

Transformational Leadership Style and Job Satisfaction at Higher Education Institution in Malaysia

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ABSTRACT

Leadership is considered one of the most important determinants of employee job satisfaction. The employee satisfaction on the job depending on their leadership styles that managing the organization. This study seeks to examine the relationship between the leadership style and job satisfaction among academic staff at Politeknik Sultan Mizan Zainal Abidin (PSMZA). A quantitative questionnaire using Likert-type scales was administered to 175 academic staff of PSMZA using quota sampling. Descriptive analysis, Pearson correlation and Multiple Regression were employed to achieve the objectives of the study. The findings of the study revealed that the leadership styles, namely charismatic/inspirational, individualize consideration and intellectual stimulation were found to be significant drivers of the employees' job satisfaction. Thus, research findings confirmed that there are positive relationships between leadership style and job satisfaction. The findings also supported four hypotheses generated for this study. The most salient finding was that individualize consideration leadership strongly affected their job satisfaction. Indeed, at today's organization has to focus on the satisfaction of the employees to encourage them motivate to perform better in the organization. Still, the behavior of the leaders will affect their satisfaction in the job. Based on these findings, implications and recommendations are made for the policy makers and also future studies.

KEYWORDS: Leadership Style, Job Satisfaction, Academic Staff, Higher Education Institution.

INTRODUCTION

In today's globalization and speedy expansion of economic development requires organization and companies be highly competitive to achieve performance excellence in this global world. The excellent performance of such organization came from their employees' satisfaction. Apart from that, leadership styles that manage organization also contribute to the employee satisfaction. Since leadership is an important factor for improving performance of the organization, the failure and success of an organization depends on the effectiveness of leadership at all levels [4]. The managers need to choose the styles of leadership that will suit for different situations because a specific leadership style was not adequate for running organization efficiently and effectively. In [11] stated that leadership style and job satisfaction serve equally in fulfilling their roles in the education sector by which the head of teachers adopting various leadership styles. Because of the aged theories of leadership working through the power of performance-reward linkage became less relevant currently, transformational leadership is considered necessary to deal with the current nature of the environment [13]. Transformational leadership assumed to be the most effective leadership style. It is contributors for the realization of outcomes in colleges and universities, as they are portrayed as the model of leadership to higher educational institutions [8, 5]. A leader was chosen by their followers with the expectation to keep them on track. According to [1], a leader has to provide the followers to keep them productive, proceed and moving ahead consistently towards the shared vision. But if the leaders fail to provide what was promised before, it flourishes the sense of distrust and demotivation among followers.

LITERATURE REVIEW

Charismatic/Inspiration

Charismatic leadership is the leader who is able to provide a clear sense of mission, which in turn promotes the sense of loyalty and commitment from the followers [6]. Charismatic or inspirational characteristics are also portrayed with a sense of vision and mission, inspiring pride in and among the group as well as gaining respect and trust [9, 11]. Hence, by presenting the meaning of enthusiasm, optimism and challenges of team spirit, the leader is capable to motivate the employees towards their future success. The charismatic leader must guide an organization from the current to the future through three stages. The first stage is assessing the current condition, including the need of the followers and resource organization encompassed. Secondly, goal establishment and third stages which are techniques development to achieve those goals [10].

Individualize Consideration

Individualized consideration is described as the willingness of the leader to stimulate and create learning experiences in delegating projects to followers as well as treat each of the followers as a unique individual [6]. In [12] recognized individualize consideration leaders who have the capability and accountability to offer satisfaction and enhance their followers' productivity by being pleasant, casual, close, assist and support job development among their followers. In [7] further stated that individualize consideration leadership still maintains a sense of responsibility in providing learning ability, while support their followers individuality. Besides that, in [3] described transformational individualize consideration leaders as individualized attention to the desires of the followers by making each person feel appreciated and treated differently but still fairly on a one-to one basis.

Intellectual Stimulation

Intellectual stimulation leaders are characterized as a leader who provide their followers with an opportunity to rethink the procedures in a traditional ways while observe the situation in new, and intellectual stimulation is the leader's condition of opportunities for followers to rethink traditional procedures and to examine situations in new and novel ways [6]. They always inspire their followers to try new methods or methods to resolve the problems by innovative thinking and creative. Intellectual stimulation leadership also is characterized as one who promoting intelligence, rationality, logical thinking and careful problem solving [14]. Additionally, the followers of this kind of leadership are encouraged to have a good thought of any problems occurs as well as capable to solve by their own beliefs and standards [2].

