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Leadership Style: Transformational and Employees' Job Satisfaction in Sektor Khidmat Pengurusan dan Pembangunan at Jabatan Pendidikan Negeri Johor

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Abstract: To achieve job satisfaction among employees is the focal point of most organizations. It is because the issue of employee's job satisfaction has been long debated due to its subjectivity. Therefore, an attempt has been made to identify the relationship between transformational leadership style and employees' job satisfaction at Jabatan Pendidikan Negeri Johor. The respondents were collected from 97 respondents using questionnaire survey. The respondents will be selected using probability stratified sampling technique and was analyzed using correlation analysis. The results indicate that transformational leadership style is significant to predict employees' job satisfaction.

Keywords: Job satisfaction, Transformational leadership style

Introduction

Nowadays, the success of organization depends on employee's satisfaction towards job. Job satisfaction is vital in an organization because it helps to achieve organization's goals and objectives. If employees satisfied with the job, it can improve job performance as well as organization's performance.

Therefore, organization can achieve its competitive advantages among competitors. One of the factors that influence job satisfaction is leadership style. Avolio, Bass and Jung (1997) identified leaderships into two categories; transformational and transactional.

However, this study was focused on transformational leadership style. This is because the transformational style is more acceptable, and this kind of leaders tend to have dedicated and satisfied followers (Alisa, Dzevad, Zijada & Jasmin, 2014). This is supported by Robbins, Odendaal and Roodt (2003) leader plays an important role to increase job satisfaction where the leader has an

ability to provide emotional and technical support to employees and directly impact the way how task has been done.

However, lack of support from the leader leads to dissatisfied employees in an organization. The employees might feel inadequate with what had been received in terms of motivations, freedom, benefits and so on.

The findings from this study might contribute for establish theory. It is because, this study looks at the important of transformational style to job satisfaction. The organization could use the findings to help improving job satisfaction among employees.

Hence, this study was conducted to identify the relationship between transformational leadership style and employees' job satisfaction in Sektor Khidmat Pengurusan dan Pembangunan, Jabatan Pendidikan Negeri Johor.

A. Research Objective

To identify the relationship between transformational leadership style and employees' job satisfaction in Sektor Khidmat Pengurusan dan Pembangunan, Jabatan Pendidikan Negeri Johor.

B. Research Question

Is there any relationship between transformational leadership style and employees' job satisfaction in Sektor Khidmat Pengurusan dan Pembangunan, Jabatan Pendidikan Negeri Johor?

C. Hypothesis

H1 There is a significant relationship between transformational leadership style and employees' job satisfaction in Sektor Khidmat Pengurusan dan Pembangunan, Jabatan Pendidikan Negeri Johor.

Literature Review

Job Satisfaction: Steven and McShane (2004) stated job satisfaction as the individual's evaluation of work in terms of the context and content of the work. Hanaysha, Khawaja, Nik Kamariah, Fosa, Muhd Yahya and Ahmad Sazali (2012) the elements of job satisfaction includes the job itself, the relationship in an organization, management beliefs, future opportunity, work environment and compensation.

Therefore, if all the elements are fulfilled by the employer, job satisfaction will be increased. This is because, when employees found the job is suitable and the superior motivates to express freedom, the employees will be happy to finish the task given. This is supported by Parvin and Kabir (2011) the workers generate job satisfaction when the workers happy with the job.

Leadership: Leadership defined as the approaches adopted by superiors in everyday interaction with employees. It consists of many elements that can affects employees' emotions, performance and behavior (Lok & Crawford, 2004). Robbins (2000) defined leadership as the capabilities to influence employees towards the achievement of organizational objectives and goals.

Transformational leadership: The transformational leadership style was stressed in this study. This is because transformational leaders tend to create a working environment with satisfied and motivated employees (Bass and Riggio, 2008). This is supported by Northouse (2010) leaders who possessed transformational leadership style will motivate the followers and give more work outside the capabilities of an employees.

