The Effect of Transformational Leadership on Employees' Motivation:
A Case Study of Central Statistical Organization in Myanmar

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Abstract

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Most leaders would like to have their followers motivated but sometimes they cannot find what really motivates them as individuals differ. The aim of this study is to explore the views of organizational employees in order to (1) investigate the perceptions of the organizational members to identify how leadership enhance motivation of employees in Central Statistical Organization (CSO) in Myanmar, (2) investigate on how transformational leadership is being implemented in CSO.

The independent variable explored in this study is transformational leadership and dependent variables are intrinsic motivation and extrinsic motivation. A sample of 90 officers from Central Statistical Organization responded to the survey questions. Multiple regression was used for data analysis and the result indicated that there is positive significant relation between the transformational leader and intrinsic motivation of the followers in CSO. Furthermore, the results also indicated that there is no statistically significant

relationship between transformational leadership and extrinsic motivation in CSO.

A critical examination and analysis of the outcomes of this research disclosed that leaders in CSO need to improve their leadership skills especially transformational and extrinsic motivation in order to meet organizational goals and employees' satisfaction.

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Chapter 1 : Background of the study

1.1   Introduction

In every organization, one of the most major factors is to enhance the efficiency of employees' performances in order to achieve organizational goals. But to attain the organizational goal, not only leadership but also followers' adherences are important, too. The Ministry of Planning and Finance of the Union of the Republic of Myanmar is made up of twenty one departments. The main responsibility of this ministry is to collect, gather and plan for the inclusive development in all economic activities through cooperation. One of the main departments set up to help achieve this main goal is the Central Statistical Organization. The vision of CSO is to emerge the National Statistical System that can be carried out socio-economic indicators and indexes for accuracy and quality of statistics.

To have smooth implementation of the missions and goal of CSO, leadership is paramount to achieving this aim as well as the coordination of the members within the organization. Good leadership is therefore necessary to achieve this aim; it can be felt throughout the entire organization and otherwise promote good communication skills between employees.

Over a decade, employees' performances have failed to reach the target objectives. Most of the employees are reluctant to give off their best. The leadership has also resulted in employees' lack of commitment to work. Effective leadership is necessary to ensure fully participation of members to meet goal. CSO is supporting statistical subject matters for other organizations to be able to use advanced technology in collecting, compiling and processing data. In present, the new Statistical Law is being discussed in Hluttaw and when finalize and put to Law will need effective leadership and employees relations to make it functional.

1.2   Problem Statement

The Central Statistical Organization (CSO) is mandated to compile, collect and analyze data for National Statistical System that can be accomplished socio-economic indicators and indices for data accuracy and quality of statistics. So, the organization is responsible for promoting, compiling, accurate accounting system and ensuring quality of socio-economic data. This is also one of the important factors in the statistical policy.

In the organization, although some of the public officials are hard working to achieve organizational goals, some are not. There are so many reasons that account for this behavior. One of the main reasons is leadership; others also view it as motivational problem. But sometimes, even hardworking officials encounter some issues that cause depression and demotivation in their work. So motivation is also a key in the assessment of this problem. As one of these issues is the leadership, the public servants face not only in their respective sectors but also in the whole organization. As we know, effective leadership is crucial role for any organization. If the ability of the leader in an organization is poor, the members can hesitate to do their jobs or cannot make the right decisions in time. And the leader cannot give not only direction but also the encouragement for accomplishing the tasks or implementing process. A good leader can influence the members to perform their assigned tasks willingly, efficiently and competently. And also provides direction, encouragement and inspiration to motivate members to achieve organizational goals.

Transparency is also important for an organization. Sometimes, we cannot know what our organization is doing and which step we have been achieved in our targeted area because of lack of information. If the members don't know well about their organization, they cannot make concerted effort to achieve their individual goals. If everyone understands the vision and mission of the organization clearly, they can consider that they can give their best for the success of the organization. Making concerted effort for implementing mission of organization, making the organizational members participate in the organization, the role of the leader, the capacity, work attitude, behavior, general

knowledge and even social relationship are important factors for a successful organization. Basically, satisfied work environment and motivation are important factors that affect the members of the organization.

Another factor that causes the organizational members disappoint in their working environment is lack of cooperation between the members. As our vision is to emerge the National Statistical System, the coordination of our leader and the members of organization is the important role to achieve the goal. In this cooperation context, there are both vertical cooperation and horizontal cooperation. Both are important in implementing the plans and strategies. If a person is good at everything but he or she doesn't want to cooperate, it is not good for organization. Cooperation with other members can result well than doing alone.

As we know, public service is the backbone in every country, the role of motivation of the organizational members is one of the most imperative factors to gain success for the organization. If we want to gain success, we must think about the factors that make the motivation and happy work environment for our members. If we ignore these factors or we think that they are not important for the future of our organization, we will face the undermining working status of public servants in organizations.

As I mentioned above, transparency, participating in the organization, motivation, coordination and cooperation between leaders and followers are depending on leadership styles practiced in the organization. Many leaders in public sector are still trying to find out how they can motivate their followers. Every organization wants motivate followers in their working environment because it is an important factor for the organization.

1.3 Objectives of the study

The objectives of the study are-

1. To investigate the perceptions of the organizational members to identify how leadership will enhance motivation of employees in Central Statistical Organization in Myanmar.

2. To investigate on how transformational leadership is being implemented in CSO.

1.4 Reasons for studying transformational leadership in Central Statistical Organization

In 1952, according to Central Statistical Authority Act No. (34-A), Central Statistical Organization (CSO) was established as Central Statistical and Economic Development (CSED). CSED was developed as CSO in 1974 to make much of statistical matters. There are fourteen sections in CSO. To gain the vision of CSO and to improve the organization, it needs to change the people's behavior, mindset, and attitude of the followers. The leadership, directors are finding ways to improve the organizational setting. However, some employees are reluctant to change their behaviors by collaborating, cooperating with the leader to achieve this goal.

To change their behavior, leadership becomes a vital role for the improvement of organization. In 1978, the scholar Burns said that transformational leadership effects individual growth, performance, development and its impact can spread every level of an organization. Hence, my decision to study transformational leadership among many types of leadership styles since I believe is the right kind of leadership style needed to improve the fortunes of CSO.

Chapter 2 : Literature Review

This chapter aims to describe the existing literatures and researches that have done in the study of transformational leadership, motivation and the relationship between transformational leadership and motivation. The purpose of this study is to observe the effect that transformational leadership (measured by dimensions of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration) has on employee motivation. These four dimensions of transformational leadership served as independent variables and motivation as the dependent variable.

The first section will examine transformational leadership in Myanmar. Second section will discuss various types of leadership and the effect of transformational leadership described in previous literatures. Third section will examine the field of motivation. And then it will discuss various views that scholars has on motivation and the focus will be on intrinsic and extrinsic motivation. Fourth section will discuss previous studies about the effect of leadership styles on motivation especially the transformational leadership on motivation.

2.1   Transformational leadership in Myanmar

In 1948, Myanmar gained independence from United Kingdom and it was under military government until 2010. From 2011 to 2015, Myanmar was under civilian government but actually, it was not pure civilian government. In 2015, the National League for democracy (NLD) lead by Daw Aung San Su Kyi won the election and in 2016 April, Myanmar was governed by an elected civilian government for the first time in decades. Because of this outcome, there was the need to change the face of the civil service which over the years was associated with inefficiency and corruption. Myanmar new government is highlighting civil service reform as a mean to transform the administrative machinery.

As Myanmar is one of the least developing countries, most of the employees emphasize on money for their living. During the military regime, nepotism and favoritisms are common within the civil society. Civil servants used their authority to collect bribes because civil service pay was too low. Again, promotion processes and transferring of civil servants were not transparent. Most government officials have more intended in their interests than providing services to the public.

Furthermore, in undertaking their responsible duties, they don't obey orders coming down from the top and they do not take full accountability for results. According to Union Civil Service Board (UCSB), there are about 900,000 civil servants across the country. In order to tackle these conditions and reform the civil service, the new government decided to motivate the civil service and transform mindset of the civil servants, to be transparent, to have accountability and non-discrimination.

In 2017, State Counsellor, Daw Aung San Su Kyi launched four-year Civil Service Reform Strategic Action Plan (2017-2020) to change the civil service management across all government institutions after several consultation workshops led by UCSB and other stakeholders, governmental and non-governmental organizations. This plan strongly focuses on tackling corruption, working toward decentralization and inspiring ethical practices in the civil service. For changing mindsets of civil servants, government first introduced capacity development courses for senior level officials in UCSB for best practice of leadership development in administration and began permanent secretary position again.

The implementation of Action Plan led by UCSB has four key objectives and this initiative will transform the civil service into an efficient body. However, there is initial stage of transformational leadership in public organization, Civil Service several policies were made to improve leadership and motivation in public working environment.

2.2   Leadership

In public sector, leadership is an imperative part of the working environment for followers (Oldham & Cummings, 1996). There are various factors to determine when defining leadership. Some scholars define leadership by examining traits and characteristics of the leaders. However, some experts also define leadership by the leader behavior and their influences on their followers. Others define leadership by looking at interaction patterns between leaders and followers while some definition focuses on the impact of leadership on followers and its influence on organizational goals and culture. There are different types of leadership styles and famous styles are authoritarian, democratic, transactional, transformational, charismatic and strategic.

In order to narrow down the scope, this study will focus only on the styles of transformational leadership. According to Yukl (1989), leadership is "the capacity to influence processes involving determination of the group's or organization's objectives, motivating task behavior in pursuit of these objectives, and influencing group maintenance and culture". It is a process in which a leader can direct the work of members towards success of particular goals in a certain condition.

Bass (1985) investigated a relation between leadership styles and organizational type. He theorized that depending on organizational type, there may be an influence on leadership behavior. He established an instrument to measure the transformational and transactional leadership styles in his research. According to his measurement, he determined that a leader can be both transformational and transactional (Bass, 1985). In 1992, Abraham Zalenik revealed that there are differences between a manager and a leader in Harvard Business Review. He described that while manager focus on the goals of the organization, leaders focus on the constructive solutions of the issues of the followers, create new ideas and motivate followers in the work.

