

**UNIVERSITI TEKNOLOGI MARA**

**The Relationship of Leadership Styles and  
Competencies on Job Satisfaction of Lecturers in  
Polytechnic Kota Kinabalu**

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Dissertation submitted in partial fulfillment of the requirements for the  
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## AUTHOR'S DECLARATION

I declare that the work in this dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This topic has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

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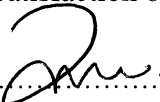
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## ABSTRACT

It is undoubtedly that Polytechnic transformation was important to achieve Malaysia's aspiration to become a progressive backbone toward its vision and long terms goals, especially to quantify knowledge-based goals. In order to supply a world class manpower, the lecturers in Polytechnic Kota Kinabalu (PKK) need to be productive and excellent in delivering knowledge to students. Thus, in the process of achieving the vision of Polytechnic, this study will focus on the impact of leadership styles and competencies of the Director of Polytechnic Kota Kinabalu (PKK) on job satisfaction among lecturers. The common problem among the teaching staff in Polytechnic is the feeling of dissatisfaction towards the leadership styles of the leader as well as the leader's level of competencies. To this end, 199 lecturers were selected randomly from different departments to participate in the study. Leadership styles was measured by the 20-item Leadership Style Questionnaire developed by Northouse (2001). Leaders' competencies were measured by the Eight Universal Management and Leadership Competencies in 18 Skill Sets developed by the Profile Service Centre. Job satisfaction was measured by using the 5-item questionnaire developed by Brayfield and Rothe (1951). The result of the study shows that there is no correlation between leadership styles ( $M = 2.95$ ,  $SD = 1.11$ ) and lecturers' job satisfaction ( $M = 3.13$ ,  $SD = 1.22$ ) in Polytechnic Kota Kinabalu. The result reveals that there is significance between leadership competencies ( $M = 2.76$ ,  $SD = 0.95$ ) and leadership styles ( $M = 3.13$ ,  $SD = 1.22$ ) of Director of Polytechnic Kota Kinabalu. From the result, it presents that there is no significance between leader's competencies ( $M = 2.76$ ,  $SD = 0.95$ ) and lecturers' job satisfaction ( $M = 3.13$ ,  $SD = 1.22$ ) in Polytechnic Kota Kinabalu. The limitations of this study and the recommendations for future research are also discussed.

## ABSTRAK

Sesungguhnya, memang tidak dinafikan bahawa transformasi dalam pendidikan Politeknik adalah amat penting untuk dijadikan aspirasi bagi mencapai visi dan juga misi Politeknik. Untuk mendapatkan graduan minda kelas pertama, para pensyarah Politeknik termasuklah Politeknik Kota Kinabalu seharusnya lebih produktif dalam proses pengajaran dan pembelajaran. Oleh yang demikian, bagi memastikan visi Politeknik tercapai kajian ini telah dilakukan dan skop kajian ialah apa kah kesan dan juga sejauh mana berkesannya cara mengetuai yang ada pada Pengarah tersebut dan adakah para pensyarah berpuas hati. Masalah utama di kalangan pensyarah Politeknik ialah ketidakpuasan terhadap cara seseorang Pengarah mengetuai institusi. Seramai 199 pensyarah di pilih secara rawak daripada jabatan yang berbeza telah dijadikan sebagai responden. Cara mengetuai akan di nilai berdasarkan kepada 20 –item Leadership Style Questionnaire oleh Northouse ( 2001). Keberkesanan mengetuai pula di nilai berdasarkan Eight Universal Management and Leadership Competencies in 18 Skill Sets oleh the Profile Service Centre. Kepuasan bekerja pula di nilai berdasarkan 5 – item questionnaire oleh Brayfield dan Rothe ( 1951). Berdasarkan kepada dapatan kajian, tiada hubungan di antara cara mengetuai (  $M= 2.95$ ,  $SD= 1.11$ ) dan kepuasan bekerja di kalangan pensyarah di Politeknik Kota Kinabalu. Selain itu, hasil dapatan juga menunjukkan bahawa wujud hubungan di antara keberkesanan seorang ketua (  $M = 2.76$ ,  $SD = 0.95$ ) dengan cara ketua mengetuai. Selain itu, hasil dapatan juga menunjukkan bahawa tiada hubungan wujud antara keberkesanan ketua (  $M = 2.76$ ,  $SD = 0.95$ ) dengan kepuasan bekerja di kalangan pensyarah Politeknik Kota Kinabalu. Akhir sekali, kekangan –kekangan semasa menjalankan kajian dan juga cadangan untuk kajian pada masa depan juga turut di bincangkan.

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