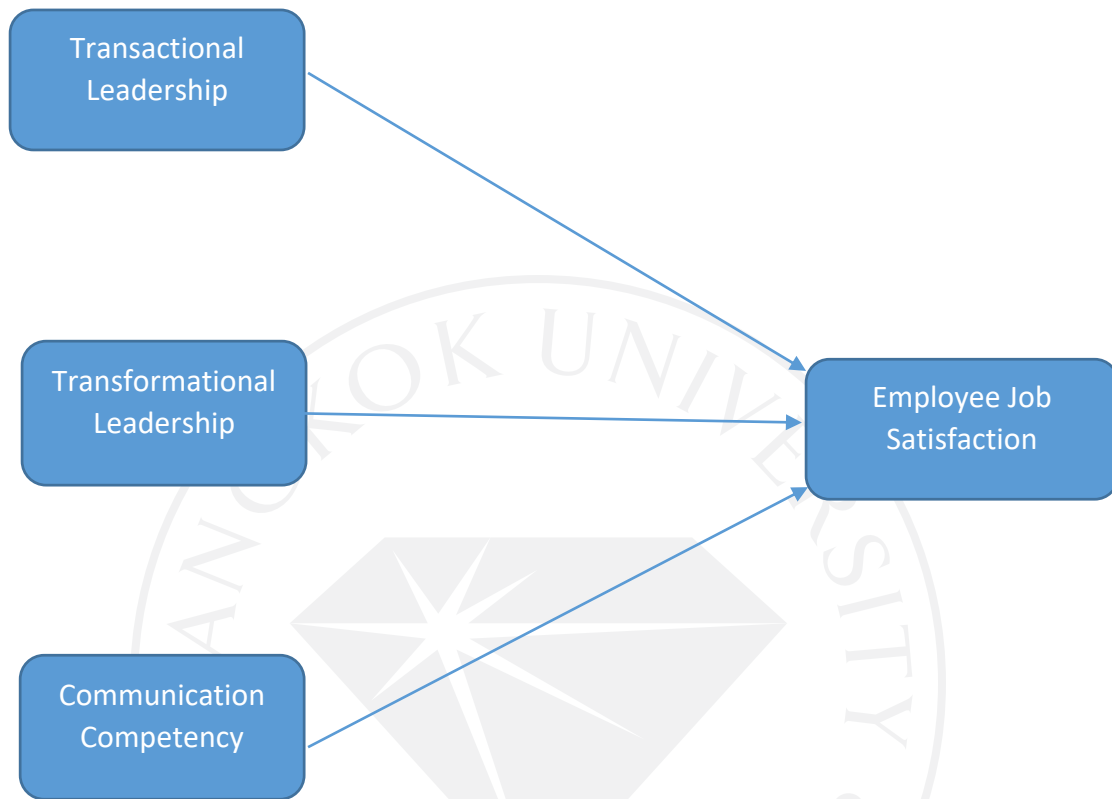


Figure 2.1: the independent Variables effect on Employee Job Satisfaction

## CHAPTER 3

### METHODOLOGY

#### 3.1 Research Design

##### 3.1.1 Target population and sample selection

This purpose of this section is to find out the relationship between employee job satisfaction and leadership styles as well as perception towards gender and perception towards ethnicity profile in the Telecommunication industry. Therefore, the respondents of this study are targeted on non-managerial employees who work in Telecommunication Companies in Yangon, Myanmar.

The target population is non-managerial employee from Telecommunication industry in Yangon, Myanmar. The research question will be collected from non-managerial employee from 4 Telecommunication industries in Yangon, Myanmar.

Table 3.1: the locations of data collection from non-managerial employee

Company Name	No. respondents
Telenor	78
Ooredoo	65

(Continued)

Table 3.1 (Continued): the locations of data collection from non-managerial employee

MPT	93
MyTel	60
Total	296

The total respondents for this research is 296 employees from 4 telecommunication industries in Yangon, Myanmar. The sample size for this study is 296 employees.

The research of this study is used by quantitative approach and the research will collect the whole population of the targeted respondents so, the researcher don't need to consider about sample size and sampling method.

### 3.2 Research Instrument

By using the explanations and evidences if the related research, the researcher will design the questionnaire as the research instrument.