Jabeen, Cherian and Pech (2012) stated leadership as the ability for attaining quality and efficiency for an organization through effective management and control of its workplace environment. Similarly, Shukurat

(2012) defined leadership as the process in which an individual has the ability to influence the followers, and make them move toward a common goal. One of the most interesting things for an organization is to attract and inspire them to work well to attain the goals. Leadership is also a mean to motivate the members. And also, leadership is an important factor that has significant effect on inspiration. (Scott & Bruce, 1994; Tierney, Farmer, & Graen, 1999).

According to Aboyassin and Abood (2013), negative leadership makes organizations improve slowly and lose confidence to gain their goal. The leader should let the followers know how their role is significant in the organization. A leader has to make the strong vision of the organization and need to simplify about that vision and mission of the organization to the followers. It makes them to clearly know their roles, tasks and direction of their organization. If needed, the leaders must provide their followers with the things that they need to complete their work in their working place (Aboyassin N. A., 2013). Redick, et al. (2014) stated that effective leadership is the most imperative instrument for organizational achievement not only for the present but also for the future.

Leadership is a main function of society that supports to get the efficiency and to achieve goals. Many scholars defined different kinds of leadership styles to motivate their organizational members and they tried to provide their own concepts of leadership. Some definitions of leadership emphasized the impact of leadership on members such as leaders' influence on followers, followers' perception, leaders' influence on goals and organizational culture. The following pages will discuss briefly some kinds of leadership such as strategic leadership, charismatic leadership, transformational leadership and transactional leadership.

Strategic leadership

Rowe (2001) stated that strategic leadership is the capacity to affect followers to make freely day-to-day decisions not only for prolong sustainability of the organization but also for maintaining short-term sustainability. And he also explained that influencing the followers to make decisions for enhancing the

organization is important part of the strategic leadership. Ireland and Hitt (2001) stated that strategic leadership is the ability to sustain flexibility, think strategically, and work together with the followers for changes that will make a potential for the organization. Strategic leaders try to work with their followers to create their opportunities.

Charismatic leaders

Charismatic leaders inspire trust and respect from their followers. They usually have effective communication skill with their followers. Followers admire their charismatic leaders and are inspired by their mutual vision. According to Bass (1985), the effect of charismatic leadership can be measured by examining the variables of Individual Consideration and Intellectual Stimulation. Transformational leadership has developed based on the concept of charismatic leadership. Transformational leadership also inspires trust, pride and respect from the followers. And Bass (1985) stated that there is close link between charismatic leadership and transformational leadership. In 1990, Bass and Avolio stated that although charismatic leadership and transformational leadership are closely related, charismatic leaders are not necessarily transformational.

Transactional leadership

According to Burns (1978), transactional leadership is the kind of exchanging process between the leader and the followers. Transactional leaders regard themselves as supervisors and they inspire their followers with rewards and punishment. Based on this statement, Bass (1985) added that these changes can affect the follower's behaviors and attitudes. And he also described that transactional leaders never intervene to subordinates without making mistakes, deviation from norm or a complaint (Bass, 1985). According to Deluga (1991), transactional leaders and followers are making a deal in the work environment. Leaders provide challenges, bonuses, avoiding punishment and salary increase to

the followers and motivate their followers by identifying these rewards. According to Webb, K. (2007), they tell their followers what they want to achieve and make them to follow their directions without opposing.

2.2.1 Transformational leadership

Transformational leadership has developed as an interesting subject in organizational studies in past decades (Bass B. R., 2002). In 1978, Burns introduced the idea of transformational leadership. He tried to distinguish between manager and leader. This made him to study the idea of transactional and transformational leadership. He describes that transformational leadership is an interacting process between leaders and followers to have confidence and motivation. And he also explained that transformational leaders inspire their followers to change their purposes, beliefs and capacities to have the same goal and vision of their organizations.

Bass (1985) described that transformational leaders encourage their followers to change their purposes, beliefs, abilities and values, therefore, followers' own interests and personal goals are in comfortable with the vision for their organization. Under this leadership, the followers often accept their leader as inspirational, charismatic, challenging and motivating to make the most of the employee effectiveness. In this leadership, the leader motivates followers to do more than their ability (Bass, 1985).

Also, Bass et al., (2002) found that transformational leaders should have three types of intelligence. These intelligences are cognitive, social and emotional (Bass B. R., 2002). If they possess these three intelligences, they can fulfill intrinsic motivation of their followers. Again, scholars Bono and Judge (2003) claimed that followers who work under a transformational leader have higher success of intrinsic motivation, job attitudes and work performance (Bono, 2003).

According to Burns (1978), only political leaders were focused for the initial research of transformational leadership. But in the middle of 1980, Bennis and Nanus conducted research regarding the transformational leadership on

business entrepreneurs. They concluded that in transformational leadership, the leaders and followers work together to achieve goals with a higher level of confidence and motivation. They express their feelings of respect and trust on their leaders without being asked. In other words, transformational leaders have been related with motivated employees who have individual obligation and leads to higher levels of employee effort (Yammarino & Bass, 1990). Transformational leaders motivate and inspire their employees to develop individually and to accomplish more than they can do (Bass et al., 2006). Tichy and Devenna (1986) designated seven characteristics of transformational leadership. These are

1. Transformational leaders are defined as lifelong learners or self-motivated learners.

2. Transformational leaders are courageous and they are not afraid to take risks against the existing state of affairs in the larger interest of the organization.

3. Transformational leaders are visionary leaders and they are able to communicate their dreams and aspirations to the followers.

4. Transformational leaders recognize themselves as change agents and they perceive that they have a responsibility to change the organization.

5. Transformational leaders are value driven leaders and communicate their values to the extensive organization.

6. Transformational leaders have a capacity dealing with difficulty and uncertainty.

7. Transformational leaders believe in people and are sensitive to their concerns.

According to Bass (1985), transformational leaders pay attention to the interest of their followers. So, the followers think about not only for the benefit of themselves but also for organization. Then they are motivated to achieve the organizational goals more than they can be. Even there are some differences between transformational and transactional leadership, there are also some similarities (Bass, 1985). Transformational leaders have both the behaviors of

transformational and transactional leadership (Bass et al, 1999). But in transactional leadership style, they do not show the characteristics of transformational leadership. But Bass also explained that highly active leaders can have both types of leadership.

Furthermore Bass (1985) and Yammarino et al. (1997) revealed that leaders can have both transactional and transformational leadership styles. Both types of leaders try to achieve specific goals, helps the followers to solve the problems and to prevent the problems. Therefore, the main difference between these two types of leadership is type of motivation and the goals that are offered. Avolio et al (1999) stated that there were three characteristics in transformational leadership. These are Charisma, Intellectual Stimulation and Individualized Consideration. The first characteristic, charisma, was then divided into Idealized Influence and Inspirational Motivation.

Idealized Influence show idealized behavior of the leader. In this behavior, leaders are perceived as role models by their followers. According to Bass et al. (2006), Idealized Influence shows how transformational leaders inspire admire from their followers, inspire their followers to make a desire to take risks and support them when they face challenges. This characteristic is based on charisma and charisma causes the followers to emulate and trust them. Therefore, followers can build trust, confidence and open relations to the leader because of the leaders' positive attributes (Avolio & Bass, 1994). In addition, Schweitzer (2014) also stated that Idealized Influence is the leader's behavior under the influence of standards, attitudes, and purposefulness.

Bass and Avolio (1994) described that Inspirational Motivation includes motivating the followers by providing the challenging work (Avolio & Bass, 1994). And Inspirational Motivation encourages followers by establishing targets for them and believes them to attain these targets (Bi, Ehrich, & Ehrich, 2012). Inspirational Motivation provides followers with a clear vision and they motivate their followers by giving challenging goals and encouraging them to think about positive results (Schweitzer, 2014).

Intellectual stimulation is stimulating the followers to create new solutions in solving problems innovatively and analytically. According to Bass

and Avolio (1994, 1997), transformational leaders practice intellectual stimulation for challenging their followers' creativity, beliefs and thoughts. In solving the problems and performing works, leaders make followers to have innovative and creative approaches instead of thinking about traditional ways (Avolio & Bass, 1994). Leaders stimulate followers to be innovative by thinking outside of the box, to have a challenging mind-set and critical reflections (Bass et al., 2006).

In individual consideration, the leader makes concerted effort in teaching and treating differently to each follower. Leaders pay attention to each follower and their requirements (Bass et al., 2006). Therefore, the development of each follower depends on the leader in an organization. Each follower is trained and treated differently by the leader from others. Moreover, Bass and Avolio 1994, transformational leaders show the characteristics of individualized consideration by acting as mentors or coaches. They encourage their followers to take more responsibilities to improve their potential.

Among these described types of leadership, I will focus on transformational leadership. Because according to Malinda Zellman, transformational leaders encourage members to look more than their own benefits and focus on the interests and needs of the organization. And Judge & Piccolo, 2004 described that in many organizations and in many countries, the efficiency of transformational leadership has been found. The previous research of transformational leadership was about the characters of leaders and relationship with their followers. And this type of leaders skillfully motivates their members. Better leaders develop better followers in the organization and the two together develop better performances of their organization.

2.2.2 Comparing transformational and other leadership styles

According to above literature review, one of the main differences between charismatic leadership and transformational leadership is that charismatic leaders inspires their followers and transformational leaders change their followers' behaviors, mindset individually. Actually, charisma is a part of transformational leadership. Charismatic leaders use their power for their personal benefit rather than the organizational benefit. Therefore, this kind of leaders cannot be the best leadership style for the improvement of the organization. But transformational leaders try to understand the strong points and weak points of their followers. They always pay attention for the improvement of their individual followers and organization. Transactional leaders regard reward and punishment as an instrument to touch the goal of the organization. They change these rewards and punishment for their followers' performance. While transactional leaders want to motivate their followers with rewards and punishment to run the organization smoothly, transformational leaders encourage the innovation and take care of the interest of their individual followers and working together with their followers to achieve the goal. Strategic leaders use the strategy in the administration of their followers. They influence their followers to make decisions and also inspire their followers to accept their own ideas or decisions. But, transformational leaders stimulate their followers to change beliefs and abilities for their individual followers' interests.

