



Faculty of Cognitive Sciences and Human Development

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP
TOWARDS JOB SATISFACTION AMONG EMPLOYEES IN
SARAWAK PUBLIC SECTOR**

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(Human Resource Development)
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Final Year Project Report

Masters

PhD

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**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP TOWARDS JOB
SATISFACTION AMONG EMPLOYEES IN SARAWAK PUBLIC SECTOR**

ANIS ANAK DALIN

This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Sciences with Honours
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The project entitled ‘The Influence Of Transformational Leadership Towards Job Satisfaction Among Employees In Sarawak Public Sector’ was prepared by Anis Anak Dalin and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

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ABSTRACT

The aimed to study influence of the transformational leadership towards employee job satisfaction in the Sarawak public sector. There are 4 factors that can influence the satisfaction of the employees. They are the recruitment and selection process, recognition and reward, the traits and personality of the workers and leadership style. Out of these four factors, leadership is considered as the most relevant to the scope of this current studies. This study focusing on the style of leadership known as transformational that has four dimensions namely, idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS) and individualized consideration (IC). The relationship of this four dimensions and satisfaction towards work will be tested among employee in Sarawak Public sector. The population of this study consist of the 150 employees from participating local government agency in Kuching and Kota Samarahan. However, only 73 sets of questionnaires returned for data analysis. Pearson Correlation test was used to identify the relationship between the variables while Multiple Linear Regression test was used to see the influence of Independent variables towards dependent variables. Findings reveal that all of the hypotheses that tested with Pearson correlations test was accepted. Furthermore, Inspirational Motivation was identified as the dominant dimension of Transformational Leadership that influence Job Satisfaction. This study recommend that leaders should pay more attention to be innovative and be more sensitive on employees' encouragement of self-development. Lastly, HR Practitioners also can organize a session for the leaders in the organization that focusing on how they can emphasize the four dimensions of transformational leadership in their leadership approach.

Keywords: Transformational Leadership, Job Satisfaction, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Public Sector Employee

ABSTRAK

Kajian ini bertujuan untuk mengkaji pengaruh kepemimpinan transformasi terhadap kepuasan kerja para pekerja dalam sektor awam di Sarawak. Terdapat empat faktor yang mempengaruhi kepuasan para pekerja terhadap kerja mereka. Antaranya, proses pengambilan dan pemilihan pekerja, ganjaran dan penghargaan, personaliti dan sifat pekerja serta cara kepimpinan. Daripada empat faktor, kepemimpinan merupakan faktor yang relevan kepada kajian ini. Oleh itu, kajian ini berfokus kepada kepemimpinan transformasi yang mempunyai empat dimensi seperti, Pengaruh Idealisasi (PI), Motivasi Inspirasi (MI), Stimulasi Intelektual (SI) dan Perhatian Individu (PI). Hubungan antara empat dimensi tersebut akan diuji dengan kepuasan terhadap pekerjaan dalam kalangan pekerja sektor awam di Sarawak. Populasi kajian ini terdiri daripada 150 orang kakitangan agensi kerajaan tempatan di Kota Samarahan dan Kuching. Namun begitu, hanya 73 set borang kaji selidik dikembalikan untuk proses menganalisis data. “Pearson Correlation Test” telah digunakan untuk mengenalpasti hubungan antara pemboleh ubah manakala, ujian “Multiple Linear Regression” digunakan untuk mengenalpasti pengaruh antara pemboleh ubah. Dapatan kajian mendapati semua hipotesis yang diuji dengan “Pearson Correlation Test” telah diterima oleh kajian. Selain itu, Motivasi Inspirasi juga telah dikenalpasti sebagai faktor dominan antara semua dimensi kepemimpinan transformasi yang mempengaruhi kepuasan terhadap pekerjaan. Kajian ini mencadangkan bahawa pemimpin harus memberi perhatian dan bersifat inovatif serta lebih sensitif terhadap galakan kepada pekerja untuk pembangunan sendiri. Akhir sekali, pegawai HR juga boleh menjalankan sesi untuk para pemimpin yang berfokus kepada bagaimana cara untuk mengamalkan empat dimensi kepemimpinan transformasi tersebut dalam cara kepimpinan mereka.

