

A COMPARATIVE STUDY OF SISTERS' LEADERSHIP STYLES AND THEIR JOB SATISFACTION IN ZETAMAN SISTERS OF THE LITTLE FLOWER CONGREGATION AT TAUNGGYI ARCHDIOCESE, SHAN STATE, MYANMAR

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Abstract: The purposes of this study were: 1) to compare the Sisters' Leadership styles in Zetaman Sisters of the Little Flower Congregation; 2) to determine the Sisters' Job Satisfaction levels in Zetaman Sisters of the Little Flower Congregation, and 3) to compare the Sisters' Job Satisfaction among different Leadership Styles in Zetaman Sisters of the Little Flower.

This research was conducted in Zetaman Sisters of the Little Flower Congregation, Taunggyi Archdiocese, Myanmar. All 80 sisters in the congregation were distributed the surveys and all surveys were returned.

The research was designed as a survey research. The researcher identified sisters' leadership styles, including autocratic leadership style, democratic leadership style and laissez-faire leadership style. Extrinsic job satisfaction, intrinsic job satisfaction and overall job satisfaction were used to determine the sister's job satisfaction in this study.

The collected data were analyzed by frequency, percentage, mean, standard deviation, and one-way ANOVA. The study found out that most of the sisters in congregation had practiced democratic leadership styles. The sisters' job satisfaction was at "Satisfied" level, which meant they were satisfied with their jobs in the Congregation, Myanmar. However, the research found there was no significant difference of sisters' job satisfaction among different leadership styles in the Congregation.

Recommendation for the sisters to strengthen their leadership styles and job satisfaction by providing self-learning, peer learning, group learning to learn and share, to ensure different personal growth and to practice appropriate leadership styles which leads to the ultimate success in developing sisters in both their leadership styles and congregation.

Keywords: Leadership Styles (Autocratic, Democratic, and Laissez-Faire), Job Satisfaction, Zetaman Sisters

Introduction

In every organization, we need to have effective leaders to direct the organization to achieve its vision and mission. Leadership has the important role for the firms in

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leading, developing and improving the performance of their people in the organization.

In the era called Globalization, leadership develops into very important roles in every organization for many reasons. According to McShane and Glinow (2004), research topics about leadership and leadership styles have been the most fashionable in institutional performance from the time when the days of Greek philosophers. The research issue of leadership has been the article of wide-ranging lessons in twentieth century. Tsurvakas, Zotos, and Dekoulou (2007) also mentioned, any society and department are planned in groups of assistant performing be in charge of and command of person in charge. Meanwhile, Moorhead and Griffin (1995) stated that leadership styles have an authoritative influence on each person and group performance.

As stated by Raiz, and Haider (2010), every society leader is anticipated to take responsibilities with some degree of source to the utmost point that keep going the ready for action edge and maintain effectiveness situation of the society. The outcomes of prior studies conducted by Stogdill (1970) and Walder (1995) proved that diverse leadership styles do not contain the equal force on job satisfaction. Rooted in the Stogdill's (1970) setting off arrangement, leadership style and job satisfaction are more possible to offer bigger obligation in Asian firms, while leadership style would provide better job satisfaction in Western context thought. Past studies have checked mostly the force of styles leadership on member of staffs' job satisfaction in a variety of situation for instance army, education, healthcare and business organizations (Hepworth, & Warr, 1989; Bass, 1990). However, these past studies usually specified the impact of leadership styles on job satisfaction in the situation of their countries.

However in Myanmar, not many studies conceding about leadership and leadership styles were conducted in this decade. This is also happening in the ZSLF' congregation, which is a private Catholic Christian organization, where the volunteers work and serve the people in the poor rural region in some ways, especially for the basic healthcare and education of children. In the ZSLF' congregation, there is no specific leadership styles that have been studied before, though most of the sisters prefer to be service oriented leaders versus self-governing dictators and they attributed it as a spiritual character. They situate the deep character growth process is God is the first in every sector of their life. The authority of the cultural context of the Christian follower influences their leadership role. They care about other persons' plan come before their own and commitment to service comes first. The basic perception of servant leadership is putting others before self; it is a natural practice and characteristic of a Christian. They contribute the development of the congregation moral. The sisters serve for the others and yet for having achievements of their visions, they apply no specific leadership style. All decision making process must be done by general superior or in charge sisters and the sisters have to follow their process to run their congregation vision.

