

The Impact of Leadership Styles During the Crisis Period on Organizational Sustainability of Foreign Microfinance Institutions in Yangon, Myanmar

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Abstract

This study aimed to analyse leadership styles, specifically transactional, transformational, and charismatic leadership, and investigate their relationship with organisational sustainability within 30 foreign microfinance institutions located in the Yangon region. This research used a descriptive research methodology with a quantitative approach. Data for the study were collected through a structured questionnaire. A total of 391 respondents were gathered using the convenience sample method, and the data was statistically analysed using the Statistical Package for Social Science (SPSS) version 25. Thus, to investigate the relationship between independent and dependent variables, Pearson correlation and regression analysis were used. The findings from this study reveal that all variables related to leadership styles demonstrated statistical significance, allowing for the conclusion that there is a correlation between leadership styles and organisational sustainability.

Abstrak

Kajian ini bertujuan untuk menganalisis gaya kepimpinan, khususnya kepimpinan transaksi, transformasi dan karismatik, dan menyelidik hubungan semua gaya kepimpinan ini dengan kemampuan organisasi dalam 30 institusi kewangan mikro asing yang terletak di wilayah Yangon. Penyelidikan ini menggunakan metodologi kajian deskriptif dengan pendekatan kuantitatif. Data untuk kajian dikumpul melalui soal selidik berstruktur. Seramai 391 responden telah dikumpulkan menggunakan kaedah sampel kemudahan, dan data dianalisis secara statistik menggunakan Pakej Statistik untuk Sains Sosial (SPSS) versi 25. Oleh itu, untuk menyiasat hubungan antara pembolehubah bebas dan bersandar, korelasi Pearson dan analisis regresi digunakan. Dapatan daripada kajian ini mendedahkan bahawa semua pembolehubah yang berkaitan dengan gaya kepimpinan menunjukkan kepentingan statistik, membolehkan kesimpulan bahawa terdapat korelasi antara gaya kepimpinan dan kemampuan organisasi.

Introduction

The microfinance industry in Myanmar has emerged as a vital player in addressing the financial needs of poor and grassroots people and promoting financial inclusion and economic growth. Microfinance institutions (MFIs) offer accessible financial services to individuals lacking access to traditional banking services, including microloans, savings, insurance, and other financial services. These institutions perform a critical role in poverty alleviation, empowering entrepreneurs, and fostering sustainable development. However, the industry operates in a challenging environment characterised by frequent crises, economic volatility, and political uncertainties.

In 2011, Myanmar opened a new door to re-enter the world as the government transformed the political, economic, and social sectors. The government formulated a new strategy and policy for rural development and poverty alleviation and enacted the Microfinance Business Law by Pyidaungsu Hluttaw in 2011 (Hluttaw, 2011). Microfinance institutions (MFIs) are authorised to operate in accordance with this legislation and are subject to supervision and guidance from the Financial Regulatory Department (FRD) under the Minister of Planning and Finance. The enactment of the Microfinance Law in 2011 resulted in a swift surge of microfinance institutions (MFIs) entering Myanmar (Hein, 2019). The microfinance sector is booming in terms of area and branch expansion, product and service diversification, technological advancement, and human capital development. The microfinance sector is growing steadily to positively impact the national economy, MSME development, poverty alleviation, rural development, and employment opportunities. Unfortunately, the global pandemic has spread to Myanmar, making the microfinance sector grow slowly.

Because of the COVID-19 outbreak in March 2020 in Myanmar, the microfinance sector has been facing challenges. The microfinance sector faced different challenges in operations, repayment capacity, restrictions, difficulty

in mobility, and health issues. These issues are crucially important for leaders to solve immediately to ensure the sustainability of businesses during a pandemic period. Leaders play a pivotal role in leading the organisation and setting the right strategies to run operations smoothly during the pandemic period.

As the country and economy have not emerged from the COVID-19 pandemic, the country has faced another challenge, a political crisis and unrest that has had a significant impact on the economy and overall sectors. Macroeconomic factors such as GDP growth, inflation, unemployment, financial and banking service problems, energy problems and foreign exchange devaluation are vital issues to face in the economy. The microfinance sector also greatly impacts the downturn of repayment capacity, disruption of operation, financial and liquidity challenges, high inflation, high credit risk and regulatory restriction (Myanmar Microfinance Sector Evolution: MFI Health Check Survey Results Phase II November 2022). These issues are vital to leaders in solving and overcoming them to survive and sustain the business in this crisis period.