2.3   Motivation

Shanks (2007), define motivation as driving process that causes someone to act. On the other hand, there are two important reasons why followers should be motivated in an organization. They are to achieve their own individual goals and organizational goals. However, Avolio et al. (1999) also define motivation as the additional effort which the staff makes on the job. Maslow (1954) in a study revealed that motivation can be determined by inner striving conditions such as wishes, desires and drives.

Motivation therefore is important for an organization because it has many benefits. The first benefit is putting human resources into action. Through motivation, human resources are used to accomplish the goals. This makes the organization in acquiring best possible utilization of resources. Second benefit is improving level of efficiency of followers. If this level of followers increases, this makes increasing in productivity and improving overall efficiency. Third benefit is leading to achievement of organizational goals. The fourth one is building the friendly relationship and the final benefit is leading to stability of work force (Management Study Guide, 2008).

There are several different theories explaining about motivation. Some of them are Maslow's hierarchy of needs, Herzberg's two-factor theory and intrinsic motivation type and extrinsic motivation type. Below is the discussion of these theories. Vandenabeele (2007) explained that people have different types and different levels of motivation because motivation is a multidimensional concept.

In 1950, Abraham Maslow and Herzberg tried to identify the motivation factors for workers. Maslow stated five needs that made people motivated. The basic one is physiological needs such as food, shelter and clothing. The next one is safety needs such as being free from threat. The rest are social needs, esteem needs and self-actualization needs. After human meet the basic stage, he will move to another stage to fulfill the next need until all are met. Without fulfilling the basic need, the higher need will not appear. And also, when a need is satisfied, that need from lower level will not come anymore.

In 1959, Frederick Herzberg suggested a two-factor theory or the motivator-hygiene theory. According to his theory, some job elements effect satisfaction but other job factors make dissatisfaction. Based on this theory, the opposite of 'Satisfaction' is 'No satisfaction' and the opposite of 'Dissatisfaction' is 'No Dissatisfaction'. Factors that give satisfaction to followers are called motivators and factors that give dissatisfaction are called hygiene factors. Motivators include challenging work, recognition for achievement, opportunity and responsibility. These factors motivate the followers for a superior performance. Hygiene factors include job security, salary, vacations and interpersonal relations. . Hygiene factors are important for existence of motivation but they do not provide positive satisfaction for long-term. So, these factors cannot be regarded as motivators.

In 1960, Douglas McGregor classified two different theories (Theory X and Theory Y) regarding with leadership and motivation. Theory X assumes that organizational actors are lazy, non-ambitious and reluctant to innovate in the organization. So, according to Theory X, leaders have to deploy the followers to work hard and achieve the organizational goals by using authority, punishment and even incentives. Theory Y is on the opposite side. Theory Y assumes that followers are not lazy in nature, ambitious and ready to work without highly supervised by leaders. But, leaders have to pay attention to their followers. Theory Y recommends that leaders have to allow their followers to work for themselves.

Kelli Burton stated that motivation is the process of getting someone to act on a situation. He stated two types of motivation, financial motivation and non-financial motivation. In financial motivation, the leader spends lots of money for the incentive to give his followers. Financial rewards are temporary motivators to followers and it does not have long-term effect on them. The most common financial reward is bonus or a salary raise. But, in opposite side, non-financial motivators have long-term effect on followers. Similarly, according to McKinsey Quarterly survey, some non-financial motivators such as praise and getting pay attention from their leader are more effective than some financial motivators.

Based on these discussions, we can assume that motivation is an important process to understand the behaviors of the subordinates at work. Needs, wants and desires are related and they are the driving forces for their motivation. So, motivation is a continuous process and based on needs.

2.3.1 Intrinsic motivation

Ryan and Deci (2000) explained intrinsic motivation as someone working not because of significant outcome but because of the work. In their studies of intrinsic motivational factors, they found out that competence and autonomy can enhance self-motivation of the followers. According to them, when these factors are unfulfilled, intrinsic motivation will lessen. In addition, Deci (1971) in an experiment found that positive feedback and supporting are connected with levels of intrinsic motivation. But, however, level of intrinsic motivation can decrease when external rewards such as money, incentives and salary were provided to followers. This is because when they are given extrinsic rewards, followers start to focus only on extrinsic rewards instead of working on something for intrinsic rewards (Deci, 1971).

Moreover, Frank and Lewis (2004) revealed that there has been numerous studies showing that people in the public sectors hope to get recognition from their leaders, and therefore, challenging and exciting experiences in their working environment. However, Shank (2007) revealed that intrinsic rewards originated from within a person. Although reward is not tangible but it is imperative for individual. Intrinsic reward is for self-satisfaction and not for anxiety of continuity. If followers are motivated intrinsically, they are going to do their work for their benefit, because they know it rewarding or essential for them (Shank, 2007).

Yousaf, et al. (2015) described that intrinsic motivation is associated to task performance by organizational worker's commitment. This means that if an organizational worker has responsibility for the organization, they will have

higher levels of self-confidence and then gain intrinsic motivation and they might do their best. In addition, Elliot (1994) also reported that success and task-specific goals are directly interconnected to intrinsic motivation level.

2.3.2 Extrinsic Motivation

In motivating the followers, extrinsic motivation happens when followers are motivated by a reward. The scholar Vroom (1964) stated that extrinsic rewards can encourage followers when they consider the received incentives can be used to attain other things of value. However, Shanks (2007) stated that extrinsic reward is tangible and that are given by another person. Extrinsic motivation comes from external factors and works are done by tangible rewards (Shanks, 2007). That is why followers will try in order to obtain reward such as bonus. According to this definition, if we are told to do something, we do it because of the extrinsic motivation. But, Deci (1999) discovered that in some existing research explanation, when an extrinsic motivational rewards increase, intrinsic motivational reward significantly decreases.

Moreover, in Hodder Education (2012), it has been revealed that providing an opportunity for job rotation is the way of extrinsic motivation. This makes the followers more concern with other jobs within the organization. The followers then can have a chance to understand all the jobs that are processed in the organization. In other words, they have to do something different from previous job and this can help getting them bored from their own jobs (Hodder Education, 2012). Another extrinsic motivation is job sharing. Job sharing is sharing jobs that will be done by one person into another person. Job sharing gives the followers flexibility in their working environment. But it needs to have a good communication between these sharing persons to work together and to rely on each other for important information. Security is another extrinsic motivator that is used in working place. Every follower wants to feel secure in their working environment. If the working place is secure, they can work freely,

want to work for a long time and they will appreciate their job. This situation motivates followers to work hard and to give off their best.

Bright (2008) claimed that both extrinsic and intrinsic motivation factors appeal to certain situation for searching their benefits not only for themselves but also for their organization (Bright, 2008). However, Cherry (2015) claimed that when people are motivated to perform an activity for getting reward or avoiding punishment, extrinsic motivation arises. He explained that the only difference between extrinsic and intrinsic motivation is "punishment".

In sum, therefore, intrinsic motivators are task performance, goals, knowledge, and attention from leaders, challenging and exciting experiences, praise and pride. Extrinsic motivators include job rotation, job sharing, job security, reward, bonus, salary, avoiding punishment and promotion. There are many different factors that leaders use to motivate their followers. Each follower will be motivated and will give responds by different types of motivations. If employees are more motivated, they are more likely to have organizational obligation and recognition within the organization.

2.3.3 Others factors that influence on Motivation

In an organization, leadership is not the only factor that motivates the employees in the work environment. It is important to state that there are other factors which motivate followers at work place. Understanding this will allow us to evaluate how transformational leadership style affects intrinsic and extrinsic motivation. Again, others factors or control variables such as sex, age, marital status, education level, position level and service years at present organization also may have effect on intrinsic and extrinsic motivation.

2.4 Relation between leadership and motivation

There are many different theories and models regarding leadership and motivation. There have been many researches and developments in the study of leadership and motivation. Some researcher such as McGregor introduced the

Carrot and Stick Approach in explaining about leadership and motivation. It has been revealed that if an organization has extremely motivated followers, that organization will have fewer turnovers, push to attain the organizational goal and eventually it leads to followers' happiness or satisfaction (Koys, D. J. 2001).

But Zhang and Bartol (2010) claimed that leadership affects follower motivation both positive and negative ways. They also said that leaders can make followers happy and motivated, and also the followers have to make sure that they accept the motivation. Leaders control over the employee motivation because they have power, and they have to use it (Sarros et al. 2014). Both leaders and members of the organization have the responsibility to make sure that the working environment has to be the best than it can be. This will help performance, effectiveness and improvement of the members of organization.

Graves and Luciano (2013) stated that leadership styles affect the relationship between employees and their organization causing an impact on employee performance. In this relationship, employee motivation is a key factor to perform effectively. Further on this, they also added that leaders can influence on employee motivation through responsibility, rewards, and effective communication goals. But Chen (2015) found that leaders in public sector are aware of the concept of motivation but usually, they do not practice in real world. He also explained that the behaviors of the leaders and assigned tasks of the followers also affect the level of motivation in the working environment.

Kane & Tremble (2000); Lowe et al. (1996) described that there is positive relationship between transformational leadership and motivation, performance, satisfaction and commitment of the followers. And they also stated that transformational leadership theory is very important in field of leadership. Moreover, Samad et al. (2015) stated that transformational leadership is notably related to employee wellbeing based on the study of 2,700 social service employees. They also stated that transformational leadership has relation not only with employee benefit but also with organizational outcomes. And continuously, this relation causes motivation.

Muenjohn and McMurray (2016) studied the relation between leadership and followers' efficiency and faithfulness. They concluded that if there is good

relation between leader and followers, followers are motivated and the organization can attain their potential outcome. And the followers who accept support and assistance from their leaders became more faithful than others (Muenjohn and McMurray, 2016).

