

UNIVERSITI TEKNOLOGI MARA

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

JACQUELYNE EKOT

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degree of
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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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Name of Candidate : Jacquelyne Ekot

Candidate I.D. No. : 2009190749

Programme : Master of Education
(Educational Management and Leadership)

Faculty : Education

Thesis Title : The Relationship of Leadership Styles and Competencies on Job Satisfaction of Lecturers in Polytechnic Kota Kinabalu

Signature of Candidate: 

Date : May 2013

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.

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

It is always said that a success or failure of an organization is concentrated on three major elements namely style, behaviour and leadership skills. According to Mikhail (1985), a leader is defined as a person who embraces organizational life as well as a person who ensures the stability and sustainability of an organization. In other words, a leader is seen as an individual who is capable to move and operate an organization towards reaching certain objectives or goals that he or she has described and fixed.

To further elaborate, Dalton and Kesner (1985) in their article entitled "Last Succession Executive, Present, Future" defined the term "leader" as a person who is responsible and accountable for the strategy, design, and performance of a particular company. Moreover, according to another related article in "The Effects of CEO duality and Prestige in Bankruptcy" by Vancil (1987), the term "leader" carries the meaning of power and authority in any organizations. The various definitions provided by different school of thoughts clearly indicates the importance of having an individual who is given the trust to be in charge of a desired task in order to ensure the success of an organization.

With this in mind, it is also vital to look into the role of leaders into account. A leader's role is described as the most powerful to control and direct the organization's efforts towards achieving its objective (Brady & Helmich, 1984). To add to this,