Effective leadership becomes paramount for ensuring microfinance institutions' survival and long-term sustainability in times of crisis. Leadership styles employed by the leaders of these institutions during crisis periods can significantly influence their ability to navigate through turbulent times, make informed decisions, and adapt to changing circumstances. The way leaders respond to crises can impact various aspects of organisational sustainability, including financial performance, operational resilience, and overall viability.

The study's objective is to address this research gap by examining how leadership styles during times of crisis affect the organisational sustainability of microfinance institutions in Myanmar. By investigating different leadership styles employed by leaders in the industry, the study will provide insights into their effects on organisational sustainability, including financial performance, operational resilience, and long-term viability.

Literature Review

Leadership

Leadership is the ability to influence and guide individuals or a group towards achieving common goals. Effective leaders inspire and motivate their followers, set a clear direction, make informed decisions, and foster a positive and productive work environment (Northouse, 2019). Alkahtani (2016) describes leadership as the process by which an individual influences a group of others to attain a shared objective. According to Daft (2018), leadership encompasses the capacity to guide individuals in the direction of achieving organisational objectives. Influence signifies that interactions among individuals are not passive, and furthermore, influence is purposefully directed toward accomplishing specific aims or objectives. In recent times, leaders are increasingly transitioning from a paradigm of "forcing" followers to one of "persuading," then "influencing," and finally to a dynamic where both leaders and followers mutually influence each other (Changar & Atan, 2021).

Successful leadership necessitates insight and self-awareness, organisational skills, continuous communication and reinforcement, the capability to inspire a shared vision for the future, and the effective recruitment of motivated followers ready to take action (MV & Fonceca, 2023). Leadership is giving direction, making decisions, and effectively communicating a vision in a way that encourages and mobilises others to work towards that goal. Leaders should have key aspects to lead the people and organisation effectively and efficiently. There are visions and directions to lead the organisation in the right way, influence, motivate, and inspire others to be willing to follow. They need to make sound decisions that benefit both the organisation and its employees, maintain transparent and open communication, exhibit adaptability and problem-solving skills, foster teamwork and collaboration, and uphold ethical responsibility and accountability in various situations.

Leadership Styles

A leadership style refers to the established norm of behaviour used by an individual when attempting to influence the actions of others, as is observed (Megawati & Umar, 2023). Tjokro et al. (2021) described leadership style as encompassing diverse behaviours that guide and influence workers. Leadership style is understood as the manner in which leaders exert their influence over their team members, encouraging them to follow commands and work towards the organisation's objectives. It is regarded as a blend of different qualities, traits, and behaviours that leaders use when interacting with their subordinates. (Roshida et al., 2023). Khajeh (2018) described leadership style as a structured approach to managerial conduct designed to align organisational or personal objectives and produce specific outcomes.

Leadership styles can be categorised as behavioural or situational approaches. The personality, knowledge, beliefs, values, and experience of leaders are based on reflecting on how to lead and influence others and shaping specific leadership styles. Leadership styles can be changed to be practised by leaders in different environments, situations, organisational cultures, and preferences of subordinates. This study concentrates on three distinct leadership styles: transactional leadership, transformational leadership, and charismatic leadership.

Transactional Leadership

Contrasting with transformational leadership, transactional leadership focuses on the exchange of rewards and punishments to motivate subordinates. According to Wahyudi and Subanidja (2022), transactional leadership is characterised by a leader's behaviour that involves engaging with employees to attain desired performance outcomes. This leadership style includes elements such as clarifying contract terms, enforcing adherence to rules and standards, formulating contractual agreements related to work objectives and quality, overseeing employees' work to ensure alignment with

established provisions, isolating work from external changes, and utilising contingent rewards or bonuses to incentivise motivation and ensure equitable distribution of rewards.

According to Crews et al. (2019), Bernard Bass's transactional leadership encompasses three distinct styles:

- Active management-by-exception – Based on leader-follower interactions, leaders make corrective decisions.
- Passive management-by-exception – Employers are expected to take responsibility for their activities, with leaders only getting involved when issues reach a critical point.
- Contingent reward – By rewarding greater work performance, leaders participate in a path-goal transaction.

