



**A STUDY ON THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND  
EMPLOYEE PERFORMANCE AT PERTUBUHAN PELADANG NEGERI JOHOR  
SUBSIDIARIES**

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**MAY 2017**

## **ACKNOWLEDGEMENT**

First and foremost, I would like to pay my gratitude to Allah S.W.T for giving me the guidance and strength to complete this research entitled "A study on the relationship between leadership styles and employees' performance at Pertubuhan Peladang Negeri Johor subsidiaries".

Special thanks to my advisor, Sir Mohd Isham bin Abidin, for his unwavering support and continuous assistance throughout this research project.

I would also like to dedicate my appreciation to Pertubuhan Peladang Negeri Johor subsidiaries' members for giving cooperation in answering the questionnaire, which helped me a lot in obtaining the results for my findings.

My special gratitude goes to those who are involved in this research directly and non-directly. I may have faced difficulties in completing this research without the participation of the people mentioned above.

## **ABSTRACT**

The study aimed at assessing the relationship between leadership styles and employees' performance at Pertubuhan Peladang Negeri Johor (PPNJ) subsidiaries. The main objective of this study was to investigate the relationship between different leadership styles namely transformational leadership, transactional leadership, and laissez-faire leadership, and employees' performance. A cross section descriptive survey research strategy was adopted in which 41 usable structured questionnaires were collected from 44 questionnaires distributed. Descriptive and inferential statistical techniques were used for data analysis. In inferential statistics, Pearson's correlation and regression analysis were used to assess both relationships and extent of influence as per the hypotheses of the study. The findings showed that transformational leadership is the most exhibited style at PPNJ subsidiaries, followed by transactional leadership and laissez-faire leadership. Besides, it also showed that transformational leadership and transactional leadership have significant relationships with employees' performance, while laissez-faire leadership has no significant relationship with employees' performance. The findings suggested that transformational leadership is the most influential leadership style towards employees' performance at PPNJ subsidiaries.

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