On the other hand, Masi and Cooke (2000) in a study on United States Army Recruiting Command in order to examine the effect of transformational leadership on motivation and organizational productivity discovered that there is strong relation between transformational leadership and motivation. In addition, Cheung and Wong (2010) revealed a relation between transformational leadership and followers' creativity.

Further on this, Yammarino and Bass (1990) in their study to examine the relation between transformational leadership and team performance on naval officers discovered that transformational leadership has significant positive effect on team ability and followers mindset. Moreover, Ohman (2000) conducted Critical Care Managers in order to study the effect of both transformational and transactional leadership styles. His study concluded that enhancing transformational leadership makes better job performance.

According to above studies, it can be concluded that there exists positive link between transformational leadership and followers' motivation. However, Lowe et al. (1996) described that even though there is positive relationship between transformational leadership and motivation, other various leadership styles can have an effect on motivation.

Chapter 3 : Methodology

3.1   Introduction

The purpose of this chapter is to explain the methodology that will be used to examine the relation between transformational leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration) and intrinsic and extrinsic motivation in CSO. The framework of this study is based on Bass (1985) model of transformational and transactional leadership dimensions using the Multi Factor Leadership Questionnaire.

However, in this study, I will focus only on transformational leadership and motivation. The multifactor model is based on the theoretical background that comes from the developing leaders. Four transformational leadership characteristics such as Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration will be studied in relation to followers' motivation. The data are collected from the staffs of Central Statistical Organization.

This chapter consists of three sections. The first section describes the research design. Second section states the sample population and the third section reviews data collection methods.

3.2   Research Design

To examine the relation between the independent variables of transformational leadership and dependent variables of followers' motivation, the Multi Factor Leadership Questionnaire by Bass and Avolio (1995) will be used.

3.2.1 Multi Factor Leadership Questionnaire (MLQ)

In 1985, Bernard Bass established the Multi Factor Leadership Questionnaire to study the impact of leadership and its effect in organizations (Bass, 1985). In 1995, the questionnaire was advanced by Bass and Avolio after they had tested many studies on leadership and its impact on different levels of organization which is used in this study. It was designed to evaluate the characteristics of leadership and determine the efficiency and effectiveness of a leader.

MLQ 5x-Short Form comprises of a leader form and rater form for examining the leadership effectiveness within an organization (Bass & Avolio, 2004). The Rater form is used by the followers to describe their perception on leaders. The Leader Form is used by the leaders to analyze their own leadership behaviors. Each form consists of forty-five questions to measure leadership styles.

In other words, it is a quantitative instrument established to measure the transformational, transactional and Laissez-faire leadership, and three variables such as motivation, effectiveness and satisfaction (Lowe et al., 1996). But here, I will examine only the relationship between transformational leadership and motivation. Four transformational leadership characteristics including Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration will be examined as independent variables in relation to intrinsic and extrinsic motivation.

According to UK Essays, Multifactor Leadership Questionnaire (MLQ) is one of the most widely used instruments to measure the leadership capacity and behavior in organization. And a good point of MLQ is that it has 360 degree feedback instrument. It provides feedback from all angles and contains different opinions and perceptions. So, it can be used to explore the perception of the followers and rate the leader in order to establish to what extent his leadership skill needs improvement. We can differentiate an effective leader and ineffective leaders based on the results by using this instrument.

MLQ Form 5X measure responses, a Likert Scale with five points was used. The range includes; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. The questionnaires are short and one line statement that can be easily understand.

3.2.2 Conceptual Framework

Transformational leadership

Idealized Influence

Inspirational Motivation

Intellectual Stimulation

Individual Consideration

Motivation

Extrinsic Motivation

Intrinsic Motivation
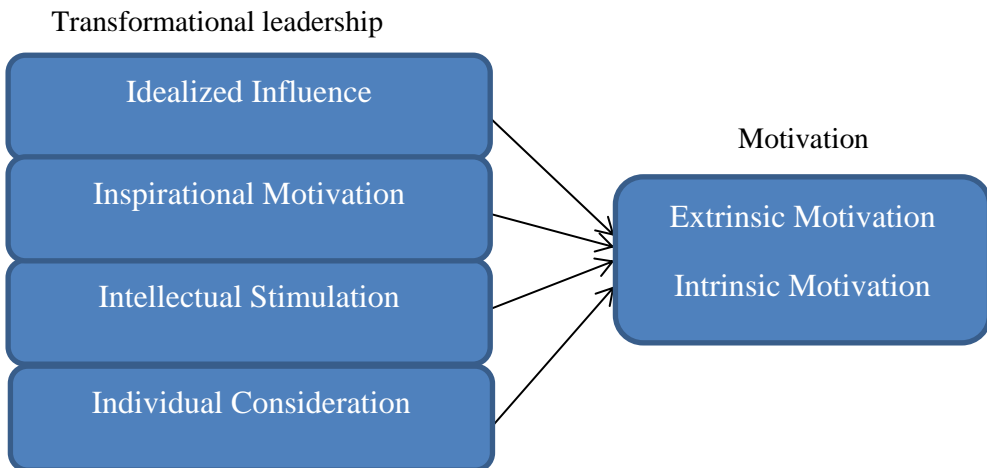
3.2.3 Research Question

The main research question of this paper is "How does transformational leadership enhance employee motivation in Central Statistical Organization in Myanmar?" And this study will mainly focus on public officials of Central Statistical Organization under the Ministry of Planning and Finance in Myanmar.

3.2.4 Hypothesis

Hypothesis 1: There is significant relation between transformational leadership and intrinsic employee motivation.

Hypothesis 2: There is significant relation between transformational leadership and extrinsic employee motivation.

3.3 Sample Population

The sample population contained 90 respondents from Central Statistical Organization. The entire population of the staff in the organization was expected to participate in the survey. The organization comprises of thirteen sections and there are director general, deputy director general, director, deputy director, assistant director, senior officers and low level officers. The total number of the organization in the head office is one hundred and ninety-eight (198). This study attempted to seek the information from the whole group of employees in the organization with regards to their perceptions on the topic. However, most of the staffs could not participate in the study and therefore, this study will do with the views and perceptions of 90 staffs of CSO.

3.4 Data Collection

Quantitative methodology will be used to examine and identify the factors which enhance the employee motivation in public organization (CSO). Primary data will be used in order to realize the relationship between transformational leadership and employee motivation. Secondary data will be used in order to understand the ideas, thinking and theories of previous scholars on motivation in different views.

Survey was conducted with the officials who are working in the Central Statistical Organization under the Ministry of Planning and Finance to collect their opinions and ideas on the factors that enhance motivation in CSO and to identify which factors are important for the development of organization. I sent a

cover letter attached with a copy of the questionnaire with a description of the purpose of the study to my Director General for her permission.

After getting the permission from director general, MLQ 5X Questionnaire was distributed to every section via email and received responds from each director and deputy director, ten responds from assistant directors, seventy two responds from staff officers and six responds from deputy staff officers. The collected data was analyzed by multiple regressions in excel to examine the relation between independent variable (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration) and dependent variables (intrinsic and extrinsic motivation).

Chapter 4 : Research Findings and Analysis

4.1   Introduction

This chapter is a presentation and analysis of data that were collected in Central Statistical Organization focusing on the effect of transformational leadership on followers' motivation. Tables are used to describe the findings in percentage.

4.2   Demographic Data of Respondents Characteristics

Variables	Characteristics	Frequency	Percentage %
Gender	Male	15	16.67
	Female	75	83.33
Age Group	21-30	35	38.89
	31-40	42	46.67
	41 and above	13	14.44
Working Experience	1-5	62	68.89
	6-10	19	21.11
	11-15	5	5.56
	16-20	2	2.22
	21-26	2	2.22
Marital Status	Single	61	67.78
	Married	29	32.22
Education Level	Bachelor	42	46.67
	Bachelor and Diploma	23	25.56
	Master	25	27.78
Position	Director	1	1.11
	Deputy Director	1	1.11

	Assistant Director	10	11.11
	Staff Officer	72	80.00
	Deputy Staff Officer	6	6.67

Table 1 Respondents Characteristics

In the sample of respondents, there are more numerous female respondents than male respondents, female (n=75, 83.33%) and male (n=15, 16.67%). This is because in the organization, the population of female is (155) and male (43). So, there are 34.88% of male respondents out of 43 and 48.38% of female respondents out of 155.

The respondents' age ranges are from 21 to 40 and above. Most respondents are between 31 and 40 (n=42, 46.67%). 35 respondents (38.89%) are between 21and 30, and (n=13, 14.44%) of the respondents are 40 and above.

With regards to the working experiences, a great number of respondents (n=62, 68.89%) are less than 5 years in the current organization. This outcome is as a result of new recruitment which was done 5 years ago in the organization. Only (n=2, 2.22%) respondent rate has more than 20 years working experiences.

The demographic information stated that the majority of the respondents (n=61, 67.78%) are not married, and only (n=29, 32.22%) of the respondents are married. The respondents' educational level ranges from bachelor to master degree. (n=42, 46.67%) of the respondents are holding bachelor degree, (n=25, 27.78%) are holding master degree and (n=23, 25.56%) are holding bachelor and diploma. The total number of holding bachelor and diploma, and master degree is more than that of bachelor degree. Because in the organization, every civil servant from the level of deputy staff officer who has at least three years working experiences has a chance to apply diplomas and master programs not only in the internal but also in abroad.

As I mentioned earlier, out of 90 respondents, the majority respondent rate is (n=72, 80%) and they are staff officers. Because there are many deputy staff officers who have been promoted to staff officers recently, so the number of staff officer is more numerous than that of others in the organization. Assistant director and Deputy Staff officer respondent rates are (n=1, 11.11%) and (n=6,

6.67%) respectively. Director and deputy director respondent rate is (n=1, 1.11%) each.

4.3   Presentation and Interpretation of the questionnaire

In order to describe the perceptions of respondents, 5-point Likert scale was used. Numbers represent frequency of respondents and below is a description of average and standard deviation of each statement.