Kata Kunci: Kepimpinan Transformasi, Kepuasan Kerja, Pengaruh Idealisasi, Motivasi Inspirasi, Stimulasi Intelektual, Perhatian Individu, Perkerja Sektor Kerajaan

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Nowadays, people always thought that satisfaction of customers is important but, the satisfaction of employee also important as both become the major factor that ensures the success and effectiveness of the company or organization's daily business and services. This is because the employee is the most valuable assets that can bring the organizations success in terms of productivity and quality as it influences the customer's satisfaction towards the organization's products and services.

According to Bulgarella (2005), motivated employees will show job satisfaction by resulting in better customer care and service, that will increase customer satisfaction. So, this shows that employee satisfaction towards their works is one of the most important elements for the organization nowadays and the employers must focus more on it. Armstrong (2006) stated that employee satisfaction towards work is referred as the employee's behaviours and how they feel towards their career. Positive and favourable job attitudes indicate that employee satisfied with their work, while workplace dissatisfaction indicates by unfavourable and negative job attitudes. Employees ' good or bad impressions of job satisfaction will place the company between the line of success or failure, and that's why managers need to understand and know what influences employee satisfaction with their work.

There are 4 factors that can influence the satisfaction of the employees according to Locke (1976). They are the recruitment and selection process, recognition and reward, the traits and personality of the workers and leadership style. Out of these four factors, leadership

is considered as the most relevant to the scope of this current studies and also the employer of the organization as they must know what affects their subordinates' satisfaction towards works. There are lots of type for leadership that analyzed by many past scholars, the leadership style of transactional and transformational are both well-known (Bass & Steidlmeier, 1999).

This study focusing on the style of leadership known as transformational that defined as those who able to motivate the employees to strive, forward thinking and full of good will. Based on (Bass & Riggio, 2006), the transformational style of leadership has four dimensions namely, “idealized influence (II)”, “inspirational motivation (IM)”, “intellectual stimulation (IS)” and “individualized consideration (IC)”. In this study, the group of members in the organization that considered as displaying these characteristics are the one that at the management level such as, the director and the managers who able to have all dimensions in their style of leading in daily work.

As leadership stated as one of the elements that can have an impact towards job satisfaction, the relationship of this four dimensions and satisfaction towards work will be tested among employee in Sarawak Public sector. In this study, the employee in the public sector will be the focus as we are almost reaching the year 2020 where Malaysia expected to become a developed nation. Vision 2020 is a plan that encourages Malaysia to grow economically, socially and politically by improving government systems, social and religious dimensions, and national satisfaction and trust (Aziz, Rahman, Alam & Said, 2015).

Therefore, in the present study, the researcher has the intention to see the transformational leadership and job satisfaction relationship among employee in Sarawak public sector.

1.2 Problem Statement

Employee satisfaction towards works has become a concern not only in Sarawak but globally especially among the employees and even the fresh graduates and active job seekers. In relation to this issue, according to the year 2017 data from the JobStreet website, Malaysia placed in top five out of seven participating nations in Asia for their “Employee Job Happiness Index”. Based on the survey, from 10,143 employees surveyed in Malaysia, 58% reported being neutral to fulfil their work (JobStreet. Malaysia, 2018) and they also list three aspects that contributing to workplace despondency like “bad leadership”, “low career development opportunities” finally “improving skill training”. Other than that, the employee or participant also rate 4.65 over 10 that indicates that the scales of their happiness at work.

In addition, Sarawak Employment Report 2019 stated that the result based on the study conducted by Sarawak Jobs.com that mostly participated by government servant, 78% responded that they are unhappy at work due to ‘Bad Management’. Furthermore, 52% responded that ‘Good Management’ as one of their most considered factors for their dream job (SarawakJobs | Sarawak Employment Report 2019., 2019). The results of this study indicate that the crucial factors that influence employees’ satisfaction towards works is leadership.

