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**JOB ENGAGEMENT AS THE MEDIATOR ON THE  
RELATIONSHIP BETWEEN LEADERSHIP STYLES,  
ORGANIZATIONAL STRUCTURE, AND  
ORGANIZATIONAL PERFORMANCE**



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**DOCTOR OF PHILOSOPHY**

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**JOB ENGAGEMENT AS THE MEDIATOR ON THE RELATIONSHIP  
BETWEEN LEADERSHIP STYLES, ORGANIZATIONAL STRUCTURE,  
AND ORGANIZATIONAL PERFORMANCE**

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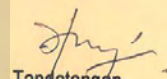
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## ABSTRACT

The aim of this research is to investigate the relationship between leadership styles (i.e. transformational, transactional, and passive avoidant), organizational structure and organizational performance through the mediating role of job engagement in government-owned mobile phone company in Bangladesh. The study adopted the survey method for data collection and a total of 213 questionnaires were analyzed giving a response rate of 38.31 percent. This study used convenience sampling for sample selection. The respondents of the study were from the mid-level position e.g. senior executive, assistant manager, deputy manager, manager, and deputy general manager of Teletalk mobile phone company. The collected data were analyzed using SPSS version 20, and Partial Least Squares-Structural Equation Modeling (PLS-SEM) was used to test the study hypotheses. With regard to leadership styles, the study revealed that the relationship between transformational leadership style and organizational performance is statistically significant; whereas, the relationship between transactional and passive-avoidant leadership style with organizational performance is not significant. Similarly, the relationship between transformational leadership style and job engagement is significant; but the relationship between transactional and passive-avoidant leadership style with job engagement is not significant. Relating to organizational structure, the relationship between organizational structure with organizational performance and job engagement is found statistically significant. Job engagement is also significant with organizational performance. In terms of mediation effects, job engagement mediates the relationship between transformational, passive-avoidant leadership style and organizational structure with organizational performance partially, while the relationship between transactional leadership style and organizational performance is fully mediated by job engagement. Finally, the study implications, limitations as well suggestions are discussed accordingly.

**Keywords:** transformational leadership, transactional leadership, passive-avoidant leadership, formalization organizational structure, centralization organizational structure, job engagement, and organizational performance

## ABSTRAK

Objektif utama kajian ini adalah menyelidik hubungan di antara gaya kepimpinan (transformasi, transaksional, dan passive avoidant), struktur organisasi dan prestasi organisasi melalui peranan pengantara penglibatan kerja dalam syarikat telefon mudah alih milik kerajaan di Bangladesh. Kajian ini dijalankan mengikut kaedah tinjauan untuk mengumpulkan data dan sebanyak 213 soal selidik telah dikembalikan, menjadikan kadar maklum balas sebanyak 38.31 peratus. Responden yang terlibat dalam kajian ini adalah di kalangan perkerja peringkat pertengahan seperti senior eksekutif, pembantu pengurus, timbalan pengurus, pengurus, dan timbalan pengurus awam dimana kedua-duanya berada di pejabat korporat dan pusat khidmat pelanggan Teletalk. Data yang dikumpulkan telah dianalisis menggunakan SPSS versi 20; dan Partial Least Squares-Structural Equation Modeling (PLS-SEM) digunakan untuk menguji hipotesis kajian. Dari segi gaya kepimpinan, hasil kajian ini menunjukkan bahawa hubungan antara gaya kepimpinan transformasi dan prestasi organisasi adalah signifikan; sebaliknya, hubungan di antara gaya kepemimpinan transaksional dan passive avoidant dengan prestasi organisasi adalah tidak signifikan. Begitu juga, hubungan di antara gaya kepimpinan transformasi dan penglibatan kerja adalah signifikan; sebaliknya hubungan di antara gaya kepemimpinan transaksional dan passive avoidant dengan penglibatan kerja adalah tidak signifikan. Berkenaan struktur organisasi, hubungannya dengan prestasi organisasi dan penglibatan kerja adalah signifikan. Penglibatan kerja juga mempunyai hubungan yang signifikan dengan prestasi organisasi. Dari segi kesan pengantara, penglibatan kerja menjadi pengantara separa diantara gaya kepimpinan transformasi dan passive avoidant, serta struktur organisasi dengan prestasi organisasi. Manakala hubungan diantara gaya kepemimpinan transaksional dan prestasi organisasi adalah sepenuhnya dimediasi oleh penglibatan kerja. Akhir sekali, implikasi kajian, limitasi dan cadangan untuk kajian masa depan dibicarakan sewajarnya.

**Kata kunci:** kepimpinan transformasi, kepimpinan transaksi, kepimpinan pasif-menghindari, formulasi struktur organisasi, pemusatan struktur organisasi, penglibatan kerja, dan prestasi organisasi



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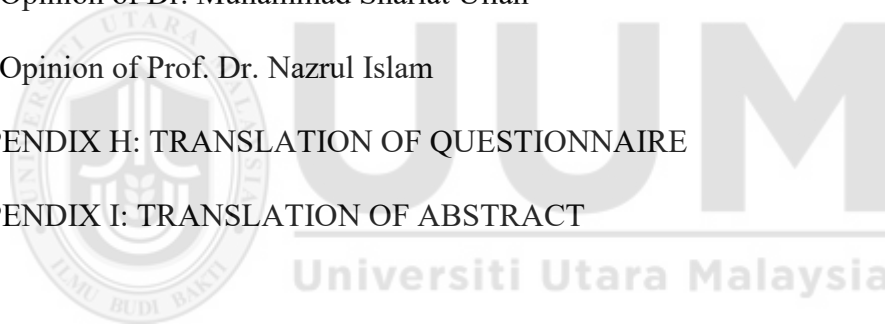
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## LIST OF ABBREVIATIONS

ARPU	Average Revenue Per Users
BBS	Bangladesh Bureau of Statistics
BSC	Balance Score Card
BTRC	Bangladesh Telecommunication Regulatory Commission
BTTB	Bangladesh Telegraph and Telephone Board
FDI	Foreign Direct Investment
FRL	Full Range Leadership
KMO	Kaiser-Meyer-Olkin
GDP	Gross Domestic Product
GP	Grameen Phone
ICT	Information and Communication Technologies
ITU	International Telecom Union
JE	Job Engagement
LF	Laissez-Faire
LS	Leadership Styles
TFLS	Transformational Leadership Style
TSLS	Transactional Leadership Style
PALS	Passive-Avoidant Leadership Style
MBEA	Management by Exception-Active
MBEP	Management by Exception-Passive
MLQ	Multifactor Leadership Questionnaire
OP	Organizational Performance
OS	Organizational Structure
TBL	Teletalk Bangladesh Limited

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

Organizational performance lies at the heart of an organization's survival (Singh, Darwish & Potočnik, 2016). It is the key concern to the management of any organization. As suggested by the management scholars, there are few factors that have a significant impact on organizational performance (Humayon, Ansari, Khan, Iqbal, Latif & Raza, 2018; Ahmed, Khuwaja, Brohi, Othman & Bin, 2018). In this connection, this study aims at spotting certain factors with a reflective impact on organizational performance. Particularly, leadership styles and organizational structure have been found as important elements for organizational performance. Moreover, another behavioral issue like job engagement is also addressed for the improvement of organizational performance (Buil, Martínez & Matute, 2018). Therefore, chapter one provides an introduction to the four main variables in this study, namely: leadership styles, organizational structure, job engagement, and organizational performance. Following that, this chapter also explains the background of the study, problem statement, study questions and objectives, significance and scope of the study and basic concepts of the key terms. Finally, the chapter highlights the organizations of the chapters and a constructive conclusion.