The researcher will concerning;

- 5 questions consider demographic data
- 5 questions consider employee behavior in that companies
- 5 questions consider independent variable of transactional leadership style
- 5 questions consider independent variable of transformational leadership style
- 5 questions consider independent variable of communication competency

-6 questions consider dependent variable of employee job satisfaction

The researcher will use nominal scale for demographics data, employee behavior for ordinal scale and independent variables of this study for interval scale and dependent variable ; employee job satisfaction for interval scale. The research will use 5-point Likert scale.

Measuring the statistical mean range for mean interpretations as follows;

Range = Maximum-Minimum

$$\begin{aligned} & \text{Scale level} \\ & = \frac{5-1}{5} \\ & = 0.8 \end{aligned}$$

So, the range of mean interpretations as follows;

Table 3.2: The range of mean interpretation

Range	Interpretation
1.00-1.80	Strongly disagree
1.81-2.60	Rather disagree
2.61-3.40	Moderate
3.41-4.20	Rather agree
4.21-5.00	Strongly agree

### 3.3 Reliability Analysis

A reliability analysis is a set of test scores that relates to the amount of random error from the measurement process that might be fixed in the scores. Highly Scores are reliable and accurate .The reliability coefficients are commonly used to specify the amount of error in the scores, with values ranging between 0.00 (much error) and 1.00 (no error). (William, 2008)

According to Kline (1999), in reliability analysis, the acceptable value of alpha is 0.8 and 0.7 in the ability test. The alpha value 0.6 is not reliable and should not apply for the research.

### 3.4 Statistical Analysis

Statistics is a kind of knowledge that deals with the analysis of data, organization, collection, drawing of inferences from the samples to the whole population. This requires suitable selection of the study sample and choice of a proper statistical test and an appropriate design of the study. (Zulfiqar & Bhaskar, 2016)

This study of questionnaire will use value of Cornbrash's alpha coefficient. The questionnaires will be spread through online and requested to submit the questionnaire directly to the link that they are completing the survey. The result will then be calculated using the SPSS software.

#### 3.4.1 Descriptive Statistics



In Descriptive analysis, the researcher will analyze the demographic data including gender, age, income, and education background and work experience by using percentage ratio and frequency counting. As well as, the researcher will analyze to measure the relationship between independent variables and dependent variable by using the value of mean and standard deviation.

Table 3.3: Summary of descriptive statistics for statistical analysis

Variables	Type of Variables	Descriptive statistics
Demographics	Independent	Percentage / frequency
Transactional leadership style	Independent	Mean and Standard Deviation
Transformational leadership style	Independent	Mean and Standard Deviation
Communication competency	Independent	Mean and Standard Deviation
Employee job satisfaction	Dependent	Mean and Standard Deviation

### 3.4.2 Inferential Statistics

In inferential statistics, analyzing data from a sample to make conclusions in the collection of the population. The purpose is to test the research hypothesis and answer the result.

A hypothesis (plural hypotheses) is a suggested explanation for a phenomenon. Hypothesis tests are thus processes for making rational decisions about the reality of experimental effects.

The researcher will use regression analysis in this study. Regression analysis is used for test the relationships between a dependent variable and one or more independent variables and it's a quantitative method.

This research will investigate the relationship between independent variables (Transactional & transformational leadership styles and communication competencies) and dependent variable (Employee Job Satisfaction). The acceptable p value is maximum statistical significance as 5%.

## CHAPTER 4

### DATA ANALYSIS

This survey research aims to explore the relationship between leadership styles and employee job satisfaction of Telecommunication industry in Yangon, Myanmar. Using the questionnaire as a tool to collect data and reveal the analysis of the data to test the hypothesis to each variable of the research.

In this chapter, the author will present the survey sample, general characteristics of the sample, measures of model fit, hypothesis testing results, of the model.

This chapter is divided into four parts with the following details;

Part 1: Demographic data

Part 2: Factors affecting employee behavior

Part 3: Attitude towards (Transactional & Transformational leadership styles, Communication competency and Employee job satisfaction).

Part 4: Correlation Analysis

Part 5: Analysis on the relationship between independent and dependent variables

#### **4.1 Part 1, Demographic Data**

The research findings of this part represented the total 296 respondent's personal data which include gender, age, educational background, income level and years of

working experience. The data are summarized and presented in frequency and percentage of the demographic profile of the respondents.

Table 4.1.1: Gender

Description	Frequency	Percentage
Male	147	49.7
Female	149	50.3
Total	296	100

According to the table 4.1.1, most of the respondents are female employees by 50.3 percent (N=149) and followed by male employees by 49.7 percent (N=147).

