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THE IMPACT OF LEADERSHIP MANAGEMENT STYLES, TEAMWORK, AND WORKING ATMOSPHERE FACTORS ON ORGANIZATION IN FACTORY D LOCATED IN YANGON, MYANMAR

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Abstract

This study aims to understand leadership management styles, teamwork, and working atmosphere factors that impact organizational goals. This study aims to understand leadership management styles, teamwork, and working atmosphere factors that impact organizational goals. The tested leadership management styles sub-variables include behavior, situation, and personality. The tested teamwork sub-variables consisted of communication, conflict resolution, and trust—the tested working atmosphere sub-variables composed of work-life balance, team culture, and physical environment. Quantitative research was adopted to collect the data from the 400 respondents who work at Factory D in Yangon, Myanmar, and the convenience sampling technique, which is a non-probability sampling method, was used to collect the data by using Google Forms. The study results showed that the Leadership management style, teamwork, and working atmosphere had a significant impact on organizational goals, which was supported by an agreement with most existing research.

Keywords: Organizational goals, leadership management style, teamwork, and working atmosphere.

Introduction

This study investigates the impact of effective management on operational success in Myanmar's Cut, Make, Package (CMP) garment sector, emphasizing productivity, quality control, cost efficiency, and supply chain management. It examines how leadership styles (behavioral traits, situational adaptability, personality), team (communication, conflict resolution, trust), and the working atmosphere (work-life balance, team culture, physical environment) influence organizational goals. Using an online quantitative survey of diverse worker types, the study applies descriptive and correlation analysis to assess these factors. Despite challenges like internet restrictions in Myanmar, the research seeks to enhance factory management and employee satisfaction, improving operational outcomes. The literature review underscores the shift from handmade to mass-produced garments, particularly in Asia, and highlights SMART goals as central to productivity and alignment in organizations. Leadership styles such as democratic, transformational, and transactional affect effectiveness by shaping motivation, collaboration, and adaptability. Teamwork is crucial for productivity and morale, supported by clear goals and communication. A positive working environment, including trust, equality, and open communication, is vital for job satisfaction, with attention to occupational health, diversity, and technology contributing to an optimal workplace.

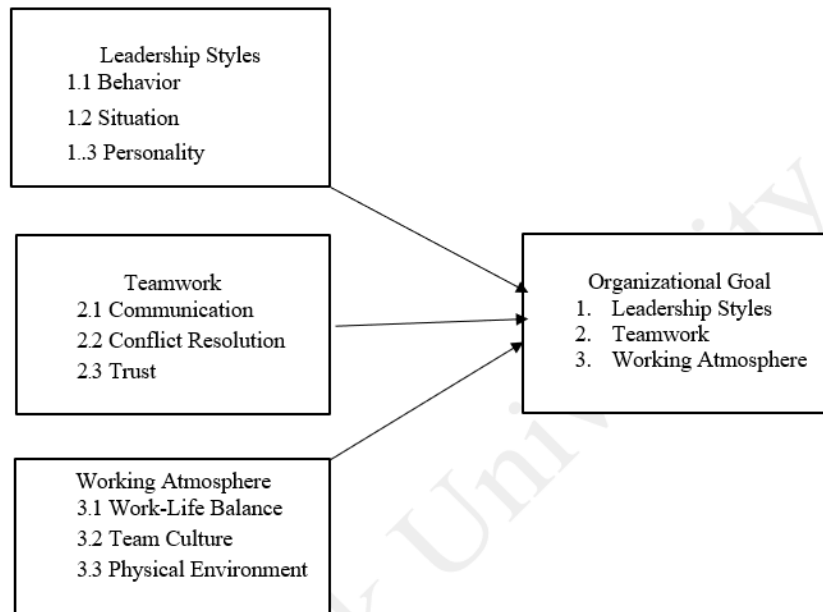
Objective of the study

1. To study the impact of leadership management style factors (behavioral, situational, and personality) on organizational goals.

2. To study the impact of teamwork factors (communication, conflict resolution, and trust) on organizational goals.
3. To study the impact of working atmosphere factors (work-life balance, team culture, and physical environment) on organizational goals.

