

UNIVERSITI TEKNOLOGI MARA

**A STUDY ON THE RELATIONSHIP BETWEEN
LEADERSHIP BEHAVIOUR AND JOB SATISFACTION
AMONG ACADEMIC STAFF IN PRIVATE UNIVERSITIES IN
MALAYSIA**

NORELA ELIAS

2009737225

Dissertation submitted in partially fulfilment of the requirements for the degree of

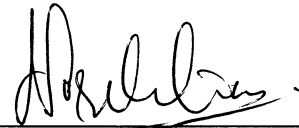
**Master of Education
(Educational Management and Leadership)**

Faculty of Education

December 2012

Declaration

“I hereby declare that the work of this dissertation is mine except for the quotations and summaries that have been duly acknowledged”.

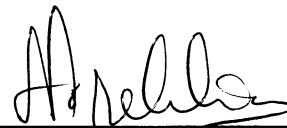


(NORELA BINTI ELIAS)

Date: 10th December 2012

Pengakuan

“Saya akui karya ini adalah hasil karya saya sendiri kecuali nukilan dan ringkasan yang setiap satunya telah saya nyatakan sumbernya.”



(NORELA BINTI ELIAS)

Tarikh: 10hb Disember 2012

Abstract

This study was conducted to investigate the relationship between perceived leadership behavior and job satisfaction among academic staffs of private higher educational institutions in Malaysia. Specifically, the study attempted to 1) investigate the level of job satisfaction and perceived leadership styles of academic staffs of private higher education institutions of Malaysia; 2) identify the relationship of perceived leadership behavior and job satisfaction of academics staffs of private higher education institutions of Malaysia and 3) identify the contributor of each significant of leadership behavior on the variance of job satisfaction.

The questionnaire was distributed to a total of 150 randomly selected respondents and the responses rate was 73% or 40 questionnaires were returned and only 110 questionnaires were duly completed and used in analysis. Data were collected using the survey method and were descriptive statistically analysed.

From the study, the findings revealed that the level of job satisfaction as perceived by the respondents was at moderate level and perceived transformational and transactional styles were both at moderate but slightly higher for transactional. For the relationship between job satisfaction and the independent variables, the findings suggested that there was a positive and moderate relationship between job satisfaction and transformational leadership. In terms of determining the contributor of each significant of leadership styles on the variance of job satisfaction, it revealed that 8.2% of the variance in job satisfaction scores can be predicted from the variables of transformational leadership.

From the findings of the study, it could be summarized that transformational leadership plays a significant role in satisfaction of workers as a whole. In addition, it is also indicated from the study that communication plays a role towards providing job satisfaction among the academic staff in the private educational institution in Malaysia.

Abstrak

Kajian ini dijalankan untuk mengkaji hubungan antara persepsi gaya kepimpinan ke atas kepuasan kerja di kalangan pekerja akademik institutsi pengajian tinggi swasta di Malaysia. Secara spesifik, kajian ini ingin 1) mengkaji tahap kepuasan kerja, dan ciri-ciri yang boleh mempengaruhi kepuasan di kalangan perkeja di institusi pengajian tinggi swasta di Malaysia; 2) mengenalpasti hubungan antara tanggapan tingkahlaku ke atas kepuasan kerja di institusi pengajian tinggi swasta Malaysia; 3) mengenalpasti sumbangan pembolehubah gaya kepimpinan yang signifikan terhadap kepuasan kerja di kalangan pekerja akademik di institutsi pengajian tinggi swasta di Malaysia.

Soal selidik dijalankan ke atas seramai 150 responden yang dipilih secara rawak dan kadar respon adalah 73% atau 40 soal selidik dipulangkan dan hanya 1 soal selidik digunapakai untuk deskripsi analisa statistik.

Daripada kajian ini, hasil kajian menunjukkan tahap tanggapan tingkahlaku adalah sederhana untuk transformasi dan transaksi tetapi sedikit tinggi tahapnya untuk transaksi. Untuk kepuasan kerja, didapati secara keseluruhan adalah sederhana di kalangan pekerja di institutsi pengajian tinggi swasta di Malaysia. Tambahan pula, ciri yang paling utama yang mempengaruhi kepuasan kerja ada perhubungan antara pekerja dan majikan, serta antara rakan-rakan pekerja itu sendiri. Untuk hubungan antara kepuasan kerja dengan pemboleh ubah tak bersandar, hasil kajian menunjukkan terdapat hubungan yang positif dan sederhana antara kepuasan kerja dengan kepimpinan tranformasi Untuk menentukan sumbangan pengaruh serentak antara setiap signifikan gaya kepimpinan kepuasan kerja, dapatan menunjukkan terdapat 8.2% varian terhadap kepimpinan tranformasi.