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## APPENDIX A: SURVEY QUESTIONNAIRE



### **Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh**

Dear Respondent,

Heartiest thanks for contributing time to complete this survey. Your contribution is highly appreciated.

I am a Doctoral Candidate at the Universiti Utara Malaysia under College of Business conducting research on the aforesaid topic. The purpose of this study is to get your valuable opinions about a number of factors that are relevant to your organization. This is not a test. There is no correct or wrong answer to any question.

Your responses to this questionnaire were provide us with valuable feedback about how to expedite organizational performance through team effort under appropriate leadership. Furthermore, as you reflect on the questions, you likely were obtain new ideas to improve your own daily work with job engagement.

The information you provide will be treated as *strictly confidential*. All analyses will be conducted on an aggregate level with no reference to individual responses.

The whole process will take you about 20-25 minutes. Don't worry or puzzle on individual question. Response quickly and record your immediate thoughts.

If you have any questions please contact Khan Sarfaraz Ali (e-mail: sarfarazbim@gmail.com, Phone: +880817528067). This research is being conducted under the supervisors: Associate Prof. Dr. Fais Bin Ahmad and Associate Prof. Dr. Husna Johari.

Thank you very much for kind cooperation in this study.

Khan Sarfaraz Ali  
Doctoral Candidate (94373)  
College of Business, Universiti Utara Malaysia  
06010, Sintok, Kedah, Darul Aman  
Malaysia.

## SECTION 1: DEMOGRAPHIC PROFILE OF THE RESPONDENTS

[Please put tick (√) on the item that reflects your answer from the list of options]

1. Gender:

Male  Female

2. Age:

25 years and less  26 - 35 year  36- 45 years   
46- 55 years  More than 55 years

3. Marital Status

Single  Married  Divorced  Widowed

4. Educational level

Less than Secondary School  Secondary School   
Higher Secondary School  Bachelor/Graduate degree   
Masters/Equivalent degree  M. Phil/Doctorate   
Others (if any)

5. Department

Finance/Accts dept.  Sales/Marketing dept.  HR/Admin dept.   
Public Relations dept.  Technical dept.  IT dept.   
Customer Service dept.  Operation dept.  Other dept. (specify)

6. Tenure of service in this organization

2 years and less  3 - 6 years  7 - 10 years   
More than 10 years

7. Designation

Junior Executive  Mid-level Executive  Manager/Officer   
Sr. Manager/Officer  Senior Staff  Temporary Staff   
Others (pls specify)

8. Type of Employment

Direct Recruitment  Deputation  Contract basis   
Transfer  Others (if any)

## SECTION 2: LEADERSHIP STYLES

Please place tick (√) on number in each box that you think correct for each question.

SL.	Following items will examine your thinking about <b>Transformational Leadership Styles</b>	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
1.	Re-examines critical assumptions to question whether they are appropriate					
2.	Talks about his/her most important values and beliefs					
3.	Seeks differing perspectives when solving problems					
4.	Talks optimistically about the future					
5.	Instills pride in me for being associated with him/her					
6.	Talks enthusiastically about what needs to be accomplished					
7.	Specifies the importance of having a strong sense of purpose					
8.	Spends time teaching and coaching subordinates					
9.	Goes beyond self-interest for the good of the group					
10.	Treats me as an individual rather than just as a member of a work group					
11.	Acts in ways that builds my respect					
12.	Considers the moral and ethical consequences of decisions					
13.	Displays a sense of power and confidence					
14.	Articulates compelling visions of the future					
15.	Considers me as having different needs, abilities, and aspirations from others					
16.	Gets me to look at problems from many different angles					

17.	Helps me develop my strength					
18.	Suggests new ways of looking at how to complete assignments					
19.	Emphasizes the importance of having a collective sense of mission					
20.	Expresses confidence that goals were achieved					
SL.	Following items will examine your thinking about <b>Transactional</b> Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
21.	Makes clear what one can expect goals are achieved					
22.	Keeps track of all mistakes					
SL.	Following items will examine your thinking about <b>Passive-Avoidant</b> Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
23.	Awaits for things to go wrong before taking action					
24.	Avoids making decisions					



### SECTION 3: ORGANIZATIONAL STRUCTURE

SL.	Following items will examine your thinking about <b>Organizational Structure</b>	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
25.	Organizational formation is more flexible to suit the uncertain environment					
26.	Organization is in proper control and good communication					
27.	Openness to learning best practices and exchange lessons					
28.	Suitable empowerment, delegating to tap subordinates' full potential					
29.	Encourages decision-making and assumption of authority and responsibility					
30.	It is a learning organization					

## SECTION 4: JOB ENGAGEMENT

SL.	Following items will examine your thinking about <b>Job Engagement</b>	(0) Never	(1) Rarely, once a month	(2) sometimes, a few times a month	(3) often, few times a week	(4) always, everyday
31.	At work, feels bursting with energy					
32.	Finds the work with meaning and purposeful					
33.	Time flies when works					
34.	At job, feels strong and vigorous					
35.	Enthusiastic about the job					
36.	During work forgets everything else around					
37.	This job inspires					
38.	After getting up in the morning, feels like going to work					
39.	Feels happy when works intensely					
40.	Proud of the work that is doing					
41.	Immersed in this work					
42.	Can continue working for very long periods at a time					
43.	This job seems challenging					
44.	Get carried away when in work					
45.	At the job, very resilient, mentally					
46.	It is difficult to detach from the job					
47.	At the work, always persevere, even when things do not go well					

## SECTION 5: ORGANIZATIONAL PERFORMANCE

SL.	Following items will examine your thinking about <b>Organizational Performance</b>	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
48.	Concerned department has good budget management					
49.	Operation in this department is not cost saving					
50.	This department decreasing in productivity					
51.	This department reduced unit cost of service delivered					
52.	This department has high community demand					
53.	This department emphasized on customer satisfaction					
54.	This department emphasized on timeliness of service delivered					
55.	This department maintains good reputation among our customers					
56.	This department maintains the high level of motivation amongst employee					
57.	This department is successful in implementing employee development programs (training)					
58.	This department maintains high level of employee health and safety					
59.	This department has work climate support of obtaining department's objectives					
60.	This department has successfully identified the emerging needs of customers/community					
61.	This department has taken a long time in introducing new service/product					
62.	This department utilizes latest technology for increasing effectiveness					
63.	This department has successfully developed procedure to improve quality of service/product offered					

## APPENDIX B: RELIABILITY TEST OF PILOT STUDY

Table B1

*Independent Variable: Transformational Leadership*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.939	20

Table B2

*Independent Variable: Transactional Leadership*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.712	.715	2

Table B3

*Independent Variable: Passive-Avoidant Leadership*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.633	.635	2

Table B4

*Independent Variable: Organizational Structure*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.613	.634	5

Table B5

*Mediating Variable: Job Engagement*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.887	.20	17

Table B6

*Dependent Variable: Organizational Performance*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.709	.709	10

Table B7

*Construct Reliability and Validity*

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Job Eng.	0.924	0.928	0.935	0.526
Organizational Performance	0.913	0.917	0.928	0.563
Organizational Structure	0.778	0.777	0.871	0.693
Passive-avoidant leadership Style	0.499	0.602	0.788	0.654
Transactional Leadership Style	0.456	0.653	0.762	0.626
Transformational Leadership Style	0.948	0.953	0.953	0.561

## APPENDIX C: NON-RESPONSE BIAS

Table C1

*Non-Response Bias*

	Test Response	N	Mean	Std. Deviation	Std. Error Mean
LEAD_STYLE	EARLY RESPONSE	166	60.7229	9.47061	.73506
	LATE RESPONSE	53	70.2500	9.18321	1.38442
ORG_STR.	EARLY RESPONSE	166	15.0482	2.67379	.20753
	LATE RESPONSE	53	15.0909	2.33097	.35141
JOB_ENG.	EARLY RESPONSE	166	45.2892	8.61926	.66898
	LATE RESPONSE	53	53.3636	10.61173	1.59978
ORG_PER.	EARLY RESPONSE	166	41.6386	3.97745	.30871
	LATE RESPONSE	53	43.8864	4.27114	.64390