Bass and Riggio (2008) identified four behaviors that represents transformational leadership;

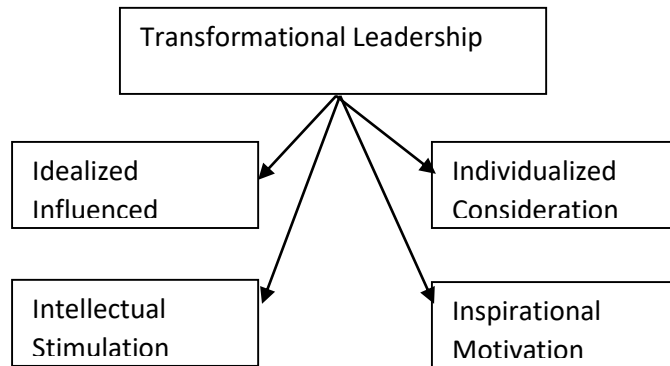
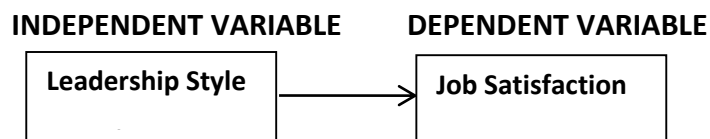


Figure 1: *Transformational Leadership Behaviors*

1. Idealized influenced (charisma) - strong emotions from followers and latter acts as a strong role model.
2. Individualized consideration - includes provisions of support, encouragement, coaching, advice and feedback for the use in the followers' personal development.
3. Intellectual stimulation - increase awareness of problems and influences followers to view problems from a new point of view.
4. Inspirational motivation - includes the development and communication of an appealing vision.

Hence, transformational leadership is significant related with job satisfaction (Manning, 2002). In addition, transformational kind of leadership having more positive effect on job satisfaction rather than transactional (Awamleh & Al-Dmour, 2004). This is the reason this study is focused on transformational leadership style.

Framework



(Avolio, Bass & Jung, 1997)

(Spector, 1997)

Figure 2: *Transformational Leadership Style and Job Satisfaction among employees in SKPP, Jabatan Pendidikan Negeri Johor.*

The framework of this study consists independent variables (leadership style; transformational) and job satisfaction. The leadership style was adopted from Avolio, Bass and Jung (1997) and job satisfaction adopted from Spector (1997).

Research Methodology

Research Design: According to Salkind (2013), research design is the method and structure of an investigation to conduct data collection and analysis. The type of this research is known as correlational research. According to Sekaran and Bougie (2010) correlational research is conducted when the researcher wants to describe the important variables related with the problem. Besides, this study will be conducted to identify the relationship between transformational leadership style and job satisfaction on the established relationship.

Sampling Technique: The sampling technique that was applied in this study is cluster sampling technique.

Population and Sample: According to Salkind (2013), population is the entire of some group. According to Sekaran and Bougie (2010), population is defined as entire group of people the researchers want to investigate. The population for this study is 130 employees from Sektor Khidmat Pengurusan dan Pembangunan, Jabatan Pendidikan Negeri Selangor. The sample size based on table of Krejcie and Morgan (1970) as adopted by Sekaran and Bougie (2010). Krejcie and Morgan (1970) greatly simplified size decision by providing table that ensures a good decision model. Thus, the sample size for this study is 97 from the population of 130.

Unit of Analysis: The unit of analysis used in this study is an individual comprises of employees in Sektor Khidmat Pengurusan dan Perkhidmatan, Jabatan Pendidikan Negeri Johor.

Sampling Frame: Garson (2012) stated sampling frame is a list of ultimate in population such as people, household, organization, or unit of analysis. For this study, the list name of employees was retrieved from Sektor Khidmat Pengurusan dan Perkhidmatan, Jabatan Pendidikan Negeri Johor.

Survey Instruments: The respondents are required to answer the three sections. The questionnaire was divided into three sections, Section A, Section B and Section C.

Section A – This section asked and identifies the transformational leadership style from Multifactor Leadership Questionnaires (MLQ).

Section B – This section identifies the employees' job satisfaction. In this section, the items were adopted from Spector (1997).

Section C -. This section classifieds the respondents according to the demographic profiles such as gender, age, marital status, professional academic qualification and working experience.

Measurement of Variables: The transformational leadership style and job satisfaction was measured by statement using five (5) points of Likert Scales: The five (5) points are as stated below:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Validity of Instrument: Zamalia (2009) stated validity is the ability of a scale to measure what needs to be measured. For this study, the validity of instruments was tested for criterion-related validity because to predict dependent variable, the independent variable was measured.