Transformational Leadership

Transformational leadership is characterised by leaders who value their followers' principles, commend innovative ideas, and inspire and motivate them, ultimately leading to the growth and transformation of the followers (Khan et al., 2020). Transformational leaders consistently strive to motivate followers by influencing their beliefs and attitudes towards their work (Beauty & Aigbogun, 2022).

According to Tjokro et al. (2021), when transformational leaders fulfil their employees' fundamental needs, such as integrity, respect, and trust, it fosters higher levels of motivation and morality. In such conditions, employees can channel greater efforts toward attaining organisational objectives. Transformational leaders foster and promote employee mindfulness by articulating a vision that elevates employees' awareness and regard for the importance of organisational values, objectives, and achievements (Jensen & Bro, 2018)

Transformational leaders stimulate innovation, encourage individual development, and foster a sense of collective purpose within the organisation. According to Wahyudi & Subanidja (2022), the characteristics of transformational leadership encompass:

- (1) Idealised influence involves leaders serving as role models, embodying traits admired by their followers.
- (2) Intellectual stimulation entails leaders challenging and questioning followers, fostering their competence, and encouraging innovative work approaches.
- (3) Individual consideration entails leaders addressing the unique needs of their employees and providing assistance and support for their career advancement and development.
- (4) Inspirational motivation is exhibited by leaders who inspire and motivate employees, encouraging them to embrace a shared ideal that infuses meaning into their lives and work.

Charismatic Leadership

Charismatic leadership revolves around the capacity to sway the thoughts, actions, and emotions of others through a unique and innate ability or talent. Such leaders possess commendable and authoritative personality traits that foster positive qualities in employees, marking them as exceptional figures and contributing to the charisma of their leadership style (Nugraha, 2021). Charismatic leadership is a leadership theory that posits followers attribute heroic or exceptional leadership capabilities to certain behaviours they observe (Robbins & Judge, 2017).

The charismatic leadership style has deeply influenced employees who feel the leaders are true, visionary, perfect, and lead; employees are willing to follow; they have a sense of affection for the leaders; and emotionally, employees are ready to participate in accomplishing the organisation's mission and attaining the organisation's goals. Charismatic leadership hinges on exceptional qualities and a distinctive personality, enabling the leader to serve as a compelling role model and attract a significant, even vast, number of followers. It can also be seen as a form of leadership endowed with significant influence and enduring trust from its followers (Li, et al., 2019). Charismatic leadership can be understood as the capability to exert influence over others by

harnessing the privileges or strengths inherent in a leader's personality traits and characteristics. This engenders respect, admiration, and strong commitment from their followers (Nugraha, 2021).

According to Supratman et al. (2021), charismatic leadership represents the conduct of an individual possessing significant allure, authority, and impact in effecting change. Indicators of charismatic leadership encompass (a) a genuine concern for the environmental context, (b) the presence of a well-defined strategy and clear articulation of vision, (c) attentiveness to the needs of followers, (d) a willingness to take personal risks and engage in unconventional behaviour, and (e) the ability to harness significant strengths and employ them judiciously.

Crisis

Crisis are defined as occurrences that leaders and organisational stakeholders perceive as unanticipated, highly significant, and potentially disruptive (Wu et al., 2021). According to Williams et al. (2017), A crisis is a deteriorating or degenerative process that may ultimately lead to a disruption in the normal functioning of an individual, organisation, or community.

From a leadership standpoint, crises are defined as occurrences that leaders and organisational stakeholders view as unforeseen, extremely significant, and potentially disruptive (Wu et al., 2021). The element of surprise in crises has been a prominent aspect of definitions for many years. It relates to the infrequent, unusual, and unpredictable nature of crises, often leaving leaders with limited or no prior experience handling such events or processes (Wu et al., 2021). Saliency is associated with both the extent of the impact and the urgency conveyed by an impending crisis. Remarkably, Wu et al. (2021) suggest that Crises possess the potential for disruption but are not inherently disruptive. They exhibit objective signals and consequences yet necessitate subjective processes of sensemaking and sense-giving. When leaders fail to accurately and convincingly detect and convey meaning, crises are prone to

become more disruptive. This concept of potential disruption helps elucidate why the same crisis can have varying effects on different organisations (Wu et al., 2021).

