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**A COMPARATIVE STUDY OF THE IMPLICATIONS OF LEADERSHIP STYLE  
ON EMPLOYEE JOB SATISFACTION**

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## **Abstract**

*This research is conducted to study the comparative study of the implications of leadership style on employee job satisfaction. In this study, the purposive convenience sample technique is being applied. The results of the survey showed that Sarawak Energy Berhad employees' job satisfaction was mainly affected by the style of leadership. The level of happiness related to a person's position, as well as the good and adverse reactions one has towards it, are collectively referred to as job satisfaction, as well as the way in which the employee is handled. Any employee, regardless of gender, can experience job satisfaction when they are having a good time performing the tasks, they have within a leadership style. Employee satisfaction at work is impacted by the leadership style demonstrated. In fact, in recent years, one of the main objectives of the organisation has been employee job satisfaction. Employee dissatisfaction or a lack of a corporate identity inhibits organisations from achieving competitive levels of quality, either in terms of products or customer service (Stewart, 1996). Yet, Schuler (1975) revealed that although men appreciated the chance to make significant decisions and oversee the work of others, women in his study valued the chance to collaborate with kind employees more than men did. There has been a great deal of the inconsistent results obtained by multiple researchers about the impact of gender on job satisfaction. According to Oshagbemi (2000), for example, different characteristics and leadership styles have resulted in inconsistent conclusions about the association between gender and job satisfaction.*

## TABLE OF CONTENT

	<b>Page Number</b>
Declaration	1
Acknowledgement	2
Abstract	3
<b>CHAPTER 1: INTRODUCTION</b>	
1.0 Introduction to the chapter	5
1.1 Research background	6-7
1.2 Problem Statement	8
1.3 Research Question	9
1.4 Research Objectives	10
1.5 Scope of the study	11
1.6 Significance of the Proposed Study	12
1.7 Definition of Terms and Concepts	13
1.7.1 Leadership Style	13-14
1.7.2 Employees' Wellbeing	15
1.7.3 Stress Level	16
1.7.4 Job Satisfaction	17
<b>CHAPTER 2: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK</b>	
2.0 Introduction to the chapter	18
2.1 Literature Review	19
2.1.1 Leadership Style	19-25
2.1.2 Stress Level	26-27
2.1.3 Job Satisfaction	28-29
2.1.4 Mental Health	30-32
2.1.5 Gender	32
2.2 Conceptual Framework	33
2.2.1 Independent Variable	34-35
2.2.2 Dependent Variable	36
2.3 Hypothesis	37
2.3.1 Research Hypothesis	37
<b>CHAPTER 3: RESEARCH METHODOLOGY</b>	
3.0 Introduction to the chapter	38-39
3.1 Research Design	40
3.2 Research Analysis	41
3.3 Sample Size	42
3.4 Sampling Technique	43
3.5 Measurement	44-45
3.5.1 Pilot Study	46

# CHAPTER 1

## INTRODUCTION

### 1.0 Introduction

Organizations struggle with challenges with management, organizing, employee relations, and leadership in every organization. The significance of leadership style provides an essential role in the development and success of organizational growth. The requirement to build leadership abilities in the highest levels of organizations is essential to enhance the performance of the construction industry (Skipper, 2004). Employee work satisfaction and organizational commitment are significantly influenced by leadership styles.

Besides, effective information sharing amongst the team members in the project depends on strong leadership behavior. According to Tabassi, Ramli, and Dashti (2013), maintaining the productivity of an organization depends on having effective communication and knowledge exchange among team members. The management's use of leadership style can have a significant impact on how well teams work together and how well they get along with one another.

For the organization to effectively achieve its goals, supervisors must consider employees' performance, satisfaction with work, and organizational devotion. The research field's primary objective is to determine a comparative study of the implications of leadership style on employee mental health. The results can be used to identify improvements to the leadership approach to the organization's workforce's mental health.

## **2.1 Literature Review**

### **2.1.1 Leadership Style**

For both academics and practitioners, coming up with a definition of the term "leadership" has proven to be difficult. Any industry needs strong leadership. As a result, for any organization to have less turnover and more substantial recognition, an effective collaboration between leadership and employees remains of the utmost importance.

According to some experts (Fiedler, 1967), leadership is the effort to guide or coordinate specific tasks for those involved. Since roughly two centuries ago, research have investigated workplaces, corporate environments, employee motivations, leaders, managers, and theories of leadership. The relationship between a leader's actions and outcomes like employee's satisfaction, organizational productivity, and profitability also began to be studied at this stage in time.

Leaders must identify possibilities for goal fulfilment if organizations are to achieve their objectives. According to De Merville (2007), effective leadership is essential for organizations to succeed now and in the future. A leader is someone who manages the team or organization, requires decision-making, sets guidelines for others to adhere to, and creates an environment that is inspiring and valuable.

A leadership style within an organization's employees is transformational leadership. According to Burns (1978), a transformational leadership style aligns a position's responsibility to its audience expectations and obligations. This approach to leadership places a strong emphasis on encouraging and motivating employees to attain their full abilities and drive positive transformation. Employee job satisfaction is impacted with a leader's leadership style (Al-Ababneh, 2013). Employees will perform well on their tasks if they are satisfied with the management and working environment.

Employee mental health benefits from solid leadership, particularly can be defined by compassion, comprehension, and support. Reduced stress and improved psychological