## APPENDIX D: MEASUREMENT MODEL

Table D1

*Cross Loadings of the Constructs*

<b>Constructs</b>	<b>JE</b>	<b>TFLS</b>	<b>TSLS</b>	<b>PALS</b>	<b>OP</b>	<b>OS</b>
JobEng1	<b>0.621</b>	0.474	0.298	-0.298	0.325	0.373
JobEng10	<b>0.772</b>	0.591	0.305	-0.322	0.337	0.289
JobEng11	<b>0.808</b>	0.564	0.272	-0.287	0.390	0.225
JobEng12	<b>0.774</b>	0.585	0.280	-0.353	0.402	0.241
JobEng16	<b>0.625</b>	0.472	0.181	-0.203	0.189	0.171
JobEng17	<b>0.566</b>	0.405	0.127	-0.184	0.309	0.239
JobEng3	<b>0.794</b>	0.608	0.356	-0.422	0.246	0.266
JobEng4	<b>0.737</b>	0.533	0.254	-0.327	0.222	0.236
JobEng5	<b>0.760</b>	0.606	0.280	-0.357	0.261	0.299
JobEng6	<b>0.758</b>	0.521	0.271	-0.195	0.232	0.232
JobEng7	<b>0.747</b>	0.578	0.334	-0.247	0.258	0.231
JobEng8	<b>0.669</b>	0.446	0.188	-0.215	0.262	0.229
JobEng9	<b>0.751</b>	0.547	0.244	-0.303	0.373	0.254
LeadSt1	0.566	<b>0.705</b>	0.342	-0.410	0.257	0.268
LeadSt10	0.531	<b>0.755</b>	0.263	-0.355	0.425	0.369
LeadSt11	0.623	<b>0.786</b>	0.315	-0.347	0.309	0.359
LeadSt12	0.510	<b>0.736</b>	0.269	-0.227	0.114	0.215
LeadSt13	0.592	<b>0.815</b>	0.305	-0.350	0.261	0.195
LeadSt14	0.624	<b>0.819</b>	0.341	-0.314	0.277	0.288
LeadSt15	0.440	<b>0.663</b>	0.239	-0.154	0.042	0.048
LeadSt16	0.437	<b>0.674</b>	0.251	-0.236	0.006	0.109
LeadSt2	0.587	<b>0.719</b>	0.387	-0.426	0.383	0.324
LeadSt21	0.377	0.452	<b>0.936</b>	-0.216	0.000	0.103
LeadSt22	0.145	0.150	<b>0.612</b>	-0.142	0.149	0.176
LeadSt23	-0.395	-0.400	-0.196	<b>0.912</b>	-0.233	-0.245
LeadSt24	-0.225	-0.301	-0.186	<b>0.690</b>	-0.130	-0.293
LeadSt3	0.640	<b>0.824</b>	0.405	-0.431	0.239	0.278

LeadSt4	0.583	<b>0.759</b>	0.380	-0.310	0.308	0.291
LeadSt5	0.592	<b>0.797</b>	0.388	-0.415	0.370	0.421
LeadSt6	0.626	<b>0.812</b>	0.348	-0.418	0.386	0.347
LeadSt7	0.510	<b>0.731</b>	0.272	-0.198	0.175	0.147
LeadSt8	0.389	<b>0.626</b>	0.276	-0.112	-0.037	-0.008
LeadSt9	0.496	<b>0.728</b>	0.293	-0.317	0.387	0.346
OP1	0.339	0.264	0.117	-0.223	<b>0.817</b>	0.429
OP10	0.257	0.317	0.016	-0.134	<b>0.676</b>	0.281
OP12	0.314	0.235	-0.044	-0.167	<b>0.739</b>	0.303
OP13	0.277	0.341	0.042	-0.123	<b>0.697</b>	0.291
OP2	0.344	0.263	0.096	-0.207	<b>0.805</b>	0.413
OP3	0.312	0.232	-0.067	-0.184	<b>0.723</b>	0.291
OP5	0.274	0.335	0.057	-0.134	<b>0.697</b>	0.283
OP6	0.334	0.264	0.107	-0.208	<b>0.791</b>	0.389
OP7	0.314	0.245	0.097	-0.218	<b>0.808</b>	0.418
OP9	0.283	0.201	-0.054	-0.139	<b>0.730</b>	0.267
OrgSt4	0.306	0.332	0.149	-0.170	0.343	<b>0.847</b>
OrgSt5	0.297	0.324	0.153	-0.266	0.363	<b>0.855</b>
OrgSt6	0.271	0.242	0.076	-0.343	0.424	<b>0.794</b>



Table D2

*Discriminant Validity Fornell-Larcker Criterion*

Variables	JE	OP	OS	PAL	TSLs	TFLs	AVE
Job Engagement	<b>0.723</b>						0.526
Organizational Performance	0.423	<b>0.749</b>					0.563
Organizational Structure	0.352	0.460	<b>0.831</b>				0.693
Passive-Avoidant Leadership Style	-0.399	-0.236	-0.319	<b>0.808</b>			0.654
Transactional Leadership Style	0.153	0.150	0.180	-0.146	<b>0.742</b>		0.626
Transformational Leadership Style	0.710	0.419	0.402	-0.463	0.210	<b>0.735</b>	0.561

Note: Values in the diagonal (**bolded**) represent the square root of the AVE while the off-diagonals are correlations of the constructs

## APPENDIX E: STRUCTURAL MODEL

Table E1

*R Square*

	R Square	R Square Adjusted
<b>Job Engagement</b>	0.564	0.557
<b>Organizational Performance</b>	0.293	0.278

Table E2

*Path Coefficients*

<b>Direct and Indirect Path</b>	<b>Beta</b>	<b>Std. Error</b>	<b>T Value</b>	<b>P Value</b>
	( $\beta$ )			
Transformational Leadership Style -> OP	0.130	0.075	1.724	0.042
Transactional Leadership Style -> OP	0.033	0.113	0.294	0.385
Passive-Avoidant Leadership Style -> OP	0.020	0.059	0.335	0.369
Transformational Leadership Style -> Job Eng.	0.647	0.042	15.309	0.000
Transactional Leadership Style -> Job Eng.	0.057	0.051	1.114	0.133
Passive-Avoidant Leadership Style -> Job Eng.	-0.082	0.046	1.769	0.038
Organizational Structure -> OP	0.333	0.064	5.203	0.000
Organizational Structure -> Job Eng.	0.089	0.054	1.633	0.051
Job Engagement -> OP	0.212	0.077	2.754	0.003
Transformational Leadership Style -> OP	0.175	0.053	3.278	0.001
Transactional Leadership Style -> OP	0.015	0.015	0.995	0.160
Passive-Avoidant Leadership Style -> OP	0.020	0.015	1.344	0.090
Organizational Structure ->OP	0.022	0.015	1.441	0.075

Table E3

*Mediation Results*

H <sub>0</sub>	Model Path Relationship	Direct Effect (DE)	Indirect Effects (IE)	Total Effects (TE)	VAF (IE / TE)	Decision
H <sub>10</sub>	TFLS -> JE ->OP	0.1724	0.783	2.507	0.31**	Partial Mediation
H <sub>11</sub>	TSLs -> JE ->OP	0.294	1.640	1.934	0.84***	Full Mediation
H <sub>12</sub>	PALS -> JE -> OP	0.335	0.385	0.720	0.53**	Partial Mediation
H <sub>13</sub>	OS -> JE ->OP	5.203	5.762	10.965	0.52**	Partial Mediation