Crises are marked by dynamic and tumultuous processes rather than neatly sequenced discrete events on a linear timeline. Leadership is crucial during crisis time, as individuals rely on their leaders with the expectation that they will mitigate the impact of the crisis amid blame, chaos, disruptions in routine, and uncontrolled media reports. Leaders are also expected to comprehend and address the crisis while preserving a sense of normalcy and making prudent decisions. (Bustamante C. B., 2021)

Leadership in a Time of Crisis

Crises can typically be defined as infrequent occurrences that are unforeseen, exceptionally significant, and potentially disturbing for people, organisations, and societies (Bundy et al., 2017). Nevertheless, crisis situations may also be transformative for encouraging positive change and offering fresh learning opportunities when effectively handled (Erika Hayes James, 2011).

Leadership in times of crisis is a critical and defining aspect of any leader's role. Leaders may encounter various types of crises, including natural disasters, economic downturns, pandemics, or political unrest. During these crisis periods, effective leadership is vital to guide, lead, motivate and instruct the organisation effectively through uncertainty and adversity. According to Flowers (2020), ethical and authentic leadership is important in challenging circumstances. Leaders' ability to react and change to high-risk situations, which includes their self-awareness and emotional intelligence, can have an impact on task coordination, communication, and team performance (Dasborough & Scandura, 2021). In a review of crisis leadership studies, Bavik (2021) concludes that although research on the cognitive and behavioural components of crisis leadership is prevalent, there is a limited understanding of how leaders may reduce negative emotions and restore positive ones among

stakeholders and constituencies during crises.

Foster (2020) argues that leadership during times of crisis necessitates five key characteristics: concern for the well-being of staff, the ability to connect with the community, a focus on the ultimate goal and the greater good, the capability to display empathy and a sense of identifying opportunities amid challenges. Bustamante C. B. (2021) expresses that leaders in times of crisis must be proficient in performing various tasks, including early recognition, sensemaking, making critical decisions, coordinating both vertically and horizontally, coupling and decoupling strategies, facilitating meaning-making, effective communication, ensuring accountability, fostering a culture of learning, and strengthening resilience.

According to Marija Dimitrovska (2023), a crisis represents one of the most significant challenges for leaders, as their actions and behaviour in such times distinguish good leaders from bad ones. Effective leadership is essential for navigating through a crisis, which often comes with unpredictability and little time for preparation. Additionally, the duration of a crisis is typically uncertain.

Communication is the main critical thing in a crisis period to discriminate the information between leaders and employees to give rights information, trust building, motivate employees, lead the company in the right direction and sustain the operational and financial status and also employees in times of crisis. Leaders must adapt to any kind of situation, difficulty, and problem in times of crisis, and being flexible and open to agile strategies is vital for effective response and mitigation. Leaders must keep an optimistic outlook and attitude during the crisis and build a positive and collaborative environment to help employees address challenges effectively.

Organisational Sustainability

Organisational sustainability is the ability of an organisation to efficiently utilise its resources in order to persist and flourish under a variety of conditions (Szekely &

Knirsch, 2005). According to Esterhuysen (2008), organisational sustainability is described as a complex idea that shows itself in a variety of measures, including the following: Strategy (considering long-term aspects of the economy, environment, and society), finance (safeguarding the long-term viability of the company's finances), Customers and products (encouraging product innovation to increase client loyalty), Human Resources (effective management of the organisation's human resources), Governance and stakeholders (setting up governance guidelines for organisational stakeholders).

Business sustainability entails maintaining consistency in business operations, encompassing growth, expansion, ongoing monitoring strategies, and development, as well as prudent management of company resources or capital. This ensures the uninterrupted continuity of operational activities, allowing the company to maintain adequate funds for its ongoing operations and business development (Ardilla et al., 2021; Aulia et al., 2021)

Sustainability is a prolonged journey, a path that demands sustainable leadership, responsible decision-making, and a profound grasp of sustainability principles and commitments (Peterlin et al., 2015). In times of crisis, organisational sustainability is even more important since these difficult times may have a big influence on a company's operations, financial stability, and reputation. When facing a crisis, the organisation must adopt business contingency and sustainable strategies to navigate the business and survive any challenges. Financial resilience is one of the greatest challenges faced by organisations; organisations need to assess financial health, conduct cash flow analysis and cost reduction, and explore potential funding sources for organisations to sustain financial stability.