Scale	Q7	Q8	Q9	Q10
1	0.00%	0.00%	(1) 1.11%	0.00%
2	(3) 3.33%	0.00%	(3) 3.33%	0.00%
3	(16) 17.78%	(11) 12.22%	(23) 25.56%	(17) 18.89%
4	(49) 54.44%	(57) 63.33%	(47) 52.22%	(31) 34.44%
5	(22) 24.44%	(22) 24.44%	(16) 17.78%	(42) 46.67%
Average	4.02	4.12	3.82	4.28
SD	0.75	0.60	0.80	0.77

Table 2 Respondents rate in examining Idealized Influence

Q7: I talk about my leader's most important values and beliefs.

Q8: My leader states the importance of having a strong sense of purpose.

Q9: I consider the moral and ethical consequences of my leader's decisions.

Q10: My leader emphasizes the importance of having a collective sense of mission.

In table-2, to examine the idealized influence characteristic, four questions are asked based on the scale of 1 to 5. More than 78% of the respondents discuss their leader's most important ideals and beliefs but there are still disagreed respondents. While 87.77% of the respondents think that their leader states the importance of having a purpose but 4.44% of the respondents do not think through the moral and ethical consequences of their leader's decisions.

More than 80.00% of the respondents accept that their leader emphasizes the advantages of having a sense of mission but 18.89% remain neutral. The average scores for idealized influence range from 3.82 to 4.28. In an average, most of the respondents accept that their leader has the idealized influence characteristics.

Scale	Q11	Q12	Q13	Q14
1	0.00%	0.00%	0.00%	0.00%
2	0.00%	0.00%	0.00%	0.00%
3	(5) 5.56%	(9) 10.00%	0.00%	(18) 12.22%
4	(37) 41.11%	(24) 26.67%	(38) 42.22%	(21) 31.11%
5	(48) 53.33%	(57) 63.33%	(52) 57.78%	(51) 56.67%
Average	4.48	4.53	4.58	4.44
SD	0.60	0.67	0.50	0.71

Table 3 Respondents rate in examining Inspirational Motivation

Q11: My leader talks actively about what needs to be fulfilled.

Q12: My leader expresses a vision of the future.

Q13: My leader expresses confidence that goals will be achieved.

Q14: My leader hopefully talks about future.

In table-3, 94.44% of the respondents describe that their leader discuss their needs to be fulfilled and also 90% of the respondents state that their leader expresses a vision of future but 10.00% chose neutral. While 100% of the followers accept that their leader shows confidence that goals will be achieved, 12.22% of the respondents remain neutral in the statement that their leader hopefully talks about future and more than 87% agree to this statement. The average scores for inspirational motivation range from 4.44 to 4.58 and so, most of the respondents agree that their leader has inspirational motivation. In comparing the average scores, most of the respondents strongly agree that their leader express confidence that goals will be achieved.

30

Scale	Q15	Q16	Q17	Q18
1	0.00%	0.00%	0.00%	0.00%
2	(3) 3.33%	(5) 5.56%	(3) 3.33%	0.00%
3	(33) 36.67%	(14) 15.56%	(19) 21.11%	(8) 8.89%
4	(37) 41.11%	(64) 71.11%	(51) 56.67%	(74) 82.22%
5	(17) 18.89%	(7) 7.78%	(17) 18.89%	(8) 8.89%
Average	3.76	3.81	3.91	4.00
SD	0.80	0.65	0.73	0.42

Table 4 Respondents rate in examining Intellectual Stimulation

Q15: My leader reexamines critical assumptions to question whether they are appropriate.

Q16: My leader seeks differing perspectives when solving problems.

Q17: My leader makes me to look at problems from many angles.

Q18: My leader suggests me new ways of looking at how to complete assignments.

In table-4, 36.67% of the respondents are neutral to the statement of their leader reexamines the critical assumption whether they are appropriate. 60% agree to that statement compared to more than 79% of the respondents agree that their leader seeks differing perspectives when solving problems but 15.56% still remain neutral. 91.11% of the respondents accept that they get suggestions from their leader in looking for new ways at how to complete assignments, but 3.33% do not think that their leader makes them to look at problems from many angles while more than 75% of the respondents agree to this statement. The average scores for intellectual stimulation range from 3.76 to 4.00 and in comparing the average scores, most of the respondents think that their leader advises them new ways how to complete tasks out of four statements.

Scale	Q19	Q20	Q21	Q22
1	0.00%	(3) 3.33%	0.00%	0.00%
2	(16) 17.78%	(22) 24.44%	(22) 24.44%	(13) 14.44%
3	(20) 22.22%	(35) 38.89%	(34) 37.78%	(17) 18.89%
4	(23) 25.56%	(22) 24.44%	(18) 20.00%	(45) 50.00%
5	(31) 34.44%	(8) 8.89%	(16) 17.78%	(15) 16.67%
Average	3.77	3.11	3.31	3.69
SD	1.11	0.99	1.04	0.92

Table 5 Respondents rate in examining Individual Consideration

Q19: My leader spends time in teaching and coaching.

Q20: My leader treats me as an individual rather than just as a member of a group.

Q21: My leader considers me as an individual with different needs, abilities and aspirations from others.

Q22: My leader helps me to develop my strengths.

In table-5, 60% of the respondents accept that their leader spends time in teaching and coaching but 17.78% disagreed. Similarly, more than 27% of the respondents refused that their leader treats them as an individual rather than a member of the organization and more than 33% of the respondents agreed to this statement. Only 37.78% of the respondents think that their leader considers them as an individual with various needs, abilities and aspirations from others compared to 66.67% accept that their leader helps them to develop their strengths. But in both statements, there are disagreed respondents. The average scores for individual consideration range from 3.11 to 3.77, so, compared to other characteristics, the respondents think that their leader is weak in individual consideration characteristics.

Scale	Q23	Q24	Q25	Q26	Q27
1	0.00%	0.00%	0.00%	0.00%	(5) 5.56%
2	(1) 1.11%	(1) 1.11%	(2) 2.22%	(2) 2.22%	(3) 3.33%
3	(21) 23.33%	(17) 18.89%	(22) 24.44%	(18) 20.00%	(12) 13.33%
4	(42) 46.67%	(49) 54.44%	(56) 62.22%	(57) 63.33%	(48) 53.33%
5	(26) 28.89%	(23) 25.56%	(10) 11.11%	(13) 14.44%	(22) 24.44%
Average	4.03	4.04	3.82	3.90	3.88
SD	0.76	0.70	0.65	0.65	1.00

Table 6 Respondents rate in examining Intrinsic Motivation

Q23: Leaders in the organization support me when I face a challenge.

Q24: Leaders in the organization inspire my vision of the future.

Q25: When I face a problem, leaders in the organization motivate me to think outside the box.

Q26: When I have done a good job, leaders in my organization give me recognition.

Q27: I want to work hard because my leader takes pride for me in the organization.

In table-6, 75.56% of the respondents accept that their leader support them when they face a challenge but 2.22% think that their leader does not motivate them to think outside the box when they face a problem. While 80% of the respondents agree that their leader inspire their vision of the future, 2.22% disagreed that they did not get recognition when they have done a good job. While more than 77% of the respondents want to work hard because their leader takes pride for them in the organization, 8% did not want to work hard for this pride and 13.33% remain neutral. The average scores for intrinsic motivation

range from 3.82 to 4.04, and most of the respondents are motivated by inspiring their vision of future by their leader.

Scale	Q28	Q29	Q30	Q31	Q32	Q33	Q34
1	(1) 1.11%	(1) 1.11%	0.00%	(2) 2.22%	(1) 1.11%	0.00%	(1) 1.11%
2	(16) 17.78%	(3) 3.33%	(3) 3.33%	(3) 3.33%	(15) 16.67%	0.00%	(11) 12.22%
3	(40) 44.44%	(24) 26.67%	(19) 21.11%	(42) 46.67%	(26) 28.89%	(12) 13.33%	(15) 16.67%
4	(20) 22.22%	(54) 60.00%	(46) 51.11%	(35) 38.89%	(30) 33.33%	(35) 38.89%	(25) 27.78%
5	(13) 14.44%	(8) 8.89%	(22) 24.44%	(8) 8.89%	(18) 20.00%	(43) 47.78%	(38) 42.22%
Average	3.31	3.72	3.97	3.49	3.54	4.34	3.98
SD	0.97	0.72	0.77	0.80	1.03	0.71	1.09

Table 7 Respondents rate in examining Extrinsic Motivation

Q28: I lose interest in a task when there is no tangible reward.

Q29: I like job rotation within the organization because it is a great training tool to have better understanding of all jobs that are done in the organization.

Q30: I feel that job sharing is a way to allow flexibility in the workplace and keeps me happy.

Q31: I perform activities in my organization in order to avoid punishment.

Q32: Salary is one of the factors that makes me to work hard in my organization.

Q33: Security in the workplace is important because it allows me to work freely.

Q34: If I have expectation of getting promotion, I will try my best in the organization.

In table-7, 18.89% of the respondents do not have interest in their work when there is no tangible reward but 36.66% still have interest without tangible reward. More than 60% of the respondents like job rotation and job sharing

because they think that job rotation is a great tool to understand more about all jobs in the organization and job sharing makes them flexible and happy in the workplace. Nearly 48% of the respondents perform their activities to avoid punishment in the organization but 70% will try their best if they have expectation of getting promotion. For only 53% of respondents, salary makes them to work hard in the organization, but for more than 86.67% of respondents, security is important for freely working environment. The average scores for extrinsic motivation range from 3.31 to 4.34 and most of the respondents want security environment, job sharing and promotion.

Table (8) illustrates mean scores of transformational leadership characteristics received by the respondents of CSO. The scores lie between 3.46 and 4.50, so, it indicates that the respondents accepted their leaders as transformational.