Table 4.1.2: Age

Description	Frequency	Percentage
Under 21 years old	21	7.1
21-30 years old	178	60.1
31-40 years old	97	32.8
Total	296	100

The results show that most of the employees are aged between 21 and 30 years old by 60.1 percent (N=178). Secondly, with the age of 31-40 years old by 32.8 percent (N=97) and the last is under 21 years old by 7.1 percent (N=21).

Table 4.1.3: Income

Description	Frequency	Percentage
Below 6 lakhs	94	31.8
6 to 8 lakhs	63	21.3
8 to 10 lakhs	70	23.6
Above 10 lakhs	69	23.3
Total	296	100

According to table 4.1.3, most of the employee's income level is below 6 lakhs by 31.8 percent (N=94), and secondly, get 8 to 10 lakhs by 23.6 percent (N=70). Thirdly, get above 10 lakhs by 23.3 percent (N=69) and the last is get 6 to 8 lakhs by 21.3 percent (63).

Table 4.1.4: Educational background

Description	Frequency	Percentage
Bachelor's degree	182	61.5
Master's degree	114	38.5
Total	296	100

For Educational status, most the respondent's Educational status is Bachelor degree by 61.5 percent (N=182) and 38.5 percent is Master's degree (N=114).

Table 4.1.5: Years of working experience

Description	Frequency	Percentage
Below 1 year	49	16.6
1 to 3 years	73	24.7
3 to 5 years	98	33.1
Above 5 years	76	25.7
Total	296	100

According to the result, the most employees through employment for a period is 3 to 5 years by 33.1 percent. Followed by 25.7 percent is above 5 years, followed by 24.7 percent is 1 to 3 years and the last is below 1 year by 16.6 percent.

#### **4.2 Part 2, Factors affecting on employee behavior**

Table 4.2.1: Employee see their self in next 5 years

Description	Frequency	Percentage
Get Promotion	77	26.0
Expert in related field	114	38.5
Increase payroll	63	21.3
Switch work	28	9.5
Other	14	4.7
Total	296	100

According to the Table 4.2.1, most of the respondents see their self in next 5 years is “Expert in related field” by 38.5 percent (N=114). Secondly, 26 percent of respondents would like to “Get Promotion” (N=77). Thirdly, 21.3 percent of respondents would like to “Increase payroll” (N=63) and followed by 9.5 percent would like to “Switch work” (N=28) in the next five years. The last is “Other” by 4.7 percent (N=14).

Table 4.2.2: Factors affecting on Employee Motivation

Description	Frequency	Percentage
Payroll	63	21.3

(Continued)

Table 4.2.2 (Continued): Factors affecting on Employee Motivation

Description	Frequency	Percentage
Annual Bonus	35	11.8
Working in a team	28	9.5
Under pressure task	42	14.2
Learning new things	128	43.2
Total	296	100

For the factors of employee motivation, the most employee motivation is 43.2 percent feel motivated by “Learning new things” (N=128). Secondly, 21.3 percent feel motivated by “Payroll” (N=63). Thirdly, 14.2 percent feel motivated by “Under pressure task” (N=42) and followed by 11.8 percent feel motivated by “Annual Bonus” (N=35). The last is “Working in a team” by 9.5 percent feel motivated (N=28).

Table 4.2.3: Factors affecting to improve teamwork

Description	Frequency	Percentage
Respect others opinions	91	30.7
Get feedback	49	16.6
Encouraging	21	7.1

(Continued)



Table 4.2.3 (Continued): Factors affecting to improve teamwork

Description	Frequency	Percentage
Good Communication	100	33.8
Use project management tools	35	11.8
Total	296	100

The results show that the most respondents feel , “Good Communication” is the most effective way to improve teamwork by 33.8 percent (N=100). The second is “Respect others opinions” by 30.7 percent (N=91).Thirdly, “Get feedback” by 16.6 percent (N=49) and followed by 11.8 percent is “Use project management tools” (N=35).Furthermore, the last is “Encouraging” by 7.1 percent (N=21).

Table 4.2.4: Factors affecting on employee’s benefits

Description	Frequency	Percentage
Career opportunities	128	43.2
Health care	14	4.7
Retirement	7	2.4
Workplace Flexibility	70	23.6

(Continued)

Table 4.2.4 (Continued): Factors affecting on employee's benefits

Description	Frequency	Percentage
Pay raise or performance bonus	77	26.6
Total	296	100

Above table showed that, most of the respondents feel "Career opportunities" is the most affecting factors on employee's benefits by 43.2 percent (N=128). Secondly, "Pay raise or performance bonus" by 26.6 percent (N=77). Thirdly, "Workplace Flexibility" by 23.6 percent (N=70) and followed by 4.7 percent is "Health care" (N=14). The last affected factor is "Retirement" by 2.4 percent (N=7).