Employees' care and engagement are crucial in a time of crisis. Organisations must take care of employees' physical and mental well-being to provide the necessary support, employees' safety and security, and emotional support to be strong and more productive during crisis times. Moreover, customer care is also an

important factor in organisational sustainability in times of crisis. The organisation must stay connected with customers through different channels such as face-to-face, telephone, and online connections, share the right information, solve complaints, and address customers' concerns to retain and help the customers in times of crisis to sustain the organisation.

Microfinance

Insufficient access to traditional banking services is a significant barrier that impoverished and grassroots people experience when trying to access formal finance all around the world. Microfinance has been one of the best strategies to overcome this limitation in recent times in developing and poor countries. Microfinance involves offering financial services to individuals with low incomes, encompassing both consumers and self-employed individuals who typically face barriers to accessing conventional banking and related services. This term can also encompass a wider array of offerings, such as credit, savings, and insurance (Bamini et al., 2023).

Microfinance is defined as the provision of financial services, including loans and deposits, to impoverished and low-income households, as well as micro-enterprises (Pimhidzai, et al., 2019). The Grameen Bank of Bangladesh defines microcredit as a small amount of financial assistance provided to extremely impoverished individuals, enabling them to establish self-employment initiatives that generate income for themselves and their families, thus fostering self-sufficiency (Azim et al., 2017). According to the Microfinance Business Law 2011, Extending microcredit to the grassroots people, accepting deposits from them, carrying out remittance, carrying out insurance business, borrowing money from local and abroad and carrying out other financial activities. The criteria for microcredit primarily centre around the loan size and the target demographic, which includes micro-entrepreneurs, particularly those from lower-income households. Typically, these loans are extended without requiring any collateral (Zhou, 2020).

Microfinance has the potential to stimulate self-employment and foster the establishment of microenterprises even in developed countries. (Nogueira et al., 2020). Through microfinance support, households can broaden their avenues for generating income, enabling individuals to better provide for their families. Access to credit not only serves as a means to alleviate immediate poverty but also disrupts the poverty cycle by providing financial resources and paving the way for potential business prospects (Le, 2021). Microfinance has also been recognised for its ability to serve marginalised and vulnerable groups, including women, individuals with disabilities, the elderly, the unemployed, and those striving to fulfil their fundamental requirements (Hansen et al., 2021). Engagement in a microfinance program correlates with increased consumption, improved nutrition, enhanced overall living standards, and the promotion of economic growth (Nogueira et al., 2020).

As an effective poverty alleviation tool, microfinance provides financial services to unbanked people without collateral to promote rural and MSME development, especially in rural areas. Microfinance is providing loans, especially with group or individual lending, savings, remittances, and insurance, with responsible interest rates and charges to promote financial inclusion. Microfinance supports financial services and other development concepts such as social impact by improving livelihoods, income generation, reducing financial burdens, and promoting digital and financial literacy and women's empowerment.

Methodology

This study used a descriptive research method and quantitative research to investigate the correlation between leadership styles and organisational sustainability. The sample respondents will be selected from approximately 19,006 employees of foreign microfinance institutions in Myanmar. The sample size formula was used in the Yamane Formula. A sample size was chosen with a 95 per cent confidence level and a margin of error

of 5 per cent. To achieve a total sample size of 391, this study used a convenience sampling technique for data collection. Respondents were provided with questionnaires and instructed to evaluate each item using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Statistical Package for the Social Sciences (SPSS) version 25 will be used to analyse the survey data. In addressing the research questions, the impact of leadership style during the crisis will be inspected by Pearson correlation, and then which leadership style will have the most influence on organisational sustainability will be tested by the linear regression method.

