

A STUDY OF THE RELATIONSHIP BETWEEN LEADERSHIP  
STYLES AND JOB SATISFACTION AMONG EXECUTIVE STAFFS  
AT YAYASAN SARAWAK, KUCHING.

Prepared for:  
CIK ASMAHANI BT MAHDI

Prepared by:  
ANNASYAH BT HAJEMI  
BACHELOR IN OFFICE SYSTEMS MANAGEMENT (HONS.)

UNIVERSITI TEKNOLOGI MARA KOTA SAMARAHAN  
FACULTY OF BUSINESS MANAGEMENT

JANUARY 2017



**BACHELOR IN OFFICE SYSTEMS MANAGEMENT (Hons.)  
FACULTY OF BUSINESS MANAGEMENT**

“DECLARATION OF ORIGINAL WORK”

I, Annasyah bt Hajemi (931205-13-5378)

Hereby, declare that:

- This work has not previously been accepted in substance for any degree, locally or overseas, and is not being concurrently submitted for this degree or any other degrees.
- This project paper is the result of my independent work and investigation, except where otherwise stated.

All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## ABSTRACT

Organizational success is very often influenced by the effectiveness of a leader and employees' job satisfaction. In order to become an effective leader, the leader must be capable of motivating the workers. The main purpose of this thesis is to study the relationship between leadership styles and job satisfaction. Two leadership styles used in this study are transactional and transformational leadership. Transformational leadership is the type of leader that seek to transform; they motivate and enable workers to achieve organization's goals by engaging higher beliefs and moral values. Compare to transactional leadership, they work within existing organizational culture, and they motivate and enable employees to achieve organization goals by using reward and punishment. These leadership styles are combined with job satisfaction. Job satisfaction is the level of gratification employees feel about their work, which can affect job performance. A questionnaire was used for the purpose of data collection. 65 sets of questionnaires sent to the respondents with the return rate of 100%. The study presents the following three research findings. First, there is a significant relationship between transformational leadership and job satisfaction ( $r = .648, p < 0.01$ ). Second, there is a significant relationship between transactional leadership and job satisfaction but the correlation value is lower compared to transformational leadership ( $r = .632, p < 0.01$ ). Third, after running the regression analysis, it is shown that transformational leadership value is higher with  $\beta$  value of .404 which makes it the most dominant leadership style. There are a few recommendations that have been suggested in order to improve the shortage of this study.

## TABLE OF CONTENT

	Page (s)
DECLARATION OF WORK	i
ABSTRACT	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENT	iv-ix
LIST OF TABLES	vii
LIST OF FIGURE	viii
LIST OF APPENDICES	ix
CHAPTER 1	
INTRODUCTION	
Background of the Study.....	1 – 2
Statement of Problem.....	3 – 4
Research Objectives.....	5
Research Questions.....	5
Hypothesis.....	6
Significance of the Study.....	6 – 7
Limitations of the Study.....	8
Definition of Terms.....	9
CHAPTER 2	
LITERATURE REVIEW	
Leadership .....	10 – 11
Theory of Leadership Styles .....	11 – 13
Leadership Styles .....	13 – 15
Job Satisfaction .....	16

# **CHAPTER 1**

## **INTRODUCTION**

### **Background of Study**

Social sciences encapsulate a considerably wide field of study and one of the most engaging debates would be about leadership (Derue et al., 2011; Bennis, 2007). Abbasi (2010) stated that leadership is one of the most difficult to understand phenomena on earth. Abbasi (2010) continue to emphasize that leadership is the sum up of actions and behaviors of the leader which impacts on the objectives and the performance of the employees and the organization.

Leaders play a critical role in order to create a positive environment (Duffield et al., 2011). Theories of traits claimed that successful leaders are believed to be innate with certain inherent values that differentiated them from non-leaders. However, it requires a lot to become a good leader, for instance, knowledge, dedication, patience and also the ability to negotiate and work with others in order to reap goals. According to Jenkins (2013), the underlying of an excellent leadership is to have an extraordinary character and selfless devotion towards the organization.

One of the studies on leadership conducted by Jamaludin, Rahman & Idris (2011) recommended that a leader who uses his or her power to gain the benefits of the followers and the organization is an effective leader. Allio (2012) mentioned leadership is perceived as the basic belief that was based on the respect of others, while Amanchukwu, Stanley & Ololube (2015) suggested that there is a type of responsibility