Note: VAF<0.20\*; 0.20≤VAF≤0.80\*\*; VAF>0.80\*\*\*

Table E4

*Effect Sizes of the Coefficient of Determination (f<sup>2</sup>)*

Latent Constructs	JE	OP
Job Engagement		0.044
Organizational Structure	0.013	0.141
Transformational Leadership Style	0.641	0.004
Transactional Leadership Style	0.006	0.021
Passive-Avoidant leadership Style	0.010	0.000

Table E5

*Construct Cross-Validated Redundancy (Q<sup>2</sup>)*

Constructs	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Job Engagement	3133	2279	0.272
Organizational Performance	2410	2048	0.15
Organizational Structure	723	723	
Passive-Avoidant leadership Style	482	482	
Transactional Leadership Style	482	482	
Transformational Leadership Style	3856	3856	

Table E6

*Model Fit Summary*

Criterion	Saturated Model	Estimated Model
SRMR (Standardized Root Mean Square Residual)	0.099	0.099
d_ ULS (Square Euclidean Distance)	10.639	10.639
d_ G1 (Geodesic Distance)	8.042	8.042
d_ G2	7.711	7.711
Chi-Square	6,431.419	6,431.419
NFI	0.460	0.460

## APPENDIX F: BRIEF PROFILE OF THE EXPERTS

Table F1

*Professor Dr. Nazrul Islam*

Description	Achievements
Current Position	Professor and Dean School of Business, Uttara University, Dhaka-1230, Bangladesh
Research Area	Human Resource Management, Behavioral Management
Research Publication	International Referred Journal : 35 National Referred Journal : 30 International Conference Paper : 30
Book Publication	1. Global Technological Change Impact on Textile and Garment Workers, Ahmed Publishing House, Dhaka, 2006 2. Entrepreneurship Development: An Operational Approach with Special Emphasis on Bangladesh, University Press Limited, Dhaka, 2000
PhD Title	The Impact of Global Technological Change Impact on Textile and Garment Workers: A Comparative Study of Bangladesh and Thailand
Others	Supervision of PhD Students (at present) : 5

Table F2

*Associate Prof. Dr. Muhammad Shariat Ullah*

Description	Achievements
Current Position	Associate Professor Dept. of Organization Strategy and Leadership, Dhaka University, Bangladesh
Research Area	International Business, Labour Migration, Total Quality Management
Research Publication	International Referred Journal : National Referred Journal : International Conference Paper :
PhD Title	Impact of RTA and PTA on Bangladesh's Export: Application of a Gravity Model
Others	Supervision of PhD Students (at present) : 4 Supervision of M.Phil Students (at present) : 5

## APPENDIX G: CONTENT VALIDITY

### G1: OPINION OF DR. MUHAMMAD SHARIAT ULLAH



## Department of Organization Strategy & Leadership

### APPENDIX B: EXPERT OPINION ON THE SURVEY INSTRUMENT

*III: Opinion of Associate Professor Dr. Shariat Ullah on the Content Validity of the Survey Instrument*

Ref: Opinion/Content Validity/PhD/Sarfraz

Date: 11.03.2018

It is an immense pleasure for me to go through the questionnaire of the study entitled 'Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh' by Khan Sarfaraz Ali, which has been prepared in the context of a developing country like Bangladesh. In my opinion, the language of the items of the questionnaire is easy for the understanding of the respondents and is appropriate to dig out the actual scenario of the leadership styles, job engagement and performance of the government owned mobile phone company in Bangladesh.

I think the survey questionnaire of the study has been adapted very consciously for the employees of government owned mobile phone company in Bangladesh. The detailed comments on the items of the questionnaire are presented in the respective boxes of the variables in some pages attached herewith.

(Dr. Muhammad Shariat Ullah)

Associate Professor

e-mail: shariat@du.ac.bd

## APPENDIX A: RESEARCH QUESTIONNAIRE



### APPENDIX 1: RESEARCH QUESTIONNAIRE

#### **Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh**

Dear Respondent,

Heartiest thanks for contributing time to complete this survey. Your contribution is highly appreciated.

I am a Doctoral Candidate at the Universiti Utara Malaysia under College of Business conducting research on the aforesaid topic. The purpose of this study is to get your valuable opinions about a number of factors that are relevant to your organization. This is not a test. There is no correct or wrong answer to any question.

Your responses to this questionnaire were provide us with valuable feedback about how to expedite organizational performance through team effort under appropriate leadership. Furthermore, as you reflect on the questions, you likely were obtain new ideas to improve your own daily work with job engagement.

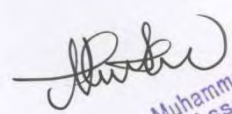
The information you provide will be treated as *strictly confidential*. All analyses were be conducted on an aggregate level with no reference to individual responses.

The whole process were take you about 20-25 minutes. Don't worry or puzzle on individual question. Response quickly and record your immediate thoughts.

If you have any questions please contact Khan Sarfaraz Ali (e-mail: sarfarazbim@gmail.com, Phone: +880817528067). This research is being conducted under the supervisors: Associate Prof. Dr. Fais Bin Ahmad and Associate Prof. Dr. Husna Johari.

Thank you very much for kind cooperation in this study.

**Khan Sarfaraz Ali**  
Doctoral Candidate (94373)  
College of Business, Universiti Utara Malaysia  
06010, Sintok, Kedah, Darul Aman  
Malaysia.

  
Muhammad Shariat Ullah, PhD  
Associate Professor  
Department of Organization  
Strategy & Leadership  
University of Dhaka

## APPENDIX 2: DEMOGRAPHIC PROFILE OF THE RESPONDENTS

[Please put tick (✓) on item that reflect your answer from the list of options that followed each question]

1. Gender:

Male

Female

2. Age:

25 years and less

26 - 35 year

36- 45years

46- 55years

More than 55years

3. Marital Status

Single

Married

Divorced

Widowed

4. Educational level

Less than Secondary School

Secondary School

Higher Secondary School

Bachelor/Graduate degree

Masters/Equivalent degree

M. Phil/Doctorate

Others (if any)

5. Department

Finance/Accts dept.

Sales/Marketing dept.

HR/Admin dept.

Public Relations dept.

Technical dept.

IT dept.

Customer Service dept.

Operation dept.

Other dept. (specify)

6. Tenure of service in this organization

2 years and less

3 - 6 years

7 - 10 years

More than 10 years

7. Designation

Junior Executive

Mid-level Executive

Manager/Officer

Sr. Manager/Officer

Senior Staff

Temporary Staff

Others (pls specify)

8. Type of Employment

Direct Recruitment

Deputation

Contract basis

Transfer

Others (if any)

**Comments:**

The items of demographic variables are enough to describe the profile of the respondents of Govt. owned Mobile Phone Company (TELETALK) in Bangladesh. These items may be used for some other analyses of the study if necessary arises.

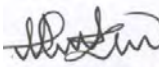
Muhammad Shariat Ullah, PhD  
Associate Professor  
Department of Organization  
Strategy & Leadership  
University of Dhaka



### APPENDIX 3: LEADERSHIP STYLES

Please place tick (✓) on number in each box that you think appropriate for each question.