In outlook of this gap, there was no previous researches focus on this comparative study in the circumstance of religious organization. Thus, the comparative study on Sisters' leadership styles and their job satisfaction in Zetaman Sisters of the Little Flower Congregation was a relatively new area of research.

Objectives

There are three objectives:

1. To identify the Sisters' Leadership styles in Zetaman Sisters of the Little Flower Congregation.
2. To determine the Sisters' Job Satisfaction levels in Zetaman Sisters of the Little Flower Congregation.
3. To compare the Sisters' Job Satisfaction among different Leadership Styles in Zetaman Sisters of the Little Flower.

Literature Review

This study was based on Leadership theory and Job satisfaction theory.

Leadership

Fred C. Lunenburg & Allan C. Ornstein (2011) noted that the topic of leadership has been the point of wide study since the beginning of the twentieth century. Leadership plays in an important role in every school, organization, nation and society because it verifies and forms should be look like of the organization, school, society and nation. Leadership has been defined in terms of traits, behaviors, influence, interaction patters, role relationships, and occupation of an administrative position.

Everyone has his or her own explanation of leadership according to Stogdill (1974). Leadership is a complex concept and people define different meaning of leadership. Cooper (2002) trusted that the characteristic for the efficient pointing in management of the workplace is leadership. For having success organization, leaders are the key person in the organization.

Leadership is considered as one of the majority essential determinants of worker job satisfaction. It comprehensively influences any workers' motivation and commitment. Thus, it is necessary to consider related leadership styles for thoughtful the scope of leadership. Previous organizers in education highlighted that autocratic leadership style was most relevant to the task dimension behavior while others highlighted that democratic leadership style was similar to the consideration dimension behavior. Authoritarian or autocratic and participative or democratic leader is contrasted with his or her management uniqueness. The authoritarian leaders centralized power and rely on their directorial influences.

Leadership Styles

The defining of leadership style is the model of the performance that leaders present while they are working with others (Hersey and Blanchard, 1993). According to Miller et al (2002), who highlighted his view of leadership style that the style of leadership is the model of communication between leaders and followers? According to Hersey et al. (2000), the phrase of leadership style can be understood as leadership behavior with two independent dimensions: task interaction and interpersonal relationships.

Leadership styles decide the effectiveness of the leader personal leadership and it is related to organizational behavior of one's' model. There are many leadership styles among them the researcher would like to apply these three general approaches.

The three general approaches are as follows: (1) autocratic leadership style (2) democratic leadership style, and (3) laissez-faire leadership style for this study.

Autocratic leadership

Autocratic leadership style is preferred when organizational policies are not clear. And yet, although when job is routine, autocratic leadership style is preferred by assistants who are closed-minded as measured by authoritarian scales. This involve inform followers precisely what they are needed to do. Inclusive of planning, setting performance objectives and highlight adherence to pre-determined rules are typical behaviors for autocratic type.

Democratic leadership

Democratic leader encourages other members to contribute the decision making process in the team and yet he or she will make the final decision. By involving employees or team members in decision process, it increases job satisfaction and help to develop people's skills. If team members have a chance to participate in group, this approach can direct more slowly that things happening but the final result is better. The quality is more important than productivity of quantity.

Laissez-faire leadership

This leadership style allows complete freedom to all members and has no particular way of achieving goals. On the other hand, there is no the best style of leadership, the effectiveness of a particular style is depending on the organizational situation. Organization is an individual which is put up for a reason. It can define as the human co-ordination of a number of persons or individuals in the service of mutual help for the success of common goals through the division of labor and through hierarchy of authority.

Herzberg's Motivator-Hygiene Theory

Herzberg, (1966); Herzberg, Mausner, & Snyderman (1959), sophisticated the study of satisfaction. Herzberg developed two factors theory. One set of factors called "hygiene" that contains supervision quality, rules and policies of the organization, inter personal relationship between leaders and followers and leaders working situation. Another set of factors is called "motivation", which contains success, advancement and growth, responsibilities and feedback.

According to this theory, job satisfaction from the work they do, as success is due from helping students achieve their goals. If the organization performance getting well and success, the members may get more satisfaction on what they perform. It includes intrinsic satisfaction and extrinsic satisfaction.

Intrinsic Satisfaction: According to Ryan & Deci (2000) stated that there can be both extrinsic and intrinsic motivated when applied physical activities. Intrinsic motivation relates to engagement in an activity because the intrinsic happiness and pleasures it provides. Intrinsic motivation be in the relation between persons and actions. Therefore, an understanding of intrinsic stimulus must think how the characteristics of an activity are practiced and engaged through the person and how these understandings are affected by situational and appropriate reasons and supports.