Data Analysis

Descriptive Analysis of Respondent Characteristics

Table 1.1 shows the descriptive analysis of respondent characteristics. The gender analysis shows that 41.2% are male, and the remaining 58.8% are female, with a slightly higher percentage of females. The survey included 65.7% of respondents aged 21 to 30, 29.4% aged 31 to 40, and 4.8% from other age groups. The survey included 67.8% single respondents, 30.7% married respondents and 1.5% divorced, separated, or widowed. For education, 85.4% of respondents held a graduate degree, with 7.9% being master's and 6.6% being university students, with few respondents. The majority of respondents are field staff, with 35.8%, followed by office staff at 24.8%, with HO staff and managers at 20.7% and 18.2%, respectively, and executive staff at 0.5%. The analysis of monthly income indicated that over 46% of respondents earn between 300,001 and 600,000 kyat, with 19.4% and 18.2% earning less than 300,000 and 900,001 to 900,000 kyat, respectively. 900,001 to 1,200,000 and more than 1,200,000, with 9.0% and 7.2%, respectively. The majority of respondents have over five years of service at 41.4%, followed by 25.3% with 3-5 years, 20.2% with 1-3 years, and 13% with less than one year.

Table 0

Descriptive Analysis of Respondent Profile

Characteristics	Frequency	Percent %	
Gender	Male	161	41.2
	Female	230	58.8
	Total	391	100
Age	Less than 20	2	0.5
	21-30	257	65.7
	31-40	115	29.4
	41-50	15	3.8
	Above 50	2	0.5
	Total	391	100
Marital Status	Married	120	30.7
	Single	265	67.8
	Other	6	1.5
Total	391	100	
Education	University Students	26	6.6
	Graduated	334	85.4
	Master	31	7.9
	Total	391	100
Employment Position	Field Staff	140	35.8
	Manager	71	18.2
	Office Staff	97	24.8
	HO Staff	81	20.7
	Executive Staff	2	0.5
Total	391	100	
Monthly Income	Less than 300K	76	19.4
	300K-600K	181	46.3
	600K-900K	71	18.2
	900K-1.2M	35	9.0
	More than 1.2M	28	7.2
	Total	391	100

Year of Service	Less than 1 Y	51	13.0
	1 to 3 Years	79	20.2
	3 to 5 Years	99	25.3
	Over 5 Years	162	41.4
	Total	391	100

Reliability

As per the American Psychological Association (APA), reliability is concerned with the consistency of measurements when a testing procedure is repeated for a single person or group of people. Cronbach's alpha, initially developed as a measure of internal consistency for multi-item measurement instruments, has evolved over time and is now applied more broadly than in its early stages of development (Amirrudin et al., 2021). Internal Consistency Reliability test determines how all factors on the test relate to all other factors (Hajjar, 2018). the Cronbach's Alpha values fall within an acceptable range of 0.7 to 0.9. Table 1.2 describes Cronbach's Alpha of all variables. These results confirm that all items exhibit a Cronbach alpha value exceeding 0.7, signifying that the survey questionnaire, as an instrument, maintains satisfactory internal consistency.

Table 2

Reliability

Variable	Item	Alpha
Transactional Leadership	8	0.872
Transformational Leadership	8	0.869
Charismatic Leadership	8	0.920
Organisational Sustainability	10	0.911

Pearson Correlation Analysis

A statistical technique called correlation analysis is used to measure both the strength and direction of the

relationship between two or more variables. It makes it easier to understand how changes in one variable affect changes in other variables. Table 1.3 contains the results of the variables' Pearson's correlation coefficient. There is a positive and statistically significant relationship between all independent variables and the dependent variable at the 0.01 level (two-tailed).

Table 3

Pearson Correlation Analysis

Variable	Mean	S.D	1	2	3	4
Transactional Leadership	3.5176	0.619	1			
Transformational Leadership	3.5173	0.60	0.807**	1		
Charismatic Leadership	3.4786	0.669	0.764**	0.881**	1	
Organisational Sustainability	3.7107	0.562	0.664**	0.686**	0.715**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

A statistical technique called regression analysis is used to examine the relationship between one or more independent variables and the dependent variable. It may be used to understand how changes in the independent variables affect changes in the dependent variable. Table 4 demonstrates the result of multiple regression analysis of variables. The R-value signifies a linear relationship, with a correlation coefficient of 0.739, indicating a strong correlation among these variables. R-squared value, which is 0.546. This means that 54% of the variance in the dependent variable can be explained by the three independent factors. Transactional leadership positively and

significantly influences organisational sustainability (Beta = 0.251, $p < 0.01$). Conversely, transformational leadership shows no substantial impact on organisational sustainability (Beta = 0.099, $p > 0.05$). Notably, charismatic leadership demonstrates a significant impact on organisational sustainability (Beta = 0.436, $p < 0.01$). Therefore, it can be inferred that transactional and charismatic leadership factors significantly contribute to predicting the dependent variable, organisational sustainability. Moreover, among these factors, charismatic leadership boasts the highest beta coefficient value, indicating the most pronounced influence on organisational sustainability (Beta = 0.436, $t = 5.919$, $p < 0.01$).