SL.	Following items examine your thinking about <b>Transformational</b> Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
1.	Re-examines critical assumptions to question whether they are appropriate					
2.	Talks about his/her most important values and beliefs					
3.	Seeks differing perspectives when solving problems					
4.	Talks optimistically about the future					
5.	Instills pride in me for being associated with him/her					
6.	Talks enthusiastically about what needs to be accomplished					
7.	Specifies the importance of having a strong sense of purpose					
8.	Spends time teaching and coaching subordinates					
9.	Goes beyond self-interest for the good of the group					
10.	Treats me as an individual rather than just as a member of a work group					
11.	Acts in ways that builds my respect					
12.	Considers the moral and ethical consequences of decisions					
13.	Displays a sense of power and confidence					
14.	Articulates compelling visions of the future					
15.	Considers me as having different needs, abilities, and aspirations from others					
16.	Gets me to look at problems from many different angles					
17.	Helps me develop my strength					
18.	Suggests new ways of looking at how to complete assignments					
19.	Emphasizes the importance of having a collective sense of mission					
20.	Expresses confidence that goals were be achieved					

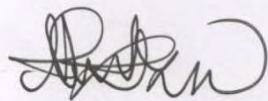
  
 Muhammad Shariat Ullah, PhD  
 Associate Professor  
 Department of Organization  
 Strategy & Leadership  
 University of Dhaka

SL.	Following items examine your thinking about <b>Transactional</b> Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
21.	Makes clear what one can expect goals are achieved					
22.	Keeps track of all mistakes					
SL.	Following items examine your thinking about <b>Passive-Avoidant</b> Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
23.	Awaits for things to go wrong before Taking action					
24.	Avoids making decisions					

Adapted from: Bass & Avolio (2004)

**Comments:**

The above items for the measurement of leadership styles seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are appropriate to measure the leadership style of govt. owned mobile phone company in Bangladesh.



Muhammad Shariat Ullah, PhD  
Associate Professor  
Department of Organization  
Strategy & Leadership  
University of Dhaka

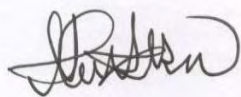
#### APPENDIX 4: ORGANIZATIONAL STRUCTURE

SL.	Following items examine your thinking about <b>Organizational Structure</b>	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
25.	Organizational formation is more flexible to suit the uncertain environment					
26.	Organization is in proper control and good communication					
27.	Openness to learning best practices and exchange lessons					
28.	Suitable empowerment, delegating to tap subordinates' full potential					
29.	Encourages decision-making and assumption of authority and responsibility					
30.	It is a learning organization					

*Adapted from: Miesing (2006), Lotti et al. (2006), Garcia-Morales (2007) & Koontz & Weihrich (1990)*

**Comments:**

The above items for the measurement of organizational structure seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are appropriate to measure the structure of the govt. owned mobile phone company in Bangladesh.



Muhammad Shariat Ullah, PhD  
Associate Professor  
Department of Organization  
Strategy & Leadership  
University of Dhaka

**APPENDIX 6: ORGANIZATIONAL PERFORMANCE**

SL.	Following items examine your thinking about <b>Organizational Performance</b>	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
48.	Concerned department has good budget management					
49.	Operation in this department is not cost saving					
50.	This department decreasing in productivity					
51.	This department reduced unit cost of service delivered					
52.	This department has high community demand					
53.	This department emphasized on customer satisfaction					
54.	This department emphasized on timeliness of service delivered					
55.	This department maintains good reputation among our customers					
56.	This department maintains the high level of motivation amongst employee					
57.	This department is successful in implementing employee development programs (training)					
58.	This department maintains high level of employee health and safety					
59.	This department has work climate support of obtaining department's objectives					
60.	This department has successfully identified the emerging needs of customers/community					
61.	This department has taken a long time in introducing new service/product					
62.	This department utilizes latest technology for increasing effectiveness					
63.	This department has successfully developed procedure to improve quality of service/product offered					

*[Handwritten signature]*

Muhammad Shariatullah,  
Associate Professor  
Department of  
Management  
Faculty of Business  
Administration  
Universiti Utara  
Malaysia

*Adapted from: Kaplan & Norton (1992) & Kanji (2002)*

**Comments:**

The above items for the measurement of organizational performance seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are appropriate to measure the performance of the govt. owned mobile phone company in Bangladesh.

## G2: OPINION OF PROF. DR. NAZRUL ISLAM



Ref:

Date:


Ref: Opinion/Content Validity/PhD/Sarfuraz

Date: 19.03.2018

### EXPERT OPINION ON THE SURVEY INSTRUMENT

I am pleased to go through the questionnaire of the PhD study of Mr. Khan Sarfuraz Ali entitled 'Job Engagement as the Mediator on the Relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh' that has been prepared in the context of Bangladesh. In my view point, the language of the items of the questionnaire is easy for the understanding and appropriate to find out the real situation of leadership styles, job engagement and performance of the government owned mobile phone Company in Bangladesh.

So far I have seen the survey questionnaire has been adapted very consciously for the study respondents. The detailed opinion on the items of the questionnaire are mentioned in respective boxes of the variables in the pages attached herewith.



(Dr. Dr. Nazrul Islam)

Professor and Dean  
School of Business  
e-mail: nazrulku@gmail.com

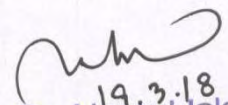
## APPENDIX 2: DEMOGRAPHIC PROFILE OF THE RESPONDENTS

[Please put tick (✓) on item that reflect your answer from the list of options that followed each question]

1. Gender:  
Male  Female
2. Age:  
25 years and less  26 - 35 year  36- 45 years   
46- 55 years  More than 55 years
3. Marital Status  
Single  Married  Divorced  Widowed
4. Educational level  
Less than Secondary School  Secondary School   
Higher Secondary School  Bachelor/Graduate degree   
Masters/Equivalent degree  M. Phil/Doctorate   
Others (if any)
5. Department  
Finance/Accts dept.  Sales/Marketing dept.  HR/Admin dept.   
Public Relations dept.  Technical dept.  IT dept.   
Customer Service dept.  Operation dept.  Other dept. (specify)
6. Tenure of service in this organization  
2 years and less  3 - 6 years  7 - 10 years  More than 10 years
7. Designation  
Junior Executive  Mid-level Executive  Manager/Officer   
Sr. Manager/Officer  Senior Staff  Temporary Staff   
Others (pls specify)
8. Type of Employment  
Direct Recruitment  Deputation  Contract basis   
Transfer  Others (if any)

**Comments:**

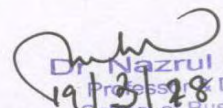
The items of demographic variables are enough to describe the profile of the respondents of Govt. owned Mobile Phone Company (TELETALK) in Bangladesh. These items may be used for some other analyses of the study if necessary arises.

  
19.3.18  
Dr. Nazrul Islam  
Professor & Dean  
School of Business  
Uttara University

**APPENDIX 3: LEADERSHIP STYLES**

Please place tick (√) on number in each box that you think correct for each question.

SL.	Following items were examine your thinking about Transformational Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
1.	Re-examines critical assumptions to question whether they are appropriate					
2.	Talks about his/her most important values and beliefs					
3.	Seeks differing perspectives when solving problems					
4.	Talks optimistically about the future					
5.	Instills pride in me for being associated with him/her					
6.	Talks enthusiastically about what needs to be accomplished					
7.	Specifies the importance of having a strong sense of purpose					
8.	Spends time teaching and coaching subordinates					
9.	Goes beyond self-interest for the good of the group					
10.	Treats me as an individual rather than just as a member of a work group					
11.	Acts in ways that builds my respect					
12.	Considers the moral and ethical consequences of decisions					
13.	Displays a sense of power and confidence					
14.	Articulates compelling visions of the future					
15.	Considers me as having different needs, abilities, and aspirations from others					
16.	Gets me to look at problems from many different angles					
17.	Helps me develop my strength					
18.	Suggests new ways of looking at how to complete assignments					
19.	Emphasizes the importance of having a collective sense of mission					
20.	Expresses confidence that goals were be achieved					

  
 Dr. Nazrul Islam  
 Professor & Dean  
 School of Business  
 Utara University

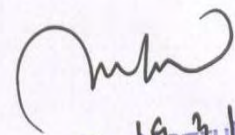
SL.	Following items were examine your thinking about Transactional Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
21.	Makes clear what one can expect goals are achieved					
22.	Keeps track of all mistakes					
SL.	Following items were examine your thinking about Passive-Avoidant Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
23.	Awaits for things to go wrong before taking action					
24.	Avoids making decisions					

Universiti Utara Malaysia

Adapted from: Bass & Avolio (2004)

**Comments:**

The above items for the measurement of leadership styles seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are considered appropriate to measure the leadership style of govt. owned mobile phone company in Bangladesh.