Extrinsic Satisfaction: It means a measurement of satisfaction that comes from external factors related to work, such as organizational policies and practices, advancement, recognition and compensation. Engagement in a behaviour or activity in order to attain some product separable from the action itself is defined as extrinsic motivation (Frederick & Ryan, 1995; Ryan & Deci, 2006). It is extremely important in the sphere of physical activities. Therefore, extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value.

Conceptual Framework

This research mainly aimed to identify the sisters' leadership styles and job satisfaction, and also to compare Sisters' Job Satisfaction among different Leadership Styles in the Little Flower Congregation.

Figure 1 below showed the conceptual framework of this study that includes leadership styles and job satisfaction since the researcher wants to know their job satisfaction toward their leadership styles. The researcher used three leadership styles including authoritarian leadership style, democratic leadership style and laissez-faire leadership styles as the components of sisters' leadership styles. And the sisters' job satisfaction also included three key components: general satisfaction, extrinsic satisfaction and intrinsic satisfaction.



Figure 1: Conceptual Framework of the Study

Method/Procedure

The purposes of this study were to identify the Sisters' Leadership styles in Zetaman Sisters of the Little Flower Congregation and to determine the Sisters' Job Satisfaction levels in Zetaman Sisters of the Little Flower Congregation, Taunggyi Archdiocese, Shan State, Myanmar.

This research was a quantitative and comparative study, which used the Northhouse's (2001) leadership questionnaire and Weiss J. (1967) MSQ job satisfaction questionnaire as the major research instrument for the data collection. The researcher used descriptive statistics and One-way ANOVA to find leadership styles, job satisfaction and to compare the Sisters' Job Satisfaction among different Leadership Styles in Zetaman Sisters of the Little Flower Congregation, Taunggyi Archdiocese, Shan State, Myanmar.

The questionnaires were divided into two parts: Part (I) Leadership questionnaire including Autocratic, Democratic, Laissez-Fair; and Part (II) Job Satisfaction questions. The questionnaires were distributed to all 80 sisters from Zetaman Sisters of the Little Flower Congregation.

To conduct this study, first, the researcher requested the permission from Congregation founder and Congregation general superior of Zetaman Sisters of the Little Flower Congregation. After getting permission letter, the researcher distributed questionnaires through Zetaman Sisters of the Little Flower Congregation by herself. The researcher distributed questionnaires on 20th of May, 2014 and finished in the first week of June, 2014.

Findings/Results

Research Objective One

Research Objective One was to identify the sisters' Leadership styles in Zetaman Sisters of the Little Flower Congregation. Frequency and Percentage were used to identify the Sisters' Leadership styles in Zetaman Sisters of the Little Flower Congregation.

The table showed 32.5% of the participants to the researchers' questionnaires from Zetaman Sisters were using Autocratic Leadership Style, 40% of the participants were using Democratic Leadership Styles, and 27.5% of the respondents were using Laizzes-Fair Leadership Style.

Table 1: Number and Percentage of Leadership Styles of the Zetaman Sisters

<i>Leadership Styles</i>	<i>Frequency</i>	<i>Percentage</i>
Autocratic Leadership Style	26	32.5
Democratic Leadership Style	32	40.0
Laissez-Faire Leadership Style	22	27.5
<i>Total</i>	80	100.0

Research Objective Two

For research Objective two, Mean and Standard deviations were used to determine the Sisters' Job Satisfaction levels in Zetaman Sisters of the Little Flower Congregation. Table 2, in general, indicated that the total mean scores of Sisters' job satisfaction were 3.89, in the scale of 3.51-4.50, according to the criteria of interpretation; it meant sisters' job satisfaction in Zetaman sisters of the Little Flower Congregation was regarded as satisfied.

Furthermore, Table 2 demonstrated in details that the mean scores of sisters' job satisfaction toward intrinsic job satisfaction was 3.69, the mean scores of sisters' job satisfaction toward extrinsic job satisfaction was 4.08.

The mean scores of intrinsic were 3.69, in the scale of 3.51-4.50, according to the interpretation criteria, it meant sisters' job satisfaction in Zetaman Sisters of the Little Flower Congregation towards the working condition were satisfied. The mean scores of extrinsic were 4.68, in the scale of 4.51-5.00, according to the interpretation

criteria, it meant sisters' job satisfaction in Zetaman Sisters of the Little Flower Congregation towards extrinsic job satisfaction were very satisfied.

