

**UNIVERSITI TEKNOLOGI MARA**

**THE RELATIONSHIP BETWEEN  
DIMENSIONS OF LEADERSHIP  
STYLES AND JOB SATISFACTION**

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# AUTHORS' DECLARATION

We 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 our own work, unless otherwise indicated or acknowledged as referenced work. This dissertation has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

We, hereby, acknowledge that we have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of our study and research.

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## ABSTRACT

Human capital development are issues and challenges faced by the Royal Malaysian Customs Department and the changing nature of work, society, social values, norms create new demands for leaders to inspire society effectively and achieved the desired outcomes. Leadership as a component that drives human capital development is one of the significant elements that have potential to develop organizational performance and effectiveness. The relationship between leadership style and job satisfaction has been concerted in many of the previous research. In this research, the four types of leadership styles' dimensions are considered to test its relationship with employees' job satisfaction and the research try to determine what is the strongest dimensions that affect employees' job satisfaction. The objectives of this research is to determine the critical dimensions of Leadership Style that affect employees' job satisfaction, to determine relationship between the dimensions of Leadership Style and employees' job satisfaction and to examine the strength of relationship between the dimensions of Leadership Style towards employees' job satisfaction. Methodology used in this research is a quantitative survey using questionnaires sets distributed via drop and collect method among employees graded W17 until W26 of Royal Malaysian Customs, Kuching, Sarawak. This research meant to benefit the department itself, future researchers and other organization. This research would provide in-depth understanding on how dimensions of leadership styles affect job satisfactions. Based on findings, several recommendations have been proposed for improvement in the near future.

Keywords: Job Satisfaction, Leadership, Leadership Styles, Dimensions, Transformational leadership, Transactional leadership, Kastam, Royal Malaysian Customs, Human Recourses, Management by Exceptions, Contingent Rewards, Supportive Leadership, Inspirational Communications

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# CHAPTER 1

## INTRODUCTION

### 1.1 RESEARCH BACKGROUND

Leadership is one of the most discussed and debated topics in the social sciences (Bennis, 2007). Theories of traits claim that successful leaders are “born” that they have certain inherent qualities that categorized them from non-leaders. Yet, the struggle in classifying and certifying these characteristics ran to extensive disparagement of this trait approach, denoting the beginning of style and behavioral approaches to leadership. Mullins (1999) claimed that the major weakness of style and behavioral theories is they ignore the important role which situational factors play in determining the effectiveness of individual leaders. The general opinion of the situational and unforeseen event is that leadership effectiveness relies on the leaders’ judgment and understanding the situation, followed by the adoption of the appropriate style to deal with each circumstance.

It is noted that leadership has long been seen as a key factor in organizational effectiveness and that what makes private companies are more effective than the public sector. Previous studies by (Kuo, Yin, & Li, 2007; Aryee and Chen, 2006; Hechanova, Alampay and Franco, 2006; Laschinger, Finegan, Shamian and Wilk, 2004; Corsun and Enz, 1999; Spreitzer, Kızılos and Nason, 1997; Riggs and Knight, 1994) illustrate strong emphasis on the relation between leadership and job satisfaction. A study by Lievens, Geit and Coetsier (1997) for instance indicate that leaders are one of the main fundamental drivers in enhancing the production and innovations and Jamaludin (2011) in his research has recommended that effective leaders are those who uses their power to benefits organizations and followers. Allio (2012) suggested leadership as the basic belief that comes from the respect of others while Rad and Yarmohammadian (2006) suggest that leadership is directly associated to the practices to which people are devoted.

This research tries to find a connection between the supervisor’s leadership style and job satisfaction, particularly in the Royal Malaysian Customs (RMCD). Commitment from every level of management with this organization is deemed necessary. Leadership