



اُنْدِيْفِ مَرْسِيْ اِتِكْنُوْلُوْكِى فَاِمْرَا  
UNIVERSITI  
TEKNOLOGI  
MARA

FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES  
UNIVERSITI TEKNOLOGI MARA (UiTM), KOTA KINABALU, SABAH

BACHELOR OF ADMINISTRATIVE SCIENCE (HONOURS)

AM228

THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND JOB SATISFACTION: A  
CASE STUDY IN PUBLIC SECTOR ORGANIZATIONS IN KOTA KINABALU, SABAH

PREPARED FOR:

DATUK DR. HAJI ABDUL KADIR HAJI ROSELINE

PREPARED BY:

NURFARAHAIN SHAHZANA KESMAT EKBAL (2014652188)

NOR SYAZWANIE BINTI MOHD SHAFUWAN (2014697938)

## ACKNOWLEDGEMENT

First and foremost, we would like to thank and give all praises to Allah S.W.T. for, through His blessings, we were able to complete our research on “The Relationship Between Leadership Styles and Job Satisfaction: A Case Study in Public Sector Organizations in Kota Kinabalu, Sabah”.

We would, also, like to give the utmost appreciation and gratitude to our research supervisor, Datuk Dr. Haji Abdul Kadir Haji Rosline, for his guidance throughout the process of completing this research. To all our lecturers, who have selflessly shared their knowledge and wisdom, and, to our family and friends, thank you for giving us the support and necessary resources to complete this research.

## TABLE OF CONTENT

NO.	TOPIC	PAGE
	<b>CHAPTER 1: INTRODUCTION</b>	
1.0	Introduction	1 – 2
1.1	Problem Statement	3
1.2	Research Objectives	3
1.3	Research Questions	4
1.4	Significance of Study	4
1.5	Scope of Study	5
1.6	Organization of Chapters	5 – 6
1.7	Definitions of Terms and Concepts	7
	<b>CHAPTER 2: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK</b>	
2.0	Literature Review	8 – 9
2.1	Leadership	9
	2.1.1 Transformational Leadership	10
	2.1.1.1 Dimensions of Transformational Leadership	10 – 11
	2.1.2 Transactional Leadership	12
	2.1.2.1 Dimensions of Transactional Leadership	12 – 13
2.2	Job Satisfaction	13 – 14
2.3	Leadership and Job Satisfaction	14 – 15

<b>2.4</b>	Conceptual Framework	<b>16</b>
	<b>2.4.1</b> Independent Variable	<b>16</b>
	<b>2.4.2</b> Dependent Variable	<b>16</b>
<b>CHAPTER 3: RESEARCH METHODOLOGY</b>		
<b>3.0</b>	Research Methodology	<b>17</b>
<b>3.1</b>	Research Design	<b>17 – 18</b>
<b>3.2</b>	Population and Sampling	<b>18</b>
	<b>3.2.1</b> Sampling Technique	<b>18</b>
	<b>3.2.2</b> Sample Size	<b>19</b>
<b>3.3</b>	Instrumentation and Measurement	<b>19</b>
<b>3.4</b>	Unit of Analysis	<b>19</b>
<b>3.5</b>	Data Collection	<b>20</b>
	<b>3.5.1</b> Primary Data	<b>20</b>
	<b>3.5.2</b> Secondary Data	<b>20</b>
<b>3.6</b>	Data Analysis	<b>21</b>
	<b>3.6.1</b> Descriptive Analysis	<b>21</b>
	<b>3.6.2</b> Inferential Analysis	<b>21</b>
<b>CHAPTER 4: DATA ANALYSIS AND FINDINGS</b>		
<b>4.0</b>	<b>Introduction</b>	<b>22</b>
<b>4.1</b>	Descriptive Analysis	<b>22</b>

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

One of the most critical success factors in any organization, whether public or private, is its workforce. An organization cannot succeed without their personnel's efforts and commitment. Therefore, an organization needs effective leaders and employees to achieve their objectives. Leadership has a strong effect on the attitude of employees towards their jobs. The role of leaders in today's organizations has changed and the success of any organization relies on the leadership styles practiced by the leaders. In fact, organisational success depends upon effective leadership and job satisfaction. A capable leader is the one that provides direction to the organisation and let the followers achieve their goals.

According to Mintzberg (2010) true leaders engage others with their consideration and modesty because they involve themselves in what they are actually doing not for individual gains. A review of the available literature indicates that there is a wide variety of different theoretical approaches to explain leadership process (Northouse, 2010). However, the transformational and transactional leadership framework has received considerable research support (Bass & Avolio, 1993).

Job satisfaction refers to how content an individual is with his or her job in an organization. It has been used as a mean to allure and retain the qualified and performance employees in the organization (W.A. Wan Omar & Fauzi Hussin, 2013). Employee's psychological and physical well-being (Ilardi, Leone, Kansser, & Ryan, 1983) is enhanced by high job satisfaction which in turn affects employee's performance in a positive manner (Vroom, 1964; Porac, Ferris, & Fedor, 1983). Additionally, it has been concluded that leadership impacts job satisfaction and organisational commitment (Lok & Crawford, 1999, 2001; William & Hazer, 1986; Mosadegh Rad & Yarmohammadian, 2006).