

## THE INFLUENCE OF LEADERSHIP STYLE TOWARDS EMPLOYEES' JOB SATISFACTION IN POS MALAYSIA BERHAD

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### 1. INTRODUCTION

There are many issues encountered in organisations regarding the poor leadership styles practised by employers. Nanjundeswaraswamy and Swamy (2014), in their study, found that the characteristic of a leader is shown based on the consistent pattern of the leadership styles that they are practising. Today, a leader may propose many types of leading, which contribute to the employees' job satisfaction. The leader becomes a person who delegates, monitors, and motivates his followers (Elbaz & Haddoud, 2017). The way a leader leads the organisation contributed to how well employees perform in their work.

Furthermore, each leadership skills have its style and impacts on the organisation. Most leaders should be aware of the leadership styles they used to monitor the team in the organisation. According to Elbaz and Haddoud (2017), most people who work in organisational systems know that successful leadership depends on the different leadership styles practised by the superior in the organisations. The examples of the leadership styles are Transformational Leadership, Transactional Leadership, Democratic Leadership, Strategic Leadership, Coach-Style Leadership, Autocratic Leadership, Bureaucratic Leadership, and many more. Each of these leadership styles is proven to have its approaches in getting the effectiveness of being a good leader. Therefore, to get more details, the research conducted in Korea and the United States of America proved that one leader who perceived the Emotional Leadership style tends to emphasise leaders' emotional capacity to understand their internal desire (David Kongpiwatana, 2015). Nevertheless, a leader who perceives servant leadership style is found more effective in satisfying the organisation's growth and needs and also increase voluntary involvement. The employees tend to be more productive and active towards their duties when they are suitable to the styles.

From an employee's perspective regarding leadership styles practices among Malaysian leaders in a leading organization, employers play their leadership styles to lead the organisation by perceiving participating and delegating styles (Mohd Yusoff Zainun Hamzah, Roselina Ahmad Saufi and Syed Azizi Wafa, 2002). Most leaders in Malaysia have a sense of belonging between employers and employees where build togetherness is the most important in an organization (Wiles, 2020). In an article published by The Star, entitled *Online Petition urging Pos Malaysia to give Raya Bonus to its delivery staff garners over 18,000 signatures* dated 19<sup>th</sup> May 2020, an online petition asked POS Malaysia to provide bonuses to their employees, including the delivery staff. It happens due to the complaints made by the employees who are not satisfied with working very hard during Movement Control Order without any extra payment (Angelin Yeoh, 2020). It includes their disappointment towards the leader in POS Malaysia who cannot manage well to maintain the employees' satisfaction. Therefore, the

researchers aim to examine the influence of leadership styles on employees' job satisfaction in POS Malaysia Berhad. Thus, the objective of this paper is to examine the relationship between leadership styles and employees' job satisfaction. This paper focuses on the practice of Transformational Leadership and Transactional Leadership in the organisation that influences employees' job satisfaction. These types of leadership were chosen due to the previous research conducted focusing on these types. As such, this study adopts from the perspectives of employees at POS Malaysia Berhad. Hence, it developed the following research questions:

- i. Do the employees of POS Malaysia satisfy with their job?
- ii. What is the relationship between leadership styles (Transformational Leadership and Transactional Leadership) towards employees' job satisfaction in POS Malaysia Berhad?

## 2. METHODOLOGY

The researchers come out to look upon one of the courier services in Malaysia. The study was conducted in Ipoh Main Post Office, Perak as the representative of the employees of POS Malaysia Berhad. According to Puan Norsari Binti Zamzuri, Executive Officer of *Unit Pembangunan Modal Insan*, there are 240 employees in Ipoh Main Post Office. Based on the sample size table from Krejcie and Morgan (1970), the study's sample size is 144 of Ipoh Main Post Office's employees. By using a systematic sampling technique, the researcher approached 150 employees of POS Malaysia Berhad as the respondents to increase the precision of the finding. Since the data collection was conducted during the Movement Control Order due to Pandemic Covid-19, the researcher e-mails the questionnaire to the Executive Officer of *Unit Pembangunan Modal Insan*. She was responsible for distributing the questionnaire to the targeted respondents. The questionnaire was designed in two languages (English and Malay) and consist of five main parts covering the demographic profiles and items for the variables employed. The researchers used Descriptive statistics and Pearson Correlation Analysis to answer the study's objectives for data analysis.