Characteristics	Mean	Standard Deviation
Idealized Influence	4.06	0.55
Inspirational Motivation	4.50	0.53
Intellectual Stimulation	3.86	0.49
Individual Consideration	3.46	0.77
Intrinsic Motivation	3.93	0.46
Extrinsic Motivation	3.76	0.45

Table 8 Mean Scores of four characteristics of Transformational leadership and motivation

Inspirational motivation has the highest mean scores for all of the transformational leadership elements (mean=4.50). Therefore, the respondents realized that their leaders often utilized this type of transformational factor. Idealized Influence followed by inspirational motivation with mean score 4.06. Intellectual stimulation was indicated by mean 3.86 and individual consideration is having the lowest mean scores as compared to other characteristics of transformational leadership styles with 3.46. The scores of intrinsic motivation (mean=3.93) is higher than that of extrinsic motivation (mean=3.76).

4.4 Analysis of relationship between Transformational leadership and Motivation

Based on the regression analysis, I tried to test hypothesis 1 as follows. The result shows a significant relationship between transformational leadership and intrinsic employee motivation. In other words, employees within the organization are motivated or influenced by circumstances such as being recognized after doing a good job and moreover being part of the organization add a sense of pride to themselves which is a likely explanation to the result obtained from the regression analysis.

Hypothesis 1: There is significant relation between transformational leadership and intrinsic employee motivation.

	df	SS	MS	F	Significance F
Regression	7	10.15	1.45	13.30	2.42219E-11
Residual	82	8.94	0.10		
Total	89	19.10			

Table 9 ANOVA values for transformational leadership and intrinsic motivation

Table-9 represents ANOVA values. The objective of the first hypothesis is to study the relation between transformational leadership and intrinsic motivation. Therefore, I used regression to check whether the model fit or not. The results indicated that p value for the F-test is less than 0.05. The null hypothesis, therefore, is rejected and has to assume that model is statistically significant for the relation between dependent variable and independent variables.

According to multiple regression analysis, R^2 coefficient suggested that around 53% of variation in the dependent variable (Intrinsic Motivation) is

explained by independent variables (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration).

	Coefficients	Standard Error	t Stat	P-value
Intercept	1.17	0.38	3.05	0.00
Idealized Influence	0.17	0.10	1.69	0.09
Inspirational Motivation	0.31	0.10	2.89	0.00
Intellectual Stimulation	-0.06	0.11	-0.56	0.57
Individual Consideration	0.23	0.05	4.28	0.00
Female	-0.14	0.10	-1.39	0.16
Age	0.00	0.00	1.41	0.16
Working Experiences	-0.01	0.01	-1.52	0.13

Table 10 P-value of four characteristics of transformational leadership and control variables

Table 10 represents p-value of four characteristics (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration) and control variables (sex, age and working experiences). The result of Inspirational Motivation was p=0.00, and there is statistically significant between Inspirational Motivation and intrinsic motivation. In Individual Consideration, p=0.00and there is also statistically significant relationship between Individual Consideration and intrinsic motivation.

On the other hand, in the case of Idealized Influence, p=0.09, therefore, this variable is not statistically significant. The result of Intellectual Stimulation showed p=0.57 and that there is no statistically significant.

Y (intrinsic motivation) =1.17 + 0.17*II + 0.31*IM - 0.06*IS + 0.23*IC -
0.14*Sex +0.01*Age - 0.01*Working Experiences

According to regression equation, if other things are controlled, one unit increase of Inspirational motivation will increase 0.31 amount of intrinsic motivation. Similarly, one unit increase of Individual Consideration will increase 0.23 amount of intrinsic motivation. P values of Sex, Age and Working Experiences are not less than 0.05, so they are not statistically significant and do not effect on dependent variables.

The table below is a regression analysis for hypothesis 2. The results show that there is no relation between transformational leadership and extrinsic motivation.

Hypothesis 2: There is significant relation between transformational leadership and extrinsic employee motivation.

	df	*SS*	*MS*	*F*	*Significance F*
Regression	7	2.15	0.30	1.55	0.16
Residual	82	16.26	0.19		
Total	89	18.42			

Table 11 ANOVA values for transformational leadership and extrinsic motivation

Here, p value for the F-test is not less than 0.05, so we can assume that model is not statistically significant and there is no relation between dependent variable (Extrinsic Motivation) and independent variables (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration).

Chapter 5 : Interpretation, Discussions and Conclusion

This chapter presents the conclusions of the study describing interpretation, discussion of the results and limitation of the study.

5.1   Interpretation

The first hypothesis examined is whether there is significant positive relation between transformational leadership and intrinsic motivation. Under transformational leadership, four characteristics were examined. These include Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration. The results demonstrate that out of these four variables, there exists a significant relationship between Individual Consideration and Inspirational Motivation with intrinsic motivation in Central Statistical Organization.

Findings on Individual Consideration reveal that spending time in teaching and coaching by their leaders motivates them to think outside of the box not only for existing problems but also for future problems. On the other hand, they gain knowledge or improve capacity from the organizational training and therefore they can gain knowledge or ability to think apart from traditional ways. Helping staffs to develop their strengths, understanding their different abilities makes them to have satisfaction and encouragement in their working environment. And considering staffs as an individual rather than as a member in the organization makes or provide supporting them to be confident when they face a challenge.

Based on this finding in Inspirational Motivation, leaders usually provide challenging experiences and express confidence that goals will be achieved. It makes staffs to be confident in in making decisions and performing their duties. Leaders with this characteristic suggest staffs which need to be fulfilled and this makes them to do good job. Staffs also want to try their best

because they want recognition and pride from their leaders. Talking hopefully about future and expressing a vision of the future by the leaders inspire staffs to have their own vision of the future.

Moreover, the result also shows that there exists no strong relationship between Idealized Influences, Intellectual Stimulation with intrinsic motivation. Findings on Idealized Influence implies that for the staffs in CSO, their leaders' important values and beliefs, emphasizing on the importance of having a strong sense of purpose and mission do not affect their performing task. They do not think about their leaders' decisions consequences and it does motivate them intrinsically in the working place.

Based on this finding in Intellectual Stimulation, staffs are not motivated intrinsically when their leaders considers from many facets in solving problems and when their leaders give them suggestions for finding new ways to complete their assigned works. Below figure-1 and figure-2 are graphical explanations of Idealized Influences, Intellectual Stimulation with Intrinsic Motivation. We can see the very weak relation between Idealized Influences, Intellectual Stimulation with Intrinsic Motivation
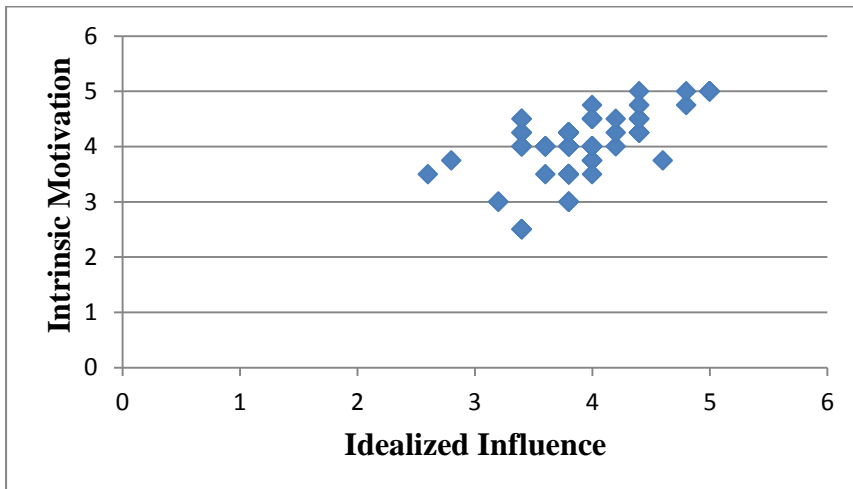

**Figure 1 Relationship between Intrinsic
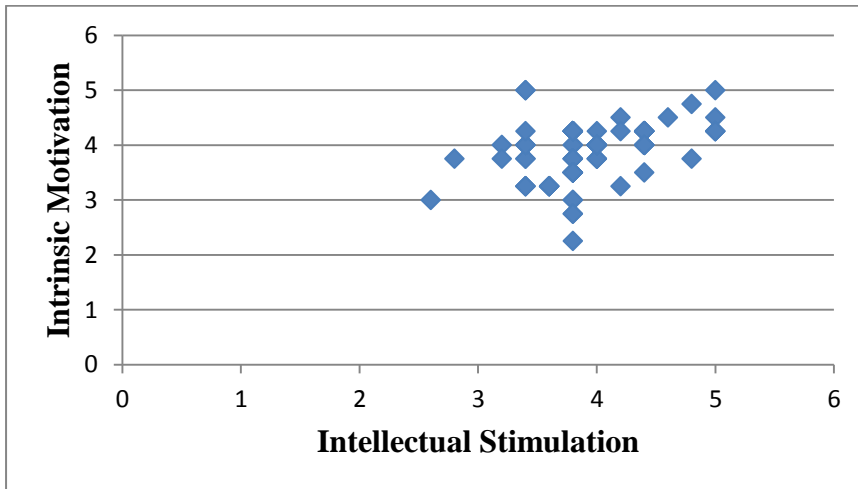Motivation and Idealized Influence**

**Figure 2 Relationship between Intrinsic Motivation
and Intellectual Stimulation**

The second hypothesis examined whether there is significant relation between transformational leadership and extrinsic motivation. Under transformational leadership, four characteristics were examined. These include Individual Consideration, Idealized Influence, Intellectual Stimulation and Inspirational Motivation.

The results show that there was no significant relationship between four characteristics of transformational leadership and extrinsic motivation in CSO. This implies that their leaders' moral, beliefs, encouragement, spending time in teaching and coaching staffs, having confidence to achieve organizational goal do not motivate or inspire staffs to get a tangible reward. In another words, these characteristics do not make them to think about promotion, salary, security of working environment, job rotation, job sharing and also avoiding punishment.