Table 4.2.5: Factors affecting to do better job

Description	Frequency	Percentage
Clear objectives	90	30.4
Job security	14	4.7
Job facilities	91	30.7
Flexible work hours	77	26.0

(Continued)

Table 4.2.5 (Continued): Factors affecting to do better job

Description	Frequency	Percentage
Other	24	8.1
Total	296	100

According to the Table 4.2.5, most of the respondents think “Job facilities” is the most affected support to do a better job by 30.7 percent (N=91) and followed by 30.4 percent is “Clear objectives” (N=90). The third is “Flexible work hours” by 26.0 percent (N=77). In addition, the fourth is “Job security” by 4.7 percent (N=14) and the last is “Other” by 8.1 percent (N=24).

### **4.3 Part 3, Attitude towards (Transactional & Transformational leadership styles, Communication competency and Employee job satisfaction).**

The research findings of this part presented the respondents’ attitudes toward the independent variable (Transactional & Transformational leadership styles and communication competencies) and dependent variable (Employee job satisfaction). The values of mean and standard deviation were used for data analysis of the attitudes. The findings were shown in order Tables are as follows;

Table 4.3.1: The respondents’ attitude toward Transactional leadership style

Statements	Mean	Standard Deviation	Interpretation
1. My manager provides compliments, on the fulfillment of obligations	3.68	.83	Agree
2. My manager provides material rewards; such as pay raise or bonus on the fulfillment of obligations.	3.47	1.14	Agree
3. My manager set the objectives to achieve clearly.	3.74	.98	Agree
4. My manager clarifies role and task requirements	3.86	1.01	Agree
5. My manager helps me to get short-term goal.	4.11	.84	Agree
Total	3.77	0.96	Agree

From Table 4.3.1, the descriptive findings revealed that the overall mean of sample perceived attitude toward Transactional leadership style are in “Agree” level (Mean=3.77). When considering each item, the findings found that the statement 5. “My manager helps me to get short-term goal” having the highest mean in the “Agree” level (M=4.11). The second highest mean is statement 4, “My manager clarifies role and task requirements” is in the “Agree” level (M=3.86) and the lowest mean is the statement 2,

“My manager provides material rewards; such as pay raise or bonus on the fulfillment of obligations.” is in the “Agree” level (M=3.47).

Table 4.3.2: The respondents’ attitude toward Transformational leadership style

Statements	Mean	Standard Deviation	Interpretation
1. My manager likes to discuss new ideas.	3.58	.89	Agree
2. My manager is open to innovations.	3.40	.92	Neutral
3. My manager encourages self-improvement.	3.45	.95	Agree
4. My manager creates opportunities to resolve conflicts.	3.53	.82	Agree
5. My manager doesn't hesitate to take risks when he decides.	3.49	.90	Agree
Total	3.49	0.89	Agree

According to Table 4.3.2, the result shows that the respondents’ attitude toward Transformational leadership style overall mean is in the “Agree” level (M=3.49). The highest mean is the statement 1, “My manager likes to discuss new ideas” in the “Agree” level (M=3.58). Followed by the statement 4, “My manager creates opportunities to

resolve conflicts” in the “Agree” level (M=3.53). The lowest mean is the statement 2, “My manager is open to innovations” in the “Neutral” level (M=3.40).

Table 4.3.3: The respondents’ attitude toward Communication Competency

Statements	Mean	Standard Deviation	Interpretation
1. My manager directly focuses on the core idea in the message.	3.75	.68	Agree
2. My manager interacts in a positive, productive and thoughtful way.	3.78	.96	Agree
3. My manager uses personal reliability in all communication.	3.75	.83	Agree
4. My manager showing empathy, respect, concern and compassion for the circumstances, attitudes, beliefs, and feelings of everyone involved.	3.69	.89	Agree

(Continued)

Table 4.3.3 (Continued):The respondents' attitude toward Communication Competency

5. My manager is responsive to feedback.	3.64	.84	Agree
Total	3.72	0.84	Agree

Result from Table 4.3.3, the overall mean for the respondents' attitude toward Communication competency is in the "Agree" level (M=3.72). The findings found that the highest mean is the statement 2, "My manager interacts in a positive, productive and thoughtful way" is in the "Agree" level (M=3.78). The second highest mean are statement 1 and 3, "My manager directly focuses on the core idea in the message" and "My manager uses personal reliability in all communication" having Mean (M=3.75) in the "Agree" level. In addition, statement 5, "My manager is responsive to feedback" having the lowest mean in the "Agree" level (M=3.64).