## 3. RESULTS AND DISCUSSION

The first research objective is to identify whether the employees at POS Malaysia Berhad satisfy with their job or not. There are ten items asked the respondents to determine whether they satisfy with their job or not. The uses of the mean value are to describe the sample with a single value that represents the centre of the data. It is called the standard measure to calculate the centre of distribution of the data. The higher the mean score, the higher the expectation and vice versa (Etudor-Eyo, 2018). Thus, the table below shows the mean value:

**Table 1: Employees' Job Satisfaction**

Descriptive Statistic					
	N	Minimum	Maximum	Mean	Standard Deviation
Employees' Job Satisfaction	150	1.90	5.00	4.0527	0.5944

The above table shows that the mean value is 4.0527, within 1.90 and 5.00, almost reaching the maximum number. On average, the respondents' answer to all the questions in this section is 4. Dziuba et. al (2020) conducted a study to find the employees' job satisfaction by interpreting the mean value. The researcher found that the employees have rated on average of

mean value concerning the statement of employees' job satisfaction. It proves that the mean value is vital to lie on average to find whether the employees are satisfied. As such, the finding shows that the employees at POS Malaysia Berhad were satisfied with their job.

Furthermore, the research also investigates the relationship between the leadership styles (Transformational Leadership and Transactional Leadership) towards employees' job satisfaction in POS Malaysia Berhad. Based on the previous study conducted by Hina Saleem (2015), Transformational Leadership has a moderately strong positive association with job satisfaction. In this study, the findings of Pearson's Correlation show a strong and significant positive relationship between Transformational Leadership style and employees' job satisfaction ( $r= 0.724^{**}$ ,  $p= 0.000$ ,  $p<0.01$ ). Secondly, by referring to a study from Omoankhanlen Joseph, Ajienska Mercy, and Oloda Oluwatayo (2014), the researchers highlighted from the findings that Transactional Leadership does enhance the satisfaction of the employees towards their job. Therefore, in this study, a strong and significant positive relationship is found between Transactional Leadership style and employees' job satisfaction ( $r = 0.773^{**}$ ,  $p= 0.000$ ,  $p<0.01$ ). Both independent variables showed that there is a strong relationship towards the dependent variable. As for that, this study contributes to the richness of existing literature.

**Table 2: Pearson Correlation Analysis**

Variable		Result
Transformational Leadership Style	Pearson Correlation	0.724**
	Sig (2 tailed)	0.000
	N	150
Transactional Leadership Style	Pearson Correlation	0.773**
	Sig (2 tailed)	0.000
	N	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### 4. CONCLUSION

Leadership is vital in an organisation as it determines the organisation's direction and performance. This is the way of the leader to propel and drive motivations and tackle employees' interests to achieve success. Having a proper adaptation of leadership, the researchers believe that leadership styles influence the employees' job satisfaction. Employees' job satisfaction will encourage them to do better if the leader portrays an excellent leadership style to make them feel valuable in the future. Hence, we can conclude that leadership is essential to tackle the engagement between leaders and employees regardless of their leadership styles. In a study conducted by Hoxha (2019), the researcher believes that transformational leaders hold to their power in managerial to control and give orders to their employees. It means that transformational leaders in POS Malaysia Berhad excel to bring interest and motivation to enhance their team and self-achievement in the company. The employees believe that working in more precise directions and being rewarded may boost their productivity at its finest. The findings parallel the results that reported most of the employees at POS Malaysia, Ipoh, were satisfied with their job. The adaptation of the Transformational Leadership style and Transactional Leadership style in the organisation may prosper high job satisfaction of the employees since the leaders are viewed as supportive and fair. Therefore, the results of the survey showed Transformational Leadership style and Transactional Leadership styles both have a significant solid relationship as they influenced employees' job satisfaction among employees at POS Malaysia, Ipoh. Although this study has achieved

valuable results, the researchers also faced several limitations that could improve in future research. As such, the researchers suggest that future research employ qualitative methods through in-depth interviews to understand the issues concerning leadership.

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