Table 2: Sisters' Job Satisfaction

<i>Sisters' Job Satisfaction</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Interpretation</i>
Intrinsic Satisfaction	80	3.69	.293	Satisfied
Extrinsic Satisfaction	80	4.68	.525	Very Satisfied
<i>Total</i>	80	3.89	.311	Satisfied

Research Objective Three

For research objective three, one way ANOVA was used to compare the Sisters' Job Satisfaction among different Leadership Styles in Zetaman Sisters of the Little Flower Congregation in term of their different leadership styles.

The overall sisters' job satisfaction which is the combination of both intrinsic and extrinsic satisfaction has been used as the dependent variable.

Table 3: Overall Mean Score of Sisters' Job Satisfaction of Each Group of Sisters' Leadership Style

<i>Leadership Styles</i>	<i>N</i>	<i>Mean</i>	<i>F</i>	<i>Sig.</i>
Autocratic leadership style	26	3.93	0.450	.639
Democratic leadership style	32	3.90		
Laissez-Faire leadership style	22	3.84		

Table 3 showed the mean score of overall Sisters' Job Satisfaction regarding to each group of sisters' Leadership Style. The mean score of autocratic leadership style was 3.93, democratic leadership style was 3.90 and laissez-faire leadership style was 3.84 toward overall job satisfaction.

Table 4 further showed that the probability significance of .639 was bigger than .05, which means there were no significant differences between the means of sisters' leadership styles toward their job satisfaction. As a result, hypothesis "There are significant differences of Sisters' job satisfaction among different Leadership Styles in Zetaman Sisters of the Little Flower Congregation" was rejected.

Table 4: One-way ANOVA Results of Sisters' Job Satisfaction among Different Leadership Styles

<i>General Job Satisfaction</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.088	2	0.044	0.450	.639
Within Groups	7.552	77	0.098		
<i>Total</i>	7.640	79			

*The mean difference is significant at the .05 level.

Discussion

1. Sisters' Leadership styles

According to the data analysis results, the researcher found out that most of the sisters strongly agree to practice democratic leadership style with the percentage of 40%, and 32% mentioned agreed to autocratic leadership style in the congregation. 27.5% was claimed to practice laissez-faire leadership style.

Therefore the sisters should implement the appropriate leadership styles, giving professional leadership training, create freedom to use leadership style in their daily work area and treat with respect and given trusts to each other in the congregation.

The most effective leadership style is democratic leadership style can be described according to Warrick (1981), however it does not have some probable downsides. For example, democratic leadership can be led to miss communication and unfinished tasks. It is possible to use most of the time. Hence, organization members may not have compulsory expertise or knowledge to compose quality contributions to the decision-making process in some situations. Democratic leadership can be worked best in situation where group members are skilled and eager to share their knowledge.

It highly emphasize on both performance and people. On the other hand, it focuses not only in quality but also in quantity in the organization. Henman (2008) stated that they move forward management as a skill and take time to set up clear goals, identify tasks and supply the requirement leadership to achieve a high points of both production and satisfaction in the organization. In addition to this, other leadership theories focused on variables that are related to the environment and that would be determined which styles of leadership are suitable for a particular situation. To sum up, leadership not only use for the key of every organization to success but also to change people' mind, reinforce and move organization forward to success definite goals.

2. Sisters' Job Satisfaction levels

This study found that in the Zetaman Sisters of the Little Flower Congregation, the overall Sisters' job satisfaction was satisfied. Sisters' intrinsic job satisfaction was regarded as satisfied, but their extrinsic job satisfaction was higher, and regarded as very satisfied.

Based on this research extrinsic job satisfaction is more higher than intrinsic because extrinsic is how people feel about aspects of the work situation that are external to the job tasks or work itself has more positive in management function, mentoring system. The sisters are clear with their extrinsic job condition more than intrinsic job condition. Hence, the good extrinsic job condition as a key for the sisters for improving their job performance and increase personnel retention in congregation. The intrinsic job condition refers to the job or duty that is given to employees that they should accomplish their job with a commitment and creative therefore the external to the job tasks or extrinsic is more satisfied than intrinsic job satisfaction.

Satisfaction can be reproduced as a purpose of the level to which members' expectations regarding organization met with constructive substantiation of

anticipations, and it can be guided to higher ranks of satisfaction according to Churchill & Suprenant (1982).