This may be the nature of public organization and types of staffs in CSO. They want to do their job best not because of external factors but because of their own wishes. Below figures are graphical explanations of Idealized Influences, Inspirational Motivation, Intellectual Stimulation and Individual Consideration with extrinsic motivation. We cannot see notable relation or there might be very weak relation between transformational leadership and extrinsic motivation.
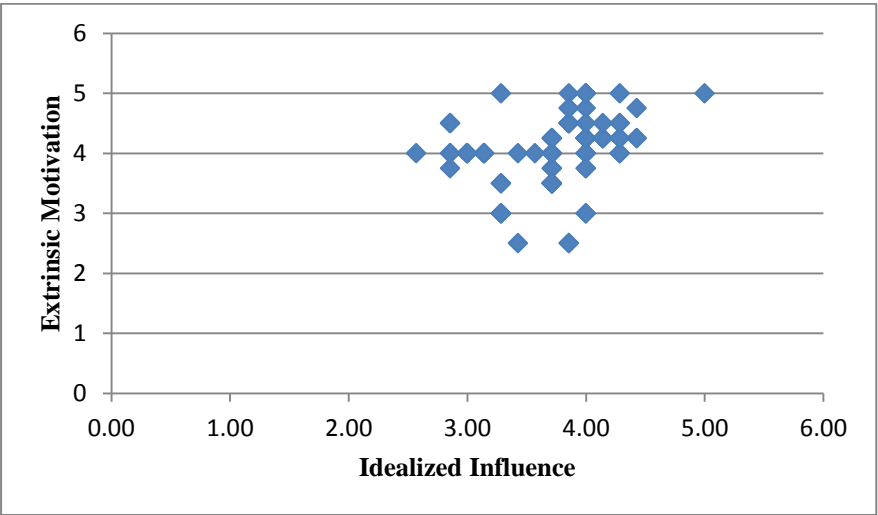
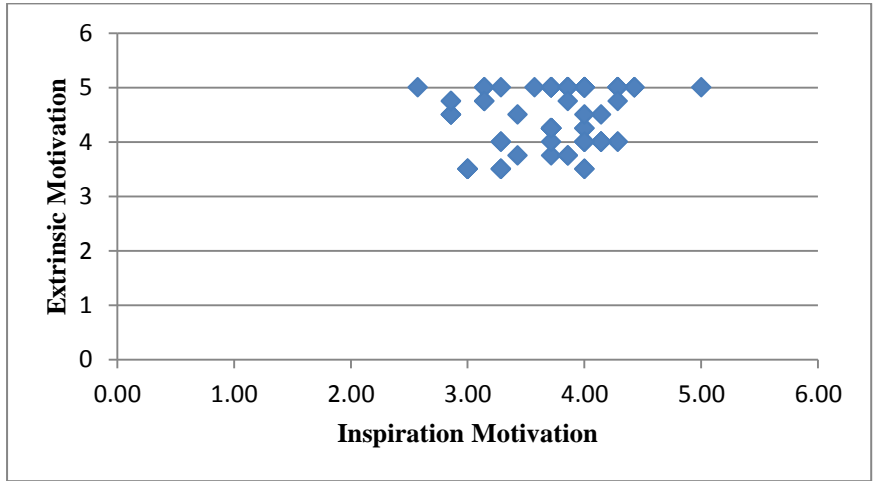**Figure 3 Relationship between Extrinsic Motivation and Idealized Influence**

**Figure 4 Relationship between Extrinsic Motivation and
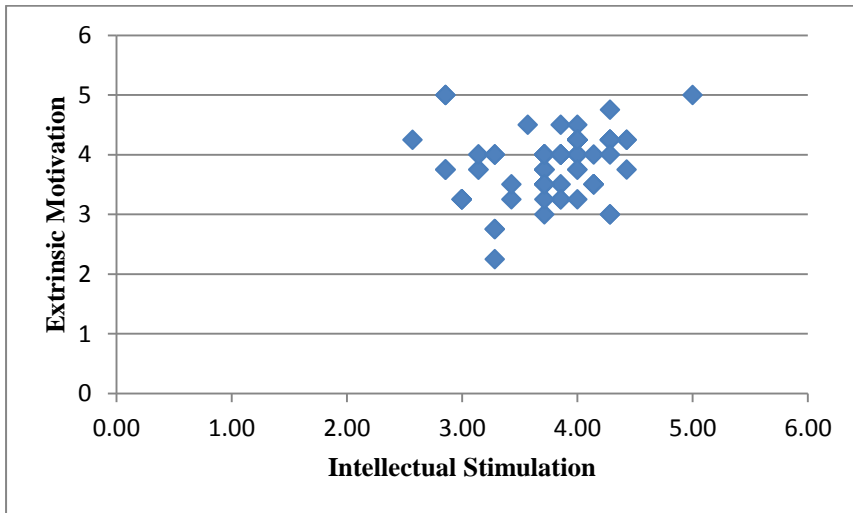Inspirational motivation**

Figure 5 Relationship between Extrinsic Motivation and Intellectual Stimulation
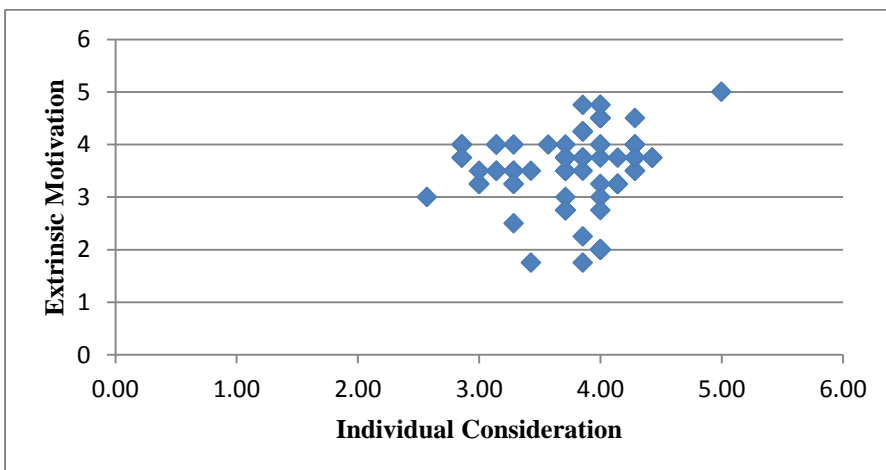

Figure 6 Relationship between Extrinsic Motivation and Individual Consideration

Therefore, based on the above findings, we can assume that transformational leadership enhances employee motivation intrinsically in Central Statistical Organization in Myanmar.

5.2   Discussion

This study aimed to explore the opinions of organizational members in order to identify how transformational leadership enhances motivation of employees in Central Statistical Organization in Myanmar. Therefore, I examined the effect of transformational leadership on the followers' motivation in CSO.

In 1978, Burns led the idea of transformational leadership. He described that transformational leadership is an interacting process between leaders and followers to reach higher level of confidence and motivation. And in 1985, Bass stated that transformational leaders stimulate his followers to change their beliefs, abilities and purposes and inspire them in believing they can do more than they can be.

Avolio et al (1999) stated that transformational leadership has four characteristics and they are Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration. Idealized Influence is based on charisma and therefore followers trust and emulate their leaders. In this characteristic, the followers see their leaders as a role model, can have open relation with their leaders and can build their confidence. In Inspirational Motivation, the leaders motivate their followers by providing challenging work and goals. In Intellectual Stimulation, the leaders encourage their followers to create new or innovative solutions not only for existing problems but also for challenges rather than thinking inside of the box or traditionally. In Individual Consideration, the leaders take care of each follower, help their needs and spend time in teaching and coaching for his followers.

Comparing transformational leadership with other forms of leadership styles, transformational leaders have charisma and always pay attention to each follower, change the followers' mindset and behavior individually. They do not use their power like charismatic leaders and do not act their followers as bargaining agents like transactional leaders. Actually, type of motivation and punishment are the main differences between transformational leadership and transactional leadership.

According to Shanks (2007), motivation is the act of providing motive that makes someone to do action. For every organization, motivation is very important factor because it is the driving force of their motivation. Many researchers explained different motivational theories and there are different kinds of motivations. Among these different kinds of motivation, I only focused on intrinsic and extrinsic motivation.

In Intrinsic Motivation, followers work not because of tangible rewards but because of intrinsic reward like getting recognition from their leaders and having a chance for challenging and exciting experiences. If the followers are motivated intrinsically, they perceive their work as their own business. In 2007, Shanks described that extrinsic rewards are tangible and are given by another person. If people are motivated extrinsically, they want to do something because they know that they are going to obtain tangible reward. There are many different kinds of extrinsic rewards such as promotion, salary, incentives, job sharing, job rotation, avoiding punishment and security.

Employee motivation   is an important factor for public organization. Because motivation can improve capacity of staffs and encourage them to achieve organizational goals. There are many previous studies about the relation between transformational leadership and performance, motivation, satisfaction, wellbeing, efficiency, effectiveness, productivity and mindset. This study focused only on the effect of transformational leadership on employee motivation.

Based on the literature review, MLQ 5X questionnaire (Bass and Avolio, 1995) was used to study the relation between Transformational leadership (Idealized influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration) and Motivation (intrinsic and extrinsic). I conducted the survey to the staffs working in CSO headquarter under the Ministry of Planning and Finance for their perceptions on their leaders of the organization, their experiences and beliefs. After getting the data, I used multiple regressions to check whether there is relation between four characteristics (Idealized influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration) of transformational leaders and intrinsic and extrinsic motivation.

This study found that female respondent rate is more than male respondent rate because in the office there are a lot of female staffs than male staffs. Most of the respondents aging range from 31 and 40 and between 21 and 30. And most of the respond staffs have less than five years working experiences in this organization. The majority of respond staffs are not married. The educational levels of most respondents are holding bachelor degree; number of holding master degree is more than that of bachelor and diploma. According to the position level of respondents, director, deputy director, assistant directors, staff officers and deputy staff officers participated in the survey, and among them, staff officers respondent rate is the maximum.