Dr. Nazim Islam  
 Professor & Dear  
 School of Business  
 Utara University



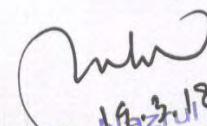
APPENDIX 4: ORGANIZATIONAL STRUCTURE

SL.	Following items were examine your thinking about <b>Organizational Structure</b>	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
25.	Organizational formation is more flexible to suit the uncertain environment					
26.	Organization is in proper control and good communication					
27.	Openness to learning best practices and exchange lessons					
28.	Suitable empowerment, delegating to tap subordinates' full potential					
29.	Encourages decision-making and assumption of authority and responsibility					
30.	It is a learning organization					

Adapted from: Miesing (2006), Lotti et al. (2006), Garcia-Morales (2007) & Koontz & Weihrich (1990)

**Comments:**

The above items for the measurement of organizational structure seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are considered appropriate to measure the structure of the govt. owned mobile phone company in Bangladesh.

  
 Dr. Nazul Islam  
 Professor & Dean  
 School of Business  
 Utara University

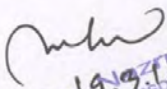
**APPENDIX 5: JOB ENGAGEMENT**

SL.	Following items were examine your thinking about <b>Job Engagement</b>	(0) Never	(1) Rarely, once a month	(2) sometimes, a few times a month	(3) often, few times a week	(4) always, everyday
31.	At work, feels bursting with energy					
32.	Finds the work with meaning and purposeful					
33.	Time flies when works					
34.	At job, feels strong and vigorous					
35.	Enthusiastic about the job					
36.	During work forgets everything else around					
37.	This job inspires					
38.	After getting up in the morning, feels like going to work					
39.	Feels happy when works intensely					
40.	Proud of the work that is doing					
41.	Immersed in this work					
42.	Can continue working for very long periods at a time					
43.	This job seems challenging					
44.	Get carried away when in work					
45.	At the job, very resilient, mentally					
46.	It is difficult to detach from the job					
47.	At the work, always persevere, even when things do not go well					

*Adapted from: Schaufeli and Baker (2002)*

**Comments:**

The above items for the measurement of job engagement seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are considered appropriate to measure the engagement in the govt. owned mobile phone company in Bangladesh.

  
**Dr. Nazimul Islam**  
 Professor & Dean  
 School of Business  
 Utara University

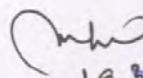
**APPENDIX 6: ORGANIZATIONAL PERFORMANCE**

SL.	Following items were examine your thinking about <b>Organizational Performance</b>	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
48.	Concerned department has good budget management					
49.	Operation in this department is not cost saving					
50.	This department decreasing in productivity					
51.	This department reduced unit cost of service delivered					
52.	This department has high community demand					
53.	This department emphasized on customer satisfaction					
54.	This department emphasized on timeliness of service delivered					
55.	This department maintains good reputation among our customers					
56.	This department maintains the high level of motivation amongst employee					
57.	This department is successful in implementing employee development programs (training)					
58.	This department maintains high level of employee health and safety					
59.	This department has work climate support of obtaining department's objectives					
60.	This department has successfully identified the emerging needs of customers/community					
61.	This department has taken a long time in introducing new service/product					
62.	This department utilizes latest technology for increasing effectiveness					
63.	This department has successfully developed procedure to improve quality of service/product offered					

*Adapted from: Kaplan & Norton (1992) & Kanji (2002)*

**Comments:**

The above items for the measurement of organizational performance seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are considered appropriate to measure the performance of the govt. owned mobile phone company in Bangladesh.

  
**Dr. Sharul Islam**  
 Professor & Dean  
 School of Business  
 Utara University

## APPENDIX H: TRANSLATION OF QUESTIONNAIRE

Department of Information Science  
& Library Management  
UNIVERSITY OF DHAKA



তথ্যবিজ্ঞান ও গ্রন্থাগার ব্যবস্থাপনা বিভাগ  
ঢাকা বিশ্ববিদ্যালয়

### APPENDIX C: CERTIFICATION OF THE TRANSLATION OF THE QUESTIONNAIRE

Ref. Translation/Ques./Ph.D./Sarfaraz-1

Date: 12.03.2018

#### Questionnaire Translation Certificate

This is to certify that the questionnaire of the study entitled "Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh" has been translated appropriately into Bangla. I have gone through both the questionnaires minutely and carefully, and found the Bangla questionnaire is accurately translated from the English version questionnaire of the study.

In my opinion, the survey questionnaire of the study has been designed carefully for the respective respondents. Both the English version and Bangla version of the questionnaires are presented in the following pages.

A handwritten signature in green ink, reading 'Muhammad Mezbah-ul-Islam'.

Muhammad Mezbah-ul-Islam, Ph.D.  
Professor and Chairman  
E-mail: mezbah2000@du.ac.bd



গবেষণা প্রশ্নপত্র

**Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure, and Organizational Performance: Study on Government Owned Mobile Phone Operator in Bangladesh**

*নেতৃত্বের ধরণ, সাংগঠনিক কাঠামো ও প্রাতিষ্ঠানিক সফলতায় কর্ম সম্পৃক্ততার মধ্যমা প্রভাব :  
বাংলাদেশে সরকারী মোবাইল ফোন কোম্পানীর উপর একটি গবেষণা*

প্রিয় উত্তরদাতা,

এই গবেষণা কাজে সহযোগিতা করার জন্য আপনাকে আন্তরিক ধন্যবাদ।

আমি ইউনিভার্সিটি উত্তারা মালয়েশিয়া-র অধীন কলেজ অব বিজনেস-এর একজন পিএইচডি গবেষক। এই গবেষণার উদ্দেশ্য হচ্ছে আপনার কর্মরত প্রতিষ্ঠানের বিভিন্ন বিষয়াদি সম্বন্ধে আপনার মূল্যবান মতামত গ্রহণ করা। যথোপযুক্ত নেতৃত্বের আওতায় সমষ্টিগতভাবে কিভাবে প্রতিষ্ঠানের কর্মতৎপরতা আরো বৃদ্ধি করা যায় সেক্ষেত্রে আপনার মূল্যায়ন এই গবেষণাকে সমৃদ্ধ করবে। অধিকন্তু, কর্ম সম্পৃক্ততা ধারণার মাধ্যমে আপনি আপনার কর্ম তৎপরতা বাড়াতে সক্ষম হবেন।

আপনার প্রদত্ত সমস্ত তথ্য কঠোর গোপনীয়তার মাধ্যমে সংরক্ষণ করা হবে এবং কোনভাবেই প্রকাশ করা হবে না। শুধুমাত্র সকলের প্রদত্ত মতামতের সার-সংক্ষেপ প্রতিবেদন আকারে প্রকাশ করা হবে।

এ কাজে আপনার সর্বোচ্চ ২০-২৫ মিনিট সময় ব্যয় হবে। কোন নির্দিষ্ট প্রশ্নের কারণে বিব্রত হবেন না। আপনি শুধুমাত্র আপনার নিজস্ব অভিব্যক্তিই প্রকাশ করুন।