All in all, nowadays, many organizations had attempted to measure members' satisfaction in order to measure the quality of organization achievements for the members and to discover ways of improving the organization itself goals. Since the researcher found out that the sisters' job satisfaction was neutral, sisters should be cared more about their job so sisters may become more proficient and satisfied on their jobs.

3. Comparing Sisters' Job Satisfaction among different Leadership Styles in Zetaman Sisters of the Little Flower Congregation

The testing of research hypothesis results showed that the probability significance was .639 bigger than .05, therefore the researcher hypothesis was rejected, which meant "there are no significant differences of Sisters' Job Satisfaction among different Leadership Styles in the Zetaman Sisters of the Little Flower Congregation."

The same study results were also confirmed by Zeleke (2013), who studied on leadership styles and job satisfaction in Higher Theological Institutions of Addis Ababa, Ethiopia. As his result of the study also showed, there was no significant difference between the leadership styles toward job satisfaction, since the probability significance of .272, which was bigger than .05.

Meanwhile, there were some possible reason to result in the conclusion of "no significant difference between the leadership styles toward job satisfaction", according to the researcher's experiences and observation, since the sisters encounter the challenge of leading a complex academic institution with its own unique system of governance and needs. The possible reasons might be also come from the facts that the participants were all Sisters, living in similar lives and doing similar work every day, and their working experiences, education background were alike, thus, the researcher felt not surprised when there are no significant differences of Sisters' Job Satisfaction among different Leadership Styles in the Zetaman Sisters of the Little Flower Congregation.

The theories of leadership have changed through many philosophical attitude, perceptions, theories, definitions, and metaphors. According to Halpin, (1959); Hersey and Blanchard, (1982); Hersey, Blanchard, and Johnson, (1996) stated that many leadership styles have been found and later used together in various ways and some are more complex than others. Hersey et al., (1996) mentioned that there is no one theory or all-inclusive model of leadership behavior is clear. Walter, Caldwell, and Marshall (1980) sustained that every combination brings regarding not the same results.

In conclusion, job satisfaction is a topic of broad interest not only people who work in organizations but also people who study them. The need of fulfillment leads to job satisfaction. They found the explanations for job satisfaction through investigating the interaction of expectancies, values, and needs.

Recommendations

Recommendation for Sisters

Sisters are recommended to strengthen their leadership styles and job satisfaction which leads to the ultimate success in developing sisters in both their leadership styles and congregation and to practice appropriate leadership styles in the congregation. An excellent leader is not only skillful in using only one leadership style in leading role but also can be used appropriate leadership styles depends on situations. Sisters are also recommended to understand leadership styles clearly and how to apply when they are working with communities in the present time and future leading roles.

They are recommended to provide Self-learning, peer learning, group learning to learn and share, to ensure different personal growth, even though they lived together for most of their time. All above mention learning ways will be improved their understanding of Leadership Styles and Job Satisfaction more in the future.

According to researcher finding sisters' job satisfaction for intrinsic satisfaction was satisfied and extrinsic satisfaction was very satisfied and yet overall satisfaction on their job was satisfied. So, the suggestion is that sisters need to check the working conditions in their communities and have evaluation for the congregation.

Recommendation for the congregation

The sisters in congregation are recommended to develop mutual support within the members of the congregation. Furthermore, the sisters are recommended to supply profession development activities, leadership training, and workshop to their congregation in order to improve the level of job satisfaction that related to their leadership to be more positive and very satisfied with their job.

The suggestions for sisters to use leadership styles are not only using democratic leadership style very strongly but also they should practice that leadership style by combination with other leadership styles based on the situation and to apply suitable leadership styles, not holding only one leadership style in the congregation.

Based on the findings of this study, the sisters should develop their program of studying not only that related to religious study but also other program that convey the common core of new leadership knowledge and skills to the sisters who are preparing to serve their lives as a nun (sister) and provide training to them to be both good leaders and followers.

In the congregation, the general superior or in-charge sister should give opportunity to do self-learning, peer learning, and group learning so they may freely share their ideas and know how to apply their leadership style based on the situation. Once they know how to use their leadership skill, their working results also improve and satisfied with their working condition as well.

Recommendation for Future Research and Further Studies

According to the results of this research, the future researchers should be conducted not only in the same congregation and but also in others congregations as well.

Future researchers are also recommended to explore the research with a comparative study topic by comparing demographic and leadership styles between

sisters and priests so the future researchers may know how different of applying leadership styles in leading roles.

To achieve of an organization vision, leaders are the key person to play an important role in the organization. Therefore, Future researchers are highly recommended to conduct leadership studies for their organizations or societies.

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