Scope of the study

Conceptual Framework



Hypotheses Test

1. H₁ is the impact of leadership management style factors (behavioral, situational, and personality) on organizational goals.
2. H₂ is the impact of teamwork factors (communication, conflict resolution, and trust) on organizational goals.
3. H₃ is the impact of working atmosphere factors (work-life balance, team culture, and physical environment) on organizational goals.

Literature Review

Item no.	Authors (Year)	Finding	Variables
1	Yukl and Van (1992)	Transformational leaders, who inspire and motivate employees through vision and charisma, often set challenging and specific goals for their team, provide supportive feedback, and encourage followers to achieve goals, resulting in higher performance, transformational leaders are more likely to set challenging goals that align with organizational values. Leaders use inspirational motivation and individualized	Organizational goals

Item no.	Authors (Year)	Finding	Variables
		consideration to ensure followers are committed to their goals. Transactional leaders, who focus on task completion and rewards, also use goal setting but typically focus on performance metrics and clear achievable goals. (Fleet, 1992)	
2	Fiedler and Garcia (1987)	The situational leadership model suggests that the effectiveness of leadership style is contingent upon the situation, particularly the level of task structure and leader relations. (Garcia, 1987)	Leadership management styles
3	Judge and Bono (2001)	Leadership personality traits, particularly those from the big five personality dimensions (openness, conscientiousness, extraversion, agreeableness, and neuroticism), influence goal-setting behavior and leadership effectiveness. (Bono, 2001)	Leader's personality
4	Kauffeld and Lehmann (2012)	Team communication patterns and task performance show that different communication patterns within teams affect task performance, it highlights the importance of open and clear communication channels for effective teamwork and identifies communication breakdowns as a key factor leading to poor performance. (Lehmann-Willenbrock, 2012)	Communication
5	Mark Mathieu and Zaccaro (2001)	The role of communication in teamwork is information exchange and communication quality within teams influences overall performance. It emphasizes that regular and structured communication is crucial to aligning team goals and ensuring task completion. (DeChurch, 2012)	Teamwork
6	Kalliath and Brough (2008)	Shows the relationship between work-life balance, job satisfaction, and turnover intentions among university teachers, it uses a sample of university faculty members to explore how work-life balance affects their job satisfaction and likelihood of leaving their job. (Brough, 2008)	Work-life balance

Methodology

Population and Sample

The population is Probation, Daily, and Monthly employees who work at factory D in Yangon, Myanmar. Based on Yamane's table for sample size, selecting over 100,000 populations with 400 sample sizes must be collected with a precision level of +5% for reliability.

Type of Research and Tool

Quantitative research was adopted to collect the data from the 400 respondents, and the convenience sampling technique, which is a non-probability sampling method, was used to collect the data by using Google Forms. The questionnaire included five parts-Part 1: Demographic data (10 questions for gender, age range, marital status, education, working duration, type of current organization, monthly income, total working year, management level, and type of employee.), Part 2: Leadership management styles factor (9 questions for behavioral, situational, and personality), Part 3: teamwork factor (9 questions for communication, conflict resolution, and trust), Part 4: working atmosphere factor (9 questions for work-life balance, team culture, an physical environment), and Part 5: organizational goals (9 questions) by using nominal, and ordinal scale for Part 1, and interval scale (The least 1 to the most 5) for Part 2-5.

Validity Test

The online questionnaire was checked for validity and approved by the advisor, **Assoc. Prof. Dr. Suthinan Pomsuwan**.

Reliability Test

Thirty samples of the data from the questionnaires were analyzed by using Cronbach's Alpha in the statistical software, with a total reliability of 0.954. The required value to be accepted is 0.7-1.00.

Statistics

1. Descriptive statistics consisted of frequency, mean, and standard deviation.
2. Inferential statistics consisted of multiple regression analysis tests.