No. of Item s	RELIABILITY ANALYSIS		
	<i>Variables</i>	<i>Pilot Study (n=30)</i>	<i>Actual Study (n=97)</i>
IV(1 2)	Transformational Leadership Style	.852	.936
DV(3 0)	Job Satisfaction	.686	.893

Data Collection Procedures: The questionnaires were distributed to employees in Sektor Khidmat Pengurusan dan Pembangunan, Jabatan Pendidikan Negeri Johor. The respondents were given two weeks to return a complete questionnaire.

Reliability Analysis: According to Zamalia Mahmud (2009), reliability refers to the degree the measures of question are free from errors and lead to consistent results. In addition, reliability also seeks the understanding of questions from respondents. Therefore, in checking the reliability of the instruments, a pilot test was conducted to see whether the questionnaire is reliable or not. According to Sekaran (2010), the value of alpha level more than 0.60 will result in the instrument being reliable for the research study purposes. The pilot test for this study was conducted at the Jabatan Pendidikan Negeri Johor among 30 respondents to check the reliability. Besides, the reliability for actual study also was analyzed using SPSS. The results shown below:

Table 1: *Reliability study for IV and DV*

The results shown Cronbach' Alpha for both independent and dependent variables that consists of transformational leadership style and job satisfaction more than .60. In pilot study, Cronbach' Alpha for independent variable is .852 while for actual study the result shown .936 for transformational leadership style. In addition, for dependent variable, Cronbach' Alpha for pilot study is .686 and for actual study is .893. Hence, all the items are accepted and reliable for pilot study and actual study.

Data Analysis: The data was analysed using Statistical Package for Social Sciences (SPSS). Analysis that was used in this study is Descriptive Statistic and Correlation Analysis. Then, the data were tabled and interpreted to come out with the findings.

Findings

The study was carried out at Jabatan Pendidikan Negeri Johor specifically among employees in Sektor Khidmat Pengurusan dan Pembangunan. The respondents for this study is 97 respondents from the population of 130.

In addition, the respondents for this study were given about two weeks to answer and return the questionnaires. The response rate for this study is 100 percent as 97 questionnaires were returned.

Demographic Profiles of Respondents

Demographic profiles of respondents consist of age, working experience, academic qualification, and age. Range of age for respondents in this study is 20 until 40 years old.

In addition, from 97 respondents, 77 of respondents are females and 20 males. Most of the respondents possessed Diploma and bachelor's Degree for the academic qualification.

Mean and Standard Deviation

Variables	N	Mean	Standard Deviation
IV (Transformational Leadership)	97	3.4862	.56113
DV (Job Satisfaction)	97	3.4898	.52135

Table 2: *Mean and Standard Deviation for Independent Variables and Dependent Variables.*

Table 2 indicates the mean and standard deviation for transformational leadership and job satisfaction. For transformational leadership is (M= 3.4862 and SD = .56113) and dependent variables is (M= 3.4898 and SD = .52135) for 97 of respondents.

	CORRELATION ANALYSIS	
	Variables	R value
IV	<i>Transformational Leadership Style</i>	.588**
DV	<i>Job Satisfaction</i>	

Correlation Analysis

To answer the Research Question, the data were analyzed using SPSS (Statistical Package for Social Science) using correlation analysis. This test is important to determine the degree of coefficient between two variables. The results shown below:

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

Table 3: *Correlation analysis for variables*

Table 3 presents the relationship between transformational leadership style and job satisfaction. The analysis for correlation was conducted by using Pearson product-moment correlation coefficient. From the above table, transformational leadership style was correlated with job satisfaction ($r = .588$, $p < .01$). It indicates that employees want the leader with transformational leadership style because this kind of leader allowed employees to have autonomy or freedom in accomplish the task. This kind of leader also motivates and helps employees when needed. This is supported by Bushra, Usman and Naveed (2011) transformational leadership had a positive impact on general job satisfaction and indicating the employee's preferences for this leadership style. Therefore, hypothesis (H1) for this study is accepted.

Conclusions

In conclusion, the result from this study is significant. In addition, the result supports main objective of this study to determine the relationship between transformational leadership style and employees' job satisfaction. Finding from this study shown that transformational leadership has a relationship with employees' job satisfaction. Therefore, leadership style influences the ways of employees react toward the job given and indirectly will improve the job satisfaction.

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