আরো কোন জিজ্ঞাসা থাকলে নিঃসংকোচে যোগাযোগ করতে পারেন (ই-মেইলঃ sarfarazbim@gmail.com, ফোন : ০১৮১৭৫২৮০৬৭)। এই গবেষণাটি সহযোগী অধ্যাপক ডঃ ফয়েজ বিন আহমেদ এবং সহযোগী অধ্যাপক ডঃ হুসনা জোহারীর তত্ত্বাবধায়নে পরিচালিত হচ্ছে।

আপনার সার্বিক সহায়তার জন্য আবারো আন্তরিক ধন্যবাদ।

খাঁন সরফরাজ আলী  
পিএইচডি গবেষক  
কলেজ অব বিজনেস, ইউনিভার্সিটি উত্তারা মালয়েশিয়া  
০৬০১০ সিনটোক, কেদাহ দারুল আমান  
মালয়েশিয়া

পিএইচডি গবেষণা প্রশ্নপত্র / খাঁন সরফরাজ আলী

পাতা ১ | ৬

নেতৃত্বের ধরণ, সাংগঠনিক কাঠামো ও প্রাতিষ্ঠানিক সফলতায় কর্ম সম্পৃক্ততার মধ্যমা প্রভাব :  
বাংলাদেশে সরকারী মোবাইল ফোন কোম্পানীর উপর একটি গবেষণা

শীর্ষক প্রশ্নমালা

[এই প্রশ্নমালাটি শুধুমাত্র সংশ্লিষ্ট গবেষণা কাজে ব্যবহৃত হবে এবং সমুদয় তথ্যের গোপনীয়তা কঠোরভাবে রক্ষা করা হবে]

কোড :

প্রথম অংশ : জনমিতিক তথ্য

(আপনার বিবেচনায় সঠিক উত্তরটিতে '√' চিহ্ন দিন)

১. উত্তরদাতার জেগার :  
পুরুষ  মহিলা
২. বয়স :  
২৫ বছর বা তার নীচে  ২৬ - ৩৫ বছর  ৩৬ - ৪৫ বছর   
৪৬ - ৫৫ বছর  ৫৫ বছর উর্ধ্ব
৩. বৈবাহিক অবস্থা :  
অবিবাহিত  বিবাহিত  বিচ্ছিন্ন/তালাকপ্রাপ্ত  বৈধব্য
৪. শিক্ষা :  
প্রাথমিক স্তর  মাধ্যমিক স্তর  উচ্চ মাধ্যমিক স্তর   
স্নাতক স্তর  স্নাতকোত্তর স্তর  এম.ফিল/পিএইচডি
৫. শাখা  
অর্থ/ হিসাব শাখা  বিক্রয়/বিপণন শাখা  মানব সম্পদ/প্রশাসন শাখা   
জনসংযোগ শাখা  কারিগরী শাখা  তথ্য-প্রযুক্তি শাখা   
পরিকল্পনা ও বাস্তবায়ন শাখা  গ্রাহক সেবা শাখা   
সিস্টেম অপারেশন শাখা  অন্যান্য শাখা (উল্লেখ করুন)
৬. এই প্রতিষ্ঠানে চাকুরীর সময়কাল :  
২ বছর এবং কম  ৩-৬ বছর  ৭-১০ বছর  ১০ বছর উর্ধ্ব
৭. পদবী :  
এসিস্ট্যান্ট ম্যানেজার/ডেপুটি ম্যানেজার  ম্যানেজার  ডিজিএম   
জেনারেল ম্যানেজার  অন্যান্য (উল্লেখ করুন)
৮. চাকুরীর ধরণ :  
সরাসরি নিয়োগ  ডেপুটেশন  চুক্তিভিত্তিক   
বদলীকৃত  অন্যান্য (উল্লেখ করুন)

**নেতৃত্বের ধরণ**  
(আপনার বিবেচনায় সঠিক উত্তরটিতে '√' চিহ্ন দিন)

ক্রমিক	দ্বিগুণকরণমেশনাল নেতৃত্ব সম্বন্ধীয় ধারণা	(০) মোটেও না	(১) কদাচিৎ	(২) মাঝে মধ্যে	(৩) প্রায়	(৪) সব সময়
১.	সংশয়পূর্ণ বিষয়গুলো বারবার আলোচনা করেন					
২.	সবচেয়ে গুরুত্বপূর্ণ মূল্যবোধ ও বিশ্বাস আলোচনা করে থাকেন					
৩.	সমস্যা সমাধানের ক্ষেত্রে সবার মতামতকে গুরুত্ব দিয়ে থাকেন					
৪.	ভবিষ্যত সম্বন্ধে আশাবাদী কথা বলে থাকেন					
৫.	তার সাথে কাজ করার জন্যে গর্ববোধ করেন					
৬.	কি করতে হবে তা স্বতঃস্ফূর্তভাবে বলে থাকেন					
৭.	কাজের গুরুত্ব সম্বন্ধে যথেষ্ট জ্ঞান রাখেন					
৮.	অধীনস্থদের শেখানোর ক্ষেত্রে অনেক সময় দিয়ে থাকেন					
৯.	দলের মঙ্গলের জন্য নিজের স্বার্থ ত্যাগ করে থাকেন					
১০.	দলের কোন সদস্য না ভেবে আমাকে ব্যক্তি হিসেবেই মূল্যায়ন করে থাকেন					
১১.	এমনভাবে কাজ করেন যাতে আমার সম্মান রক্ষা হয়					
১২.	যে কোন সিদ্ধান্তের ক্ষেত্রে নৈতিক দিকটি বিবেচনা করে থাকেন					
১৩.	আত্মবিশ্বাস ও সামর্থ্যের জ্ঞান প্রখর					
১৪.	দূর্বৃষ্টি সম্পন্ন					
১৫.	অন্যদের চেয়ে আমার প্রয়োজন, সামর্থ্য ও লক্ষ্য সম্বন্ধে সজাগ থাকেন					
১৬.	বিভিন্ন দৃষ্টিকোণ থেকে সমস্যা সমাধান করতে আমাকে সাহায্য করে থাকেন					
১৭.	আমার সক্ষমতা বাড়াতে সাহায্য করে থাকেন					

১৮.	দায়িত্ব পালনে চৌকস হয়ে ওঠার কৌশল শিখিয়ে থাকেন					
১৯.	সম্মিলিতভাবে লক্ষ্য অর্জনে গুরুত্বারোপ করে থাকেন					
২০.	লক্ষ্য অর্জনের ক্ষেত্রে আত্মবিশ্বাস বাড়িয়ে থাকেন					
ক্রমিক	ট্রানজেকশনাল নেতৃত্ব সম্বন্ধীয় ধারণা	(০) মোটেও না	(১) কদাচিৎ	(২) মাঝে মধ্যে	(৩) ধায়	(৪) সব সময়
২১.	লক্ষ্যার্জনের জন্য প্রয়োজনীয় দায়িত্ব সম্বন্ধে পরিষ্কার ধারণা দিয়ে থাকেন					
২২.	সব ভুল-ত্রুটি খেয়াল করেন					
ক্রমিক	নিস্কেট নেতৃত্ব সম্বন্ধীয় ধারণা	(০) মোটেও না	(১) কদাচিৎ	(২) মাঝে মধ্যে	(৩) ধায়	(৪) সব সময়
২৩.	খারাপ কিছু না হওয়া পর্যন্ত কোন প্রকারের পদক্ষেপ গ্রহণ থেকে বিরত থাকেন					
২৪.	সিদ্ধান্ত গ্রহণকে এড়িয়ে চলেন					