Table 4.3.4: The respondents' attitude toward Employee job satisfaction of

Telecommunication industry in Yangon, Myanmar

Statements	Mean	Standard Deviation	Interpretation
1. My manager valued my feedback.	3.86	.79	Agree

(Continued)

Table 4.3.4 (Continued): The respondents' attitude toward Employee job satisfaction of  
Telecommunication industry in Yangon, Myanmar

Statements	Mean	Standard Deviation	Interpretation
2. I have good communication with my manager	3.83	.89	Agree
3. I have the sufficient training I need to do my job.	3.83	1.0	Agree
4. The amount of work expected of me is reasonable.	3.28	1.0	Agree
5. The morale in my department is high.	3.68	.71	Agree
6. I have the tools and resources which I need to do my job.	3.83	.86	Agree
Total	3.72	0.87	Agree

From Table 4.3.4, the descriptive findings showed that the overall mean of the respondents' attitudes toward employee job satisfaction having the "Agree" level (M=3.72). Moreover, the highest mean is the statement 1, "My manager valued my feedback" is in the "Agree" level (M=3.86) and lowest mean is statement 4, "The amount of work expected of me is reasonable" having "Agree" level (M=3.28).



#### 4.4 Part 4, Correlation Analysis

Table 4.4: Correlation Analysis

Variables	Transactional leadership style	Transformational leadership style	Communication Competency	Employee Job Satisfaction
Transactional leadership style	1			
Transformational leadership style	.661	1		
Communication Competency	.656	.579	1	
Employee Job Satisfaction	.610	.501	.493	1

Above Table 4.4 has been shown that, the correlation result of employee job satisfaction with transactional leadership style ( $r=.610$ ), transformational leadership style ( $r= .501$ ) and communication competency ( $r=.491$ ).

Phanny (2009) supposed the guideline for interpreting correlation coefficient. According to the interpreting correlation coefficient, transactional leadership style( $r=.610$ ) has strong correlation with employee job satisfaction ( $0.6 \leq r \leq 0.8$  strong correlation). In addition, transformational leadership style ( $r=.501$ ) and communication

competency ( $r = .493$ ) has a moderately strong correlation with employee job satisfaction ( $0.4 \leq r \leq 0.6$  moderately strong correlation).

#### 4.5 Part 5, Analysis on the relationship between independent and dependent variables

The research findings of this part presented the relationship in terms of the degree of the effect of Transactional & Transformational leadership styles and communication competencies on Employee job satisfaction. The Multiple Regression Analysis was used for analyzing such relationships. The findings were presented in Table 4.3.1 as follows;

Table 4.5.1: The relationship between independent and dependent variables

Independent Variables	b	Beta	T	Sig	Collinearity Statistics	
					Tolerance	VIF
Constant	1.571		9.090	.000		
Transactional leadership style	.340	.433	6.411	.000	.451	2.215
Transformational leadership style	.119	.141	2.249	.025	.526	1.900
Communication Competency	.122	.127	2.043	.042	.532	1.878
<i>a. Dependent Variable: Employee job satisfaction</i>						

*Adjusted R-square = .391, F = 64.216, Sig = .000,  $p \leq 0.05$*

According to Table 4.5.1, the adjusted R square value is dependent variable of independent variable is found to be 0.391. Adjusted R-square value indicates 39% variation of employee job satisfactions that can be attributed to the independent variables. The findings revealed that Transactional leadership style (Beta=.433, Sig=.000 $\leq$ 0.05) which is positively relationship with employee job satisfaction, Transformational leadership style (Beta=.141, Sig=.0025 $\leq$ 0.05) which is positively relationship with employee job satisfaction and communication competency (Beta=.127, Sig=.0042 $\leq$ 0.05) which is positively relationship with employee job satisfaction.

In collinearity statistics, tolerance is used as an indicator of multicollinearity, calculated by regressing the independent variable of interest onto the remaining independent variables of the study. A tolerance level below .40 is not good for regression model. Low level of tolerances are known to affect adversely the associated with a multiple regression analysis. (Allison, 1999)

In this study, tolerance level of Transactional leadership is .451, transformational leadership style is .526 and communication competency of tolerance level is .532. So, in this study of tolerance levels are high and it's not cause a serious multicollinearity in regression model.