Criticisms and concerns toward the public service continue to be heard amid efforts to improve service delivery. The public sector continues to be blamed for its long-term inefficiency, bureaucracy, lack of flexibility, inadequate transparency and poor performance (Aziz, Said & Alam, 2015). According to Aziz et al. (2015) for the recommendation in their study, leaders are required to lead followers in the right direction. Perhaps it could cultivate the department's ability to inculcate transparency within its staff and culture as well as the

public sector as a whole by implementing variety sets of leadership styles to different situations and organizations.

A review in the emerald insight engine has generated 526 results regarding the topic of satisfaction towards job among public sector employee in Malaysia for the year of 2018 and 2019. 69 of it are the results of a search with the keyword of the transformational style of leadership influence towards employee job satisfaction in the government sector for Malaysia in 2019. Out of these 69 articles, it was discovered that only 10% of the articles talk about how certain style of leadership like transformational can influence employees' satisfaction towards their job in Malaysia.

Thus, this current research aims to study the transformational leadership influence towards employee job satisfaction in the Sarawak public sector.

1.3 Research Objectives

1.3.1 General Objectives

To identify the relationship between transformational leadership and employee job satisfaction.

1.3.2 Specific Objectives

The specific objectives for this study:

- i. To identify the level of job satisfaction.
- ii. To identify the relationship of idealized influence with job satisfaction.
- iii. To identify the relationship of inspirational motivation with job satisfaction.
- iv. To identify the relationship of intellectual stimulation with job satisfaction.
- v. To identify the relationship of individualized consideration with job satisfaction.
- vi. To identify the influences of idealized influence towards job satisfaction.
- vii. To identify the influences of inspirational motivation towards job satisfaction.
- viii. To identify the influences of intellectual stimulation towards job satisfaction.
- ix. To identify the influences of individualized consideration towards job satisfaction.

1.4 Research Hypotheses

Ha1: There is a significant relationship between idealized influence and job satisfaction.

Ha2: There is a significant relationship between inspirational motivation and job satisfaction.

Ha3: There is a significant relationship between intellectual stimulation and job satisfaction.

Ha4: There is a significant relationship between individualized consideration and job satisfaction.

Ha5: There is significant influences of idealized influence towards job satisfaction.

Ha6: There is significant influences of inspirational motivation towards job satisfaction.

Ha7: There is significant influences of intellectual stimulation towards job satisfaction.

Ha8: There is significant influences of individualized consideration towards job satisfaction.

1.5 Conceptual Framework

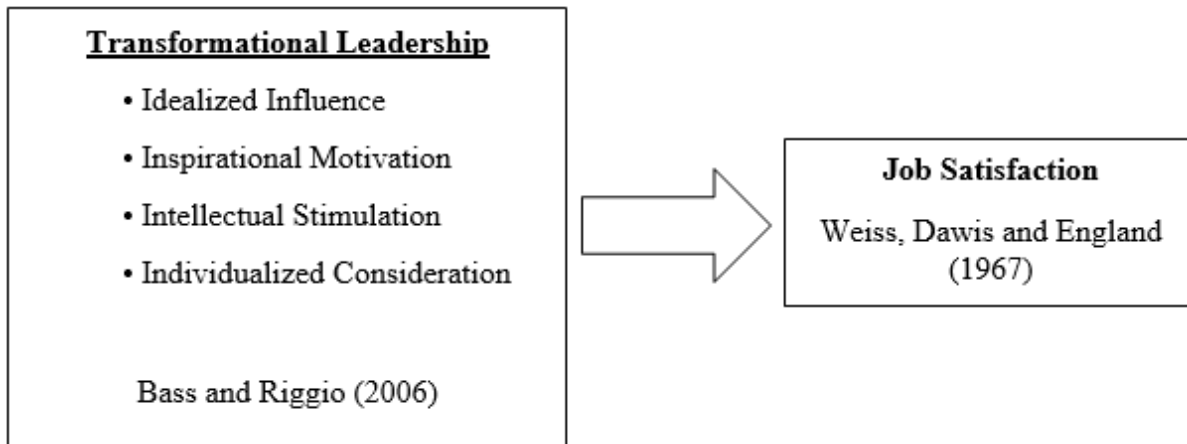


Figure 1.1: Relationship between transformational leadership and employee job satisfaction