Result

Demographic Data

The data illustrated that the majority of the respondents in the study were female (70%), followed by 30% of males. Most of the respondents were aged 27 to 35 years old (47.5%). The majority of the respondents just have a high school or diploma education level. The total number of jobs experienced was 3 to 4 (58.5%). A large group of respondents work at a family business (62%) and are earning 300,001- 500,000 MMK per month (38%). Most of the respondents have worked more than 5 years (77.5%). A greater proportion of respondents are staff or assistants (55%). Lastly, the majority of respondents are full-time employees (93%).

Mean and Standard Deviation

- Leadership management Styles: (\bar{x} = 3.42, SD = 0.541), SATISFIED
- Teamwork Factors: (\bar{x} = 3.43, SD = 0.540), SATISFIED
- Working Atmosphere Factors: (\bar{x} = 3.42, SD = 0.552), SATISFIED
- Job Satisfaction: (\bar{x} = 3.41, SD = 0.555), SATISFIED

Multiple linear regression

1. Leadership Management Styles vs Organizational goals: Accepted with Adjusted R-square = .658, F = 256.795, *P≤0.05 (Behavioral = .000, significance, Situational = .000, significance, and Personality = .000, significance)

2. Teamwork vs Organizational goals: Accepted with Adjusted R-square = .739, F = 378.446, *P≤0.05 (Communication = .000, significance, Conflict Resolution = .000, significance, and Trust = .000, significance)

3. Working Atmosphere vs Organizational goals: Accepted with Adjusted R-square = .814, $F = 584.185$, $*P \leq 0.05$ (work-life balance = .000, significance, Team culture = .000, significance, and Physical Environment = .000, significance)

Conclusion

Demographic Data

The data illustrated that the majority of the respondents in the study were female (70%), followed by 30% of males. Most of the respondents were aged 27 to 35 years old (47.5%). The majority of the respondents just have a high school or diploma education level. The total number of jobs experienced was 3 to 4 (58.5%). A large group of respondents work at a family business (62%) and are earning 300,001- 500,000 MMK per month (38%). Most of the respondents have worked more than 5 years (77.5%). A greater proportion of respondents are staff or assistants (55%). Lastly, the majority of respondents are full-time employees (93%).

Attitudes towards variables

● **Independent Variable 1: Leadership Management Styles** Most respondents were satisfied with the behavior of the leader and situational in the organization, followed by the neutral with the personality. Overall, participants were satisfied with Leadership management style factors.

● **Independent Variable 2: Teamwork Factors:** all the respondents were satisfied with the communication, conflict resolution, and trust in the working team. Overall, Participants were satisfied with the teamwork Factors.

● **Independent Variable 3: Working atmosphere Factors:** some of the respondents are neutral about the work-life balance, and most of the respondents are satisfied with the team culture and physical environment. Overall, participants were satisfied with the working atmosphere factors.

● H1: Leadership management styles (behavioral, situational, and personality) have a significant impact on organizational goals.

● H2: Teamwork (communication, conflict resolution, and trust) has a significant impact on organizational goals.

● H3: Working atmosphere (work-life balance, team culture, and physical environment) has a significant impact on job satisfaction.

Recommendation

This study explores the influence of leadership management styles, teamwork, and working atmosphere on achieving organizational goals within Myanmar's garment manufacturing sector. Key theories discussed include Locke's Goal-setting Theory, which emphasizes specific, measurable goals for motivating employees, and Tuckman's stages of group development, which outlines how teams progress through phases to achieve effective outcomes. The SMART framework also features prominently as a practical tool for setting clear and realistic goals. Additionally, research on leadership styles shows that transformational leaders set challenging goals and inspire high performance, while transactional leadership focuses on task completion and measurable goals. Situational leadership theory suggests that leaders adapt goals based on team dynamics, while personality traits such as conscientiousness and extraversion influence goal-setting approaches.

The study highlighted teamwork factors like communication, conflict resolution, and trust as critical for team performance, as effective communication and collaborative conflict resolution improve outcomes. Trust fostered through consistent communication enhances collective efficacy and team performance. The working atmosphere, encompassing work-life



balance, team culture, and the physical environment, was found to correlate with employee satisfaction and retention. Findings suggest that addressing employee needs in these areas boosts productivity and job satisfaction. Practical recommendations include flexible work policies, team-building activities, and improved communication channels.

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