In collinearity statistics, a variance inflation factor (VIF) showed that the impact of collinearity among the variables in a regression model. A variance inflation factor (VIF) value '5' as the maximum level of VIF and values higher than 5 strongly suggest a collinearity problem (Ringle, 2015). In this study, VIF values of transactional leadership

is 2.215, transformational leadership is 1.900 and communication competency is 1.878. All of these values are less than 5 and its does not has highly correlation, so VIF values of in this study are acceptable.

Due to their p- values are less than 0.5, these findings supported the research hypothesis which was proposed that transactional & transformational leadership styles and communication competency affected Employee job satisfaction of Telecommunication industry in Yangon, Myanmar. The summary of the results of hypothesis testing was illustrated in Table 4.5.2;

Table 4.5.2: Summary of hypothesis testing

Hypothesis	Result
H1: There are positive relationship between employees perceived Transactional leadership style and job satisfaction.	Supported
H2: There are positive relationship between employees supposed Transformational leadership style and job satisfaction.	Supported
H3: Communication Competency of managers positively effect on employee job satisfaction.	Supported

Table 4.5.2 showed that all hypothesis 1, 2 and 3 were supported. In conclusion, Transactional & Transformational leadership styles and communication competency competencies positively impact on Employee job satisfaction of Telecommunication industry in Yangon, Myanmar.

## CHAPTER 5

### CONCLUSION AND DISCUSSION

The purpose of this study focuses on factors influencing on employee job satisfaction of telecommunication industry in Myanmar, Yangon. This research explores the relationship among supervisors' transactional and transformational leadership style and communication competency and employee job satisfaction. As this research was a quantitative research.

In this study, the independent variables which were transactional leadership, transformational leadership and communication competency on the dependent variable which was employee job satisfaction. Regarding the purpose of this study, three hypothesis were proposed. To test these hypothesis, 296 samples were selected and surveyed the employees who working under managerial level from telecommunication industry in Yangon, Myanmar.

#### 5.1 Conclusions and Discussion

##### For Demographics

In this study, 296 employees participated. Most of the respondents were female employees by 50.3 percent (N=147), aging between 21 and 30 years old by 60.1 percent (N=178), income level is below 6 lakhs by 31.8 percent (N=94), holding bachelor's degree by 61.5 percent (N=182) and employment for a period is 3 to 5 years by 33.1 percent (N=98).

For Employee behavior

Most of the employees would like to be expert in their related fields in the next five years by 38.5 percent (N=114) and they got motivation by learning new things in an organization by 43.2 percent (N=128). Furthermore, the most employee accept good communication with each labor is the strongest way to improve teamwork in and organization by 33.8 percent (N=100) and also they appreciated career opportunities is the effected benefits to them by 43.2 percent (N=128) and also job facilities can support to do better task at work by 30.7 percent (N=91).

For Hypothesis

This research investigated that transactional leadership style, transformational leadership style and communication competency have a positive impact with employee job satisfaction on telecommunication industry at Yangon, Myanmar.

*H1*: There are positive relationship between employees perceived Transactional leadership style and job satisfaction.

That findings revealed that Transactional leadership style (Beta=.433, Sig=.000 $\leq$ 0.05) which is positively relationship with employee job satisfaction. According to the result of hypothesis 1, there is a positive relationship between Transactional leadership style and employee job satisfaction. Tepret &Tuna (2015) supposed that effective management approach and Transactional leadership styles has positively effect on employee job satisfaction, explicated and represented on the basis of employees who work in the telecommunications sector.

*H2*: There are positive relationship between employees supposed Transformational leadership style and job satisfaction.

That findings showed that Transformational leadership style (Beta=.141, Sig=.0025 $\leq$ 0.05) which is positively relationship with employee job satisfaction. According to the result of hypothesis 2, there is a positive relationship between Transformational leadership style and employee job satisfaction. This findings is related to Saleem (2015), found that transformational leadership style has a positive impact on employee job satisfaction.

*H3*: Communication Competencies of manager positively effect on employee job satisfaction.

That findings proposed that communication competency (Beta=.127, Sig=.0042 $\leq$ 0.05) which is positively relationship with employee job satisfaction. According to the result of hypothesis 3, employee job satisfaction has a positive effect with communication competencies of manager .Cetin, Karabay and Efe (2012) represented the basic element that is leadership styles and communication competencies of manager's effect on employee job satisfaction in Turkish banks.