সাংগঠনিক কাঠামো  
(আপনার বিবেচনায় সঠিক উত্তরটিতে '√' চিহ্ন দিন)

ক্রমিক	সাংগঠনিক কাঠামো সম্বন্ধীয় ধারণা	(০) সম্পূর্ণ ঋমত	(১) ঋমত	(২) একমত	(৩) মাঝামাঝি	(৪) সম্পূর্ণ একমত
২৫.	অনিশ্চিত পরিস্থিতিতে প্রাতিষ্ঠানিক কর্মকাণ্ড পরিচালনা বেশ নমনীয় হয়ে থাকে					
২৬.	প্রতিষ্ঠানের নিয়ন্ত্রণ ও পারস্পরিক যোগাযোগ ইতবাচক					
২৭.	পারস্পরিক অভিজ্ঞতা ও শিক্ষণ বিনিময়ের জন্য এখানে উপযুক্ত পরিবেশ রয়েছে					
২৮.	অধীনস্থদের ক্ষমতায়নে ও দায়িত্ব বন্টনের জন্য উপযোগী স্থান					
২৯.	সিদ্ধান্ত গ্রহণ ও দায়িত্ব-কর্তব্য পালনের ক্ষেত্রে উৎসাহব্যাপ্তক					
৩০.	এই প্রতিষ্ঠানে শেখার সুযোগ রয়েছে					



**কর্ম সম্পৃক্ততা**  
(আপনার বিবেচনায় সঠিক উত্তরটিতে '√' চিহ্ন দিন)

ক্রমিক	কর্ম সম্পৃক্ততা স্বত্বীয় ধারণা	(০) কখনোই না	(১) কদাচিৎ	(২) মাঝেমধ্যে	(৩) প্রায়ই	(৪) সব সময়
৩১.	কর্মক্ষেত্রে কর্মস্পৃহা পেয়ে থাকি					
৩২.	দায়িত্বকে সার্থক ও উদ্দেশ্যপূর্ণ মনে হয়					
৩৩.	কাজের মধ্যে সময় দ্রুত চলে যায়					
৩৪.	কাজের সময় যথেষ্ট সামর্থ্যবান ও বলিষ্ঠ মনে হয়					
৩৫.	কাজের প্রতি স্বতঃস্ফূর্ত অনুভব করি					
৩৬.	কাজের সময় আশেপাশের সবকিছু ভুলে থাকি					
৩৭.	এই কাজটি আমাকে অনুপ্রেরণা দিয়ে থাকে					
৩৮.	সকালে ঘুম থেকে উঠেই কাজের জন্য অস্থির হয়ে যাই					
৩৯.	মনোযোগের সাথে কাজ করার সময় আনন্দ অনুভব করি					
৪০.	যে কাজ করছি তার জন্য গর্ববোধ করি					
৪১.	এই কাজের মধ্যেই ডুবে থাকি					
৪২.	একাধারে অনেকক্ষণ যাবৎ কাজ করতে পারি					
৪৩.	এই কাজটা চ্যালেঞ্জিং মনে হয়					
৪৪.	যে কোনভাবে কাজটি শেষ করি					
৪৫.	মানসিকভাবেই কাজে আত্মনিয়োগ করে থাকি					
৪৬.	এই কাজ থেকে আমাকে দূরে রাখা কঠিন					
৪৭.	কোন সময় ভাল না লাগলেও কাজের মধ্যেই নিমগ্ন থাকি					

**প্রাতিষ্ঠানিক সফলতা**  
(আপনার বিবেচনায় সঠিক উত্তরটিতে '√' চিহ্ন দিন)

ক্রমিক	প্রাতিষ্ঠানিক সফলতা সম্বন্ধীয় ধারণা	(০) সম্পূর্ণ ছিমত	(১) ছিমত	(২) একমত	(৩) মাঝামাঝি	(৪) সম্পূর্ণ একমত
৪৮.	আমার এই শাখার সুন্দর বাজেট ব্যবস্থাপনা রয়েছে					
৪৯.	আমার এই শাখার কার্যক্রম সাশ্রয়ী নয়					
৫০.	এই শাখাটির মান ক্রমশঃ হ্রাস পাচ্ছে					
৫১.	শাখাটি সেবা সংক্রান্ত খরচ কমিয়ে এনেছে					
৫২.	আমার এই শাখার প্রয়োজনীয়তা ব্যাপক					
৫৩.	গ্রাহক সেবার প্রতি আমাদের এই শাখা অধিক গুরুত্ব দিয়ে থাকে					
৫৪.	যথা সময়ে গ্রাহক সেবার প্রতি আমাদের এই শাখা গুরুত্ব দিয়ে থাকে					
৫৫.	গ্রাহকদের মাঝে আমাদের এই শাখার সুনাম রয়েছে					
৫৬.	এই শাখাটি কর্মচারীদের (প্রেষণা) অনুপ্রেরণাকে অধিক গুরুত্ব দিয়ে থাকে					
৫৭.	কর্মচারীদের উন্নয়ন (প্রশিক্ষণ) সংক্রান্ত বিষয়ে এই শাখাটি সফল					
৫৮.	এখানে কর্মচারীদের স্বাস্থ্য ও নিরাপত্তার বিষয়টিকে প্রাধান্য দেয়া হয়ে থাকে					
৫৯.	আমাদের এই শাখাটিতে বিভাগীয় লক্ষ্য অর্জনের অনুকূল পরিবেশ রয়েছে					
৬০.	আমাদের শাখাটি গ্রাহকদের তথা সমাজের চাহিদা সঠিকভাবে নিরূপণ করতে পেরেছে					
৬১.	শাখাটি সেবার মান উন্নয়নে বেশ সময় নিয়ে থাকে					
৬২.	কর্মদক্ষতা উন্নয়নে এখানে সর্বাধুনিক প্রযুক্তি প্রয়োগ করা হয়ে থাকে					
৬৩.	সেবার মান উন্নয়নে এখানে সঠিক পদ্ধতি আরোপ করা হয়েছে					

[আপনার সহযোগিতার জন্য অসংখ্য ধন্যবাদ]

## APPENDIX I: TRANSLATION OF ABSTRACT



**PUSAT PENGAJIAN BAHASA, TAMADUN DAN FALSAFAH**  
**SCHOOL OF LANGUAGES, CIVILISATION AND PHILOSOPHY**  
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**'MUAFAKAT KEDAH'**

Ref. : UUM/PUSAT BAHASA/T-9/2  
 Date : 28 May 2018

Mr. Khan Sataraz Ali (94373)  
 School of Business Management  
 Universiti Utara Malaysia

Dear Mr. Khan,

**PAYMENT FOR TRANSLATION SERVICE**

With reference to the above matter, the payment for translation is RM 0.15 for every word based on the original text. The abstracts was translated by **Pn. Ueyana Teo bi Mohd. Zulkifli Teo**. The details of payment are as below:

Title	Relationship Between Leadership Styles, Organizational Structure And Organizational Performance: Mediating Effect of Job Engagement		
Type of Document	Abstract		
Services	Translation		
			<b>RM</b>
Details of Payment	English - Bahasa Melayu	218 words x RM 0.15	32.40
	GST	6%	1.94
	Total		34.34
	Rounding		+0.01
	<b>TOTAL</b>		<b>34.35</b>

Thank you for using our service and we hope to offer you such services in the future.

**'SCHOLARSHIP, VIRTUE AND SERVICE'**

Yours sincerely,

  
**Juwan Abdullah**  
 Coordinator  
 Training and Language Services

Pn. Rohaida Hashim  
 Financial Clerk

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Universiti Pengurusan Terkemuka  
 The Eminent Management University