Table 1

Multiple Regression Analysis

Model	Un Std		Std	t	Sig
	Coefficients	Errors			
(Constant)	1.311	.118		11.079	.000
Transactional	.228	.054	.251	4.241	.000
Transformational	.093	.075	.099	1.231	.219
Charismatic	.366	.062	.436	5.919	.000
R	.739				
R ²	.546				
Adj-R ²	.543				
Sig	.000				

Conclusion

Finding and Discussion

The research aim is to analyse the impact of leadership styles on organisational sustainability during the crisis period of foreign microfinance institutions in Yangon, Myanmar. This study

investigates the impact of leadership factors, including transactional, transformational, and charismatic leadership, on organisational sustainability.

The findings from Pearson's correlation analysis and multiple linear regression analysis revealed a positive relationship between transactional leadership and organisational sustainability, supported by a correlation coefficient of 0.664, signifying statistical significance at the 0.01 level. Furthermore, there is a noteworthy impact on organisational sustainability, as indicated by the regression coefficient (Beta = 0.251) with a p-value less than 0.01.

According to the outcomes of Pearson's correlation analysis and multiple linear regression analysis, there exists a positive relationship between transformational leadership and organisational sustainability, indicated by a correlation coefficient of 0.686, signifying statistical significance at the 0.01 level. However, it was observed that transformational leadership has no significant impact on organisational sustainability, as evidenced by a regression coefficient (Beta = 0.099) with a p-value greater than 0.05.

According to the outcomes of both Pearson's correlation analysis and multiple linear regression analysis, a positive relationship between charismatic leadership and organisational sustainability. The correlation coefficient was measured at 0.715, signifying statistical significance at the 0.01 level. Additionally, the impact on organisational sustainability was found to be significant, indicated by a regression coefficient (Beta = 0.436) with a p-value of less than 0.01.

Conclusion and Recommendation

To fulfil this research's purpose and examine the relationship between leadership styles and organisational sustainability, three specific objectives have been outlined. Results show the first objective is a positive correlation between transactional leadership and organisational sustainability, with leaders providing clear instructions and incentives to motivate during crisis periods. The second objective is a positive correlation between

transformational leadership and organisational sustainability, but no significant impact. Leaders encourage teamwork and collaboration, considering different perspectives during crisis periods. Finally, a positive relationship between charismatic leadership and organisational sustainability, with a significant impact on sustainability. Leaders communicate a compelling vision and consider morals and ethics during crises.

As per the research findings, a correlation exists between leadership styles and organisational sustainability during times of crisis in Yangon, Myanmar. So, a mix of transactional and charismatic leadership styles will lead to success and sustain the organisation during the crisis. Moreover, leadership entails the capacity to influence, guide, and inspire individuals towards the attainment of shared objectives. The key point of leadership is to know the nature of employees to manage, lead, motivate, empower, delegate, and inspire them to be employees and contribute to the organisation's success and achieve goals.

The leader should use mixed transactional and charismatic leadership styles to sustain the organisation in times of crisis. The following recommendations are made for leaders from this study:

- Leaders help, motivate, and coach employees to develop their skills and strengths.
- Leaders should empower and delegate employees to do special tasks and be independent during a crisis.
- Leaders show exceptional persuasive skills to get others to follow them to achieve the organisation's goals.
- Leaders should create reward and incentive schemes for high-performing employees.
- Leaders should create clear and quick response mechanisms to emerging issues and take immediate action to prevent escalation.
- Leaders should develop standard procedures to manage day-to-day operations effectively and be ready to solve problems promptly during a crisis.

- Leaders help and care for employees to reduce their social and health problems so they do not impact their jobs.

This research underscores the crucial role that transactional and charismatic leadership can play in enhancing organisational sustainability during crisis periods. To capitalise on the synergistic benefits of these leadership styles, organisations should consider the following recommendations: integrated leadership development, leadership assessment and fit, collaborative leadership teams, crisis-specific strategies, cultivating a resilient culture, regular evaluation and adaptation, and leadership succession planning.

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