## **5.2 Recommendation**

The findings of this research supported the positive impact of supervisors 'leadership styles and communication competency on employee job satisfaction. So,

effective leadership and supervisor's communication competency can consider one of the vital role in every organization to get employee job satisfaction.

The recommendation for this research were contributed are as follows;

- In every organization, middle or upper management level person should provide effective leadership behavior to guidance the subordinate towards achieving preferred goals.
- In every organization need to have efficient leaders to control and motivate their employees to do better job at workplace.
- Efficient Communication can lead supervisor and subordinates' good relation and support to get clear objectives and task.
- Communication Competency skills are necessary for management level employees
- Not only telecommunication organizations but also every organizations which want to maintain their sustainable development, to beat the rival, to increase competition benefits need to focus on employee job satisfaction by fair and effective leading ways.

### **5.3 Recommendation for future research**

This research has several limitation. Firstly, this study focus only on the employee from telecommunication industry at Yangon, Myanmar. Secondly, this research does not survey the whole employees from telecommunication industry. The participation of



employees in this research is 296 employees and only working under managerial level from organization.

Finally, this research also has limitation of study area. This research only focus on the factors of supervisors' leadership styles and communication competency on employee job satisfaction. In addition, in this study from leadership style is not focus on all leadership styles, only focus on the transactional and transformational leadership style.

This research study experimented the knowledge about the relationship between leadership styles, communication competencies and job satisfaction. Therefore, future researchers are recommend to explore these variables in others sectors like banking industry, healthcare, hospitability and manufacturing industry.

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**APPENDIX**



## English Survey Questionnaire

### QUESTIONNAIRE:

#### The Impact of Leaderships Styles on Employee Job Satisfaction

This survey research was aimed to comprehend the leadership styles affecting the employee job satisfaction of Telecommunication companies in Myanmar. This study is a part of BA715: Independent Study, Graduate School, Bangkok University. I would be appreciated if you could contribute any fact and useful information truthfully by filling out the questionnaire. The information provided will be treated highly confidential and will be used solely for the purpose of academic resources.

Thank you very much for your kind cooperation.

Kyi Phyu Shunn Lai, Bangkok University

#### Part 1: Personal Details

**Explanation:** Please mark ✓ into  that matches your information the most.

1. Gender:

1) Male

2) Female

## 2. Age:

- 1 ) Under 21 years old                       2 ) 21 – 30 years old  
 3 ) 31 – 40 years old                       4 (41 – 50 years old  
 5 (51 – 60 years old

## 3. Monthly Income:

- 1 (Below 600,000 MMK                       2) 600,000 – 800,000 MMK  
 3) 800,000 – 1,000,000 MMK                       4) Above 1,000,000 MMK

## 4. Educational background:

- 1 (High school / vocational                       2) Bachelor's degree  
 3) Master's degree                       4) Doctor's degree

## 5. Years of Working Experience:

- 1 (Below 1 year                       2) 1 year – 3years  
 3) 3 years – 5 years                       4) Above 5 years

**Part 2: Employee Behavior**

**Explanation:** Please mark ✓ into  that matches your information the most.

1. How do u see yourself in next 5 years?



- Get promotion     Expert in related field
  - Increase payroll     Switch work
  - Other
2. What motivates you to do good work?
- Payroll     annual bonus     working in a team
  - Under pressure task     learning new things
  - Other
3. What way can improve your teamwork in an organization?
- Respect other's opinions     Get feedback
  - Encouraging     Good communication
  - Use project management tools     Other
4. What are the most important benefits to employees?
- Career opportunities     Health Care     Retirement
  - Workplace Flexibility     Pay raise or performance bonus
  - Other
5. Are there any tools or resources do u need to better do your job?
- Clear Objectives     Job Security
  - Job facilities     flexible work hours     others

**Part 3: Factors affecting employee job satisfaction of Telecommunication industry in Yangon, Myanmar**

**Explanation:** Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Factors affecting employee job satisfaction of Telecommunication industry in Yangon, Myanmar	Level of Opinions				
	Strongly agree —Strongly disagree				
<b>1. Transactional Leadership</b>					
1.1 My manager provides compliments, on the fulfillment of obligations	(5)	(4)	(3)	(2)	(1)
1.2 My manager provides subordinates with material rewards; such as pay raise or bonus on the fulfillment of obligations.	(5)	(4)	(3)	(2)	(1)
1.3 My manager set the objectives to achieve clearly.	(5)	(4)	(3)	(2)	(1)
1.4 My manager clarifies role and task requirements	(5)	(4)	(3)	(2)	(1)
1.5 My manager helps me to get short-term goal.	(5)	(4)	(3)	(2)	(1)
<b>2. Transformational Leadership</b>					
2.1 My manager likes to discuss new ideas.	(5)	(4)	(3)	(2)	(1)

