

**THE LEADER'S COMMUNICATION STYLE AND ITS EFFECT ON
STAFF MORALE AND JOB SATISFACTION IN SYARIKAT AIR JOHOR
(SAJ)**

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ABSTRACT

The purpose of this research is to identify the relationship between style of communication with morale and job satisfaction. This research also aims to determine the level of relationship between the perceived communication style of the leader on staff morale and job satisfaction. Ninety questionnaires were distributed to staff in SAJ. However, only 68 questionnaires can be used as some of the questionnaires were not fully answered. Element of communication style involved in this research included work friendly, animated, attentive, and communicator image. Statistical Package for Social Science (SPSS) version 20.0 was used to analyze the data. Leader's communication style gained can increase staff morale and job satisfaction to the company. Perception of leader's communication style for animated gained the lowest mean score while relationship with attentive gained the highest mean score in communication style. The significant and positive correlation between communication style and morale, and job satisfaction indicated the research consistently identifies morale as a behavior that can be improved with appropriate leadership behaviors. The hypotheses were accepted as the significant and positive relationship existed between leader's communication style and staffs morale and job satisfaction among Syarikat Air Johor (SAJ) in Kota Tinggi. There are few recommendations from these findings in enhancing leader's communication style and morale and job satisfaction of staff.

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