

THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND
QUALITY OF WORK LIFE AMONG ADMINISTRATIVE STAFF AT
SELECTED DEPARTMENTS AND FACULTIES IN UNIVERSITI
MALAYSIA SARAWAK (UNIMAS)

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ABSTRACT

Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment that leads the better organizational performance. The authority to lead not to be located in the person, different organizational culture existed, lack of the leadership attributes, and role overload were the dilemmas experienced by the leader. This study utilized a correlational quantitative design with 85 administrative staff at selected departments and faculties in Universiti Malaysia Sarawak (UNIMAS). Thus, the aim of the study is to identify to what extent the leadership styles practiced by the top management that affect the quality of work life as well as to examine the relationship between leadership styles and quality of work life among the administrative staff. Then, these objectives answered through the subjects completed the Multifactor Leadership Questionnaire (MLQ) and the Quality of Work Life (QWL) Questionnaire adapted. Descriptive and correlational analyses revealed that the transformational leadership style more correlated to the quality of work life with the results of correlation ($r=.687$, $p<0.05$) indicated were positive, strong, and significant relationship. Meanwhile, the transactional leadership style also indicates the relationship with the quality of work life with ($r=.638$, $p<0.05$). Hence, it was can concluded both transactional and transformational leadership styles practiced at the same time by the top management at selected departments and faculties in this university. Therefore, it is important to understand the type of leadership styles practiced since it will affect employees' quality of work life. Apart from that, management can incorporate these findings to assist leaders to improve their leadership skills as well as can shaping effective leader in such a way as to enhance employees' quality of work life.

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CHAPTER 1

INTRODUCTION

This chapter provided the overall picture of the research that was conducted. The background of research, research problems, research objectives and research questions, limitation of the study, significance and definition of terms are briefly expressed. In addition, this chapter was expected to answer why this research had conducted based on the following subject and the importance of the findings to the relevant parties whereas the researcher was study about the leadership styles that practiced by the top management and the relationship between leadership styles employed and quality of work life among the administrative staff at selected departments and faculties in Universiti Malaysia Sarawak (UNIMAS).

Background of the Study

A better quality of work life leads to good and healthy working environment which increase the level of satisfaction of the faculty members. It also leads better performance, effectiveness, innovative, and much more. A good quality of work life not only increases the work related benefits but also helps to maintain a balance between the work life and family life.

Based on the study carried out by Mirkamali and Thani (2011), there were few suggestions for the improvement of QWL factors as well as to prevent faculty dissatisfaction. They suggested that Deans of universities should be aware of the