Based on the findings of demographic data, they accept that their leaders are transformational. In Idealized Influence characteristics of their leaders, staffs think that their leaders emphasize the importance of mission, purpose and only some of them do not consider leaders' decision consequences. In Inspirational Motivation, staffs realize that leaders talk about future, abilities to be fulfilled for them and show confidence for organizational goal. In Intellectual Stimulation, most of staffs accept that their leaders encourage them to find new ways of solving problems and assigned tasks. In Individual Consideration, staffs think that their leaders teach and coach them, helps them to develop their capacities and strengths and they enjoy that their leaders treat and pay attention them as an individual than as a member.

Most of the staffs in CSO are motivated intrinsically by recognition and pride by their leaders, getting supporting and encouragement when they have a challenge and problem and also inspiration to their vision of the future by their leaders. On the other hand, some of the staffs are also motivated by extrinsic tangible rewards. Some of them lose interest when there is no tangible reward but some are not. Most of the staffs like job sharing and job rotation because they realized that by doing this they can understand another jobs in the organization. Some of them want to do their job best because of salary and expectation of getting promotion. But most of staffs emphasize security in the working place as the important factor for them to work freely and safely.

After analyzing the data for hypothesis 1, p value for the F-test is less than 0.05 and therefore null hypothesis is rejected and alternative hypothesis is accepted. So, there is a significant relation between transformational leadership and intrinsic motivation. Among four characteristics of transformational leadership, Individual Consideration is the most associated characteristic with Intrinsic Motivation and Inspirational Motivation follows after that. So, we can say that when the leaders want to motivate his staffs in CSO, they need to pay attention to them as an individual than a member. Getting pay attention individually from leaders and helping the staffs with their individual needs makes staffs happy.

And they are pleased to be a part of this organization as a necessary player in making smooth in operation. Encouraging and giving training to them to develop their capacities makes them to utilize these capacities practically, to be confident in solving problems and overcoming daily challenges and can improve efficiency in the working environment. When staffs see that their leaders emphasize future of organization and their leaders have confidence to achieve goals, they can easily and clearly know what to do and how to do to achieve their individual vision and goals.

Even though there is significant relation between Individual Consideration, Inspirational Motivation and intrinsic motivation, there is still a weak relation between Idealized Influence, Intellectual Stimulation and intrinsic motivation. This implies that their leaders' decision consequences, different perspectives in solving problems, the importance of mission and purpose do not effect on staff interest or motivation in their working environment. And other factors such as gender, level of education, working experiences don't effect on the relation between transformational leadership and intrinsic motivation.

On the other hands, in analyzing hypothesis 2, p value for the F-test is not less than 0.05 and null hypothesis is accepted. Therefore there is no significant relation between four characteristics of transformational leadership and extrinsic motivation. Therefore, staffs in CSO are not motivated by their leaders to get tangible rewards. They are already satisfied with their salary and they can gain interest in their work without promotion, salary and incentives and

so on. These tangible rewards do not play important role for them. They do not want to do their job in order to avoid punishment. This is because their interest or motivation relies on their internal factor such as their desire, wishes, satisfaction and recognition from their leaders.

5.3   Conclusion

The purpose of this paper is to study the effect of transformational leadership on intrinsic and extrinsic motivation in public organization. The main research question of this study is "How does transformational leadership enhance employee motivation in Central Statistical Organization in Myanmar?" Therefore, the focus was on transformational leadership and motivation of public officials in Central Statistical Organization under the Ministry of Planning and Finance in Myanmar.

First, based on the finding of this study, there is significant positive relation between transformational leadership and intrinsic employee motivation in CSO in Myanmar. In other words, staffs in CSO are motivated intrinsically. And leaders in CSO were found to be transformational in leadership styles. Therefore, in order to improve the followers' motivation, it is significant to practice the transformational leadership strategies.

On the other hand, one key finding in the hypothesis is that there is no significant relation between transformational leadership and extrinsic motivation. Because the nature of transformational leadership style is motivating the followers to change their internal mind-sets and making them love their work and perceive their works as their own businesses. And characteristics of transformational leadership make or inspire staffs to achieve pride, confidence, open relation, recognition from their leaders and setting their own desire to achieve their individual goals but not tangible rewards like salary, promotion and so on.

Another finding is that the control variables such as sex, age and working experiences do not affect the relation of transformational leadership and motivation for the staffs in CSO. If a staff is highly motivated in CSO, he might

do his best and try to achieve the goal. Because he realizes that this is potential of himself and the organization. I hope that findings in this study may be useful and can be utilized for the development of knowledge on leadership styles and types of motivation.

5.4   Limitation

There are some limitations in this study. The main limitation of the research is the small sample size. Only the head office of Central Statistical Organization was examined for survey questions. In other words, the data was collected from 90 respondents from the whole organization. So, results may be different from the others' perceptions.

Second limitation is that the data used in the study were collected from only one public office. So, the results of this study may not provide sufficient information for the other organizations or some difference in results may be expressed by other staffs.

Multifactor leadership Questionnaire

My name is Soe Thie Nu Htwe, a staff officer at Foreign Trade section in Central Statistical Organization. I am currently studying at Seoul National University and required as part of graduation to submit a thesis. My thesis topic is 'the effect of transformational leadership on employee's motivation: A study of Central Statistical Organization in Myanmar'. My prime interest is to study the leadership style of this organization and to measure the relationship between this leadership style and motivation.

This is a questionnaire to provide a description about **leadership and motivation**. I am inviting you to participate in this study. Please mark **(√)** the item of your choice.

Section A – General Profile of Respondents

1. Sex.

   (a) Male   (b) Female

2. How old are you?

   ……………………………

3. How long have you been working for your current organization?

   ……………………………

4. What is your marital status?

   (a) Single   (b) married   (c) separated   (d) divorced   (e) other

5. What is the highest level of education you have completed?

   (a) Bachelor Degree   (b) Bachelor and Diploma   (c) Master Degree

   (d) Ph. D   (e) other

6. What is your current position level in the organization?

   (a) Deputy staff officer   (b) Staff officer

   (c) Assistant Director   (d) Deputy Director

   (e) Director   (f) other

Section B- Providing a description about leadership and motivation.

Directions: Please mark **(   )** to indicate your level of agreement or disagreement with each of these statements**.** The response options range from

1=Strongly Disagree

2=Disagree

3=Neutral

4=Agree and

5=Strongly Agree

7. I talk about my leader's most important values and beliefs.	1 2 3 4 5
8. My leader states the importance of having a strong sense of purpose.	1 2 3 4 5
9. I consider the moral and ethical consequences of my leader's decisions.	1 2 3 4 5
10. My leader emphasizes the importance of having a collective sense of mission.	1 2 3 4 5
11. My leader talks actively about what needs to be fulfilled.	1 2 3 4 5
12. My leader expresses a vision of the future.	1 2 3 4 5
13. My leader expresses confidence that goals will be achieved.	1 2 3 4 5
14. My leader hopefully talks about future.	1 2 3 4 5
15. My leader reexamines critical assumptions to question whether they are appropriate.	1 2 3 4 5
16. My leader seeks differing perspectives when solving problems.	1 2 3 4 5
17. My leader makes me to look at problems from many angles.	1 2 3 4 5
18. My leader suggests me new ways of looking at how to complete assignments.	1 2 3 4 5
19. My leader spends time in teaching and coaching.	1 2 3 4 5
20. My leader treats me as an individual rather than just as a member ofa group.	1 2 3 4 5
21. My leader considers me as an individual with different needs, abilities and aspirations from others.	1 2 3 4 5

22. My leader helps me to develop my strengths.   1 2 3 4 5

23. Leaders in the organization support me when I face a challenge.   1 2 3 4 5

24. Leaders in the organization inspire my vision of the future.   1 2 3 4 5

25. When I face a problem, leaders in the organization motivate me   1 2 3 4 5
      to think outside the box.

26. When I have done a good job, leaders in my organization give me   1 2 3 4 5
      recognition.

27. I want to work hard because my leader takes pride for me in the   1 2 3 4 5
      organization.

28. I lose interest in a task when there is no tangible reward.   1 2 3 4 5

29. I like job rotation within the organization because it is a great   1 2 3 4 5
      training tool to have better understanding of all jobs that
      are done in the organization.

30. I feel that job sharing is a way to allow flexibility in the   1 2 3 4 5
      workplace and keeps me happy.

31. I perform activities in my organization in order to avoid   1 2 3 4 5
      punishment.

32. Salary is one of the factors that makes me to work hard in my   1 2 3 4 5
      organization.

33. Security in the workplace is important because it allows me to   1 2 3 4 5
      work freely.

34. If I have expectation of getting promotion, I will try my best   1 2 3 4 5
      in the organization.

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직무동기에 대한 변혁적 리더십 영향 연구:
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대부분의 리더는 부하직원들이 직무동기를 갖기 원하지만 개인의 동기와 조직의 동기가 다를 때 무엇이 동기로 부여되는지 알 수 없다. 본 연구의 목적은 조직구성원의 관점에서 직무동기에 미치는 영향을 분석하는 것으로 크게 두 가지로 나눌 수 있다. 첫째, 리더십이 미얀마 중앙통계청(Central Statistical Organization: CSO) 직원들의 동기부여에 미치는 영향을 분석하는 것이다. 둘째, CSO 에서 변혁적 리더십은 어떻게 작용하고 있는가를 분석하는 것이다.

본 연구의 독립변수는 변혁적 리더십이고, 종속변수는 내재적 동기와 외재적 동기이다. 중앙통계청 직원들을 대상으로 설문조사를 실시하였고, 표본은 총 90 개이다. 실증분석을 위해 다중회귀분석을 실시한 결과 CSO 에서 변혁적 리더십과 내재적 동기가 통계적으로 유의미한 관계가 있음을 확인했다. 반면, CSO 에서 변혁적 리더십과 외재적 리더십 사이에는 통계적으로 유의미한 관계가 없음을 발견했다.

본 연구의 한계와 분석결과를 바탕으로 다음과 같은 정책적 제안을 한다. CSO 의 리더는 조직목표와 직원만족도를 충족시키기 위해 리더십 기술, 특히 변혁적 리더십 및 외적 동기부여를 개선해야 한다.

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