Source: Adapted from (Long, Yusof, Kowang & Heng, 2014)

According to Bass and Riggio (2006) stated that “idealized influence (II)” dimensions as the leaders that simply admired by the follower, respected and trusted that has become an influence on the followers. Next “inspirational motivation (IM)” is where the leaders able to motivate and become an inspiration to their followers that provide challenge to the work.

Intellectual stimulation (IS) is a characteristic where ability to uplift the elements of creativity and innovative inside their followers in the way they work by encouraging them to discover the new way of solving problem and other approaches that suit their work without criticizing their ideas. Finally, the last component is “individualized consideration (IC)” where the superiors aware of their follower’s personal needs by becoming their mentor.

The past scholars have strengthened the finding by proving that both independent and dependent variables have a direct and strong relationship. Bayram and Dinç, (2015) study in Bosnia and Herzegovina on the private education institutions in resulted that transformational style of leadership has a strong and direct relationship alongside employee’s job satisfaction and all of the results was proved significant.

For this current study, the aims are to study the relationship between all the dimension or variables with job satisfaction among employee in Sarawak public sector.

1.6 Significance of Study

1.6.1 Significance to the body of Knowledge

This research is important as it can add in the literature or information and also to the global human resource development theories and practices. This study also can help to add up literature on the findings on how the dependent variable can be influenced by the independent variables the context of Sarawak government sector specifically.

1.6.2 Significant to the organization of the study

This research also can become a source of reference for the organization of the study to understand better on how the relationship of independent and dependent variables works and also support their understanding on specific dimensions of leadership style known as transformational on how all of this dimension can influencing employee job satisfaction. Employee satisfaction towards work and working environment, their productivity will increase, and they can contribute to their organization.

1.6.3 Significant to the Human Resource Practitioners

This study also able to help the HR Practitioners to identify and understand more on the dimension of transformational leadership that empirically evidences to have influences on employee job satisfaction. So, they can come up with a better approach and training to improve employee satisfaction towards their job in the future for all managers as they expected to apply a suitable leadership when they work with their team.

1.7 Definitions of Terms

1.7.1 Transformational Leadership

Conceptually, a transformational leader is defined as a leader capable of inspiring the followers to achieve more than what they dreamed. This leader expects higher and for higher results. They also have more fulfilled followers and dedicated employees. In addition, they also inspire their employees and focus to their personal development and needs, by mentoring the subordinates and raise their own capacity for leadership (Bass & Riggio, 2006).

In this study, transformational leaders are someone that could motivate, inspiring and empowering the employees to work hard while at the same time being creative and innovative in transforming and developing the company.

Table 1.1: The dimension of Transformational Leadership

Dimensions	Definition
Idealized Influence	A leader that simply admired, inspire and earn trust from the followers.
Inspirational Motivation	The leader also well respected by their follower and become their role model.
Intellectual Stimulation	A leader that can become the source of motivation and inspiration to the follower through the way they work by providing challenges to the follower that can improve them.
Individualized Consideration	The leaders that celebrating and appreciating the creativity and innovative sides in their follower by encouraging them to be creative either in the way of solving the problem and other approaches that relevant to them.
	The leaders work as a guide for the follower so that they can grow and achieve a lot of things due to their own efforts.

In this study, each of this dimension of Transformational leadership will be assessed by, Multifactor Leadership Questionnaire, MLQ (Bass & Avolio, 2000).