

**A CASE STUDY ON THE PERCEPTION OF LEADERSHIP
STYLE THAT LEADS TO SUPPORT STAFF JOB
PERFORMANCE OF INSTITUT PENDIDIKAN GURU
KAMPUS TUN ABDUL RAZAK (IPTAR), KOTA
SAMARAHAN, SARAWAK.**

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ABSTRACT

This study was conducted to explain the effectiveness of leadership style towards job performance. The subject area for this study is Institut Pendidikan Guru Kampus Tun Abdul Razak (IPTAR), Kota Samarahan, Sarawak and in measuring the effectiveness of leadership style towards support staff job performance, the researcher decided to use authoritarian leadership style, democratic leadership style and laissez-faire leadership style as the factors that influence the effectiveness toward job performance as the result to the employees in Institut Pendidikan Guru Kampus Tun Abdul Razak (IPTAR), Kota Samarahan, Sarawak. This study involves 160 respondents from various departments. The 160 structural questionnaires then has been used to collect data from the respondents and the answer received were analyzed but only 113 respondents were chosen to be involved in this research. Besides, a set of questionnaire was distributed to the respondents and the information were collected as part of the sources of data for this research study. The results indicate from the findings shows that democratic leadership style has significant positive relationships and it answered research questions as well as support the hypotheses presented in this research study. As a conclusion, this research study helps the other researcher to explore the effectiveness of leadership style towards support staff job performance. This research study result supported by previous results that presented at every research findings.

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Thank you.

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TABLE OF CONTENTS

| | |
|---------------------------------|-----------|
| ABSTRACT | i |
| ACKNOWLEDGEMENT | ii |
| TABLE OF CONTENT | iii |
| LIST OF TABLES | v |
| LIST OF FIGURES | vi |
| CHAPTER 1 | |
| INTRODUCTION..... | 1 |
| Background of the Study..... | 1 |
| Statement of the Problem..... | 2 |
| Research Objectives..... | 4 |
| Research Questions..... | 4 |
| Hypothesis..... | 4 |
| Significance of the Study..... | 5 |
| Limitation of the Study..... | 6 |
| Definition of Terms..... | 7 |
| Chapter Summary..... | 8 |
| CHAPTER 2 | |
| LITERATURE REVIEW..... | 9 |
| Conceptual Framework..... | 24 |
| Chapter Summary..... | 25 |
| CHAPTER 3 | |
| METHODOLOGY..... | 26 |
| Introduction..... | 26 |
| Research Design..... | 26 |
| Sampling Frame..... | 27 |
| Population..... | 27 |
| Sampling Technique..... | 28 |
| Sample Size..... | 30 |
| Unit of Analysis..... | 30 |
| Data Collection Procedures..... | 31 |
| Validity of Instrument..... | 33 |
| Data Analysis..... | 34 |
| Chapter Summary..... | 35 |

CHAPTER 1 : INTRODUCTION

Background of the Study

For many years, researchers and practitioners alike have argued about how much having a clear set of values contributes to both leader and organizational effectiveness (Collins and Porras, 1994; Collins, 2001). While there exists a vast literature on the biased attributions of poor performing subordinates made by supervisory leaders (e.g. Green and Mitchell, 1979; Lakshman, 2007; Martinko and Gardner, 1987), the literature on the functional and accurate attributions of these leaders is non-existent. Although behavioral approaches to understanding leadership declined following a peak in the 1950s (e.g. Likert, 1961; Stogdill, 1950), they remain a critical element in the leadership literature (Judge et al., 2004; Podsakoff et al., 2006).

As Katz (1964, p. 132) puts it: “an organization that depends solely upon its blueprints of prescribed behavior is a very fragile social system”. Work has become more knowledge-based and less rigidly defined. In this context, employees can help to improve business performance through their ability to generate ideas and use these as building blocks for new and better products, services and work processes.