(Continued)

(Continued)

2.2 My manager is open to innovations.	(5)	(4)	(3)	(2)	(1)
2.3 My manager encourages self-improvement.	(5)	(4)	(3)	(2)	(1)
2.4 My manager creates opportunities to resolve conflicts.	(5)	(4)	(3)	(2)	(1)
2.5 My manager doesn't hesitate to take risks when he decides.	(5)	(4)	(3)	(2)	(1)
<b>3. Communication Competency</b>					
3.1 My manager directly focuses on the core idea in the message.	(5)	(4)	(3)	(2)	(1)
3.2 My manager interacts in a positive, productive and thoughtful way.	(5)	(4)	(3)	(2)	(1)
3.3 My manager uses personal integrity in all communication.	(5)	(4)	(3)	(2)	(1)
3.4 My manager showing empathy, respect, concern and compassion for the circumstances, attitudes, beliefs, and feelings of everyone involved.	(5)	(4)	(3)	(2)	(1)
3.5 My manager is responsive to feedback.	(5)	(4)	(3)	(2)	(1)

**Part 4: Employee Job Satisfaction of Telecommunication industry in Yangon, Myanmar**

**Explanation:** Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Employee Job Satisfaction	Level of Opinions				
	Strongly agree —Strongly disagree				
1. My manager valued my feedback.	(5)	(4)	(3)	(2)	(1)
2. I have good communication with my manager	(5)	(4)	(3)	(2)	(1)
3. I have the sufficient training I need to do my job.	(5)	(4)	(3)	(2)	(1)
4. The amount of work expected of me is reasonable.	(5)	(4)	(3)	(2)	(1)
5. The morale in my department is high.	(5)	(4)	(3)	(2)	(1)
6. I have the tools and resources which I need to do my job.	(5)	(4)	(3)	(2)	(1)

**\*\* Thank you for your kind cooperation\*\***

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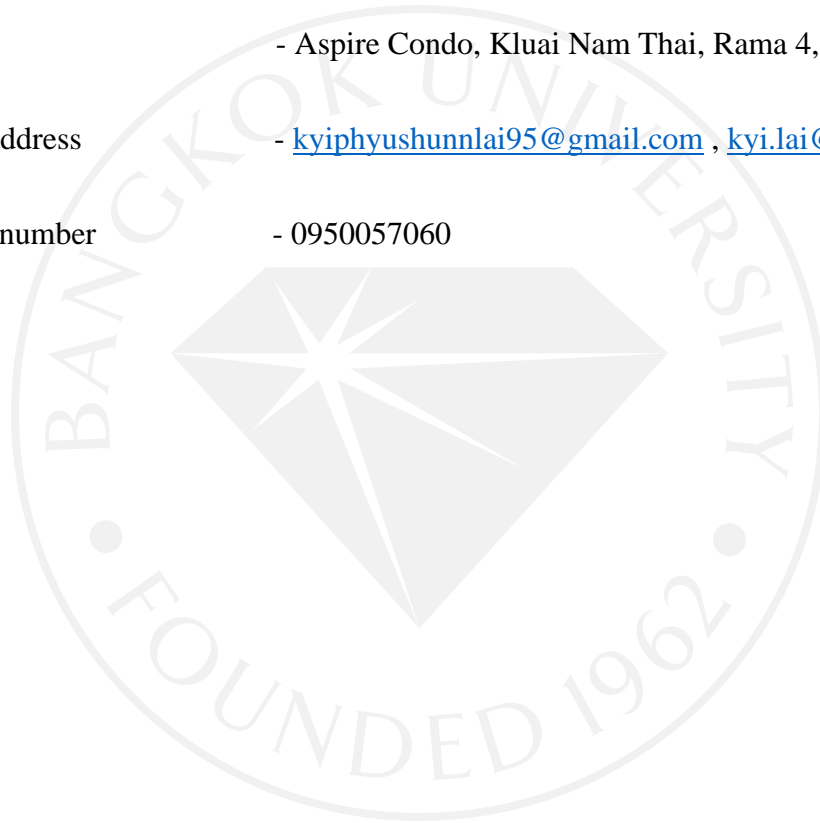
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