METHODOLOGY

A total of 175 questionnaires were distributed to male and female academic staff in Politeknik Sultan Mizan Zainal Abidin (PSMZA) with 100% return rate. The largest group of the respondents was from the age 30-39 years old (78.9%) with the majority of the respondents (93.1%) were married. In the gender perspective, most of the respondents were females (60.6%) possess degree holder (46.2%). More than half (61.1%) of the respondents were from the Faculty of Engineering owned the salary of RM 4000-RM 5000. As for working experience analysis, 41.1% of the respondents have more than 9 years working experience. The data have been collected using self-delivered approach, while the process of answering the survey question was self-administrated by the respondent but with the supervision of the researcher. Questionnaires served as the main instrument of this study. The questionnaire consists of five sections including demographic section. In section A, seven questions covering from the subjects of age, marital status, gender, academic qualification, faculty, salary and allowance, and working experience. Section B focused on charismatic/inspiration leadership influence. Section C consists of eight items to discover the individualized consideration leadership style. Section D in the questionnaire identifies the intellectual stimulation leadership style. Section E consists of eight questions regarding job satisfaction. All of these sections were adopted from [6]. Descriptive and inferential statistics were used to analyze the data. The descriptive statistics include the mean and frequency, while the inferential statistics include Pearson Product-Moment Correlation Coefficient and Multiple Regression.

The following hypotheses were generated:

- H1: There is a positive relationship between charismatic / inspiration leadership style and job satisfaction among academic staff at PSMZA.
 H2: There is a positive relationship between individualized consideration leadership style and job satisfaction among academic staff at PSMZA.
 H3: There is a positive relationship between intellectual stimulation leadership style and job satisfaction among academic staff at PSMZA.
 H4: The most influential factor of leadership style contributes to job satisfaction among academic staff at PSMZA is individualized consideration.

FINDINGS AND DISCUSSION

Table 1: Correlation analysis (n=175)

Variables	Mean	Standard Deviation	Pearson Correlation
Charismatic / Inspirations	3.161	5.516	0.601**
Individualize consideration	3.151	5.681	0.777**
Intellectual stimulation	3.152	5.195	0.760**
Job satisfaction	3.172	4.743	

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

Pearson Product-Moment Correlation Coefficient was used to assess the relationship among variables (independent and dependent variables). The finding indicates that all variables have a positive correlation respectively when referred to strength association between charismatic/inspiration, individualize consideration,

intellectual stimulation and job satisfaction. Based on Guilford's Rule of Thumb, the r value indicates that the charismatic/inspiration leadership style in section B has moderate correlation with job satisfaction with the value of 0.601. Individualized consideration leadership style (section C) has a high correlation towards job satisfaction with the value of $r = 0.777$. Besides, the relationship between intellectual stimulation leadership style and job satisfaction reported a high correlation between both variables (independent and dependent) with the $r = 0.760$. On top of that, individualized consideration leadership style (section C) formed the highest correlation towards job satisfaction. Thus, individualized consideration becomes the most influence variable of leadership style towards job satisfaction at PSMZA.

Table 2: Regression analysis (multiple regression) (n=175)

Independent Variables	Beta	T-Value	Durbin Watson
Charismatic / Inspiration	0.035	0.517	
Individualize consideration	0.455	4.803	
Intellectual stimulation	0.347	3.844	
R		0.799	
r ²		0.638	
F Value		100.396	
Sig. Value		0.000	
			1.672

**Significant at 0.01

To strengthen the evidence, the value of R and R-square were analyzed which indicates the level of influences the independent variables towards dependent variable. The R-value for the variable is 0.799. It also demonstrated that the value of R-square is 0.638. Thus, it can conclude that all independent variable influence job satisfaction at 63.8%. In addition, the value of Durbin Watson of all independent variables is 1.672 towards the job satisfaction as the dependent variable. This means that there is a positive correlation between independent variables (charismatic / inspiration, individualize consideration and intellectual stimulation) and dependent variable (job satisfaction).

CONCLUSION AND RECOMMENDATIONS

This study identified the relationship between the charismatic/ inspiration leadership, individualized consideration leadership and intellectual stimulation leadership towards job satisfaction at PSMZA. Findings revealed that the charismatic/ inspiration leadership, individualized consideration leadership and intellectual stimulation leadership have a significant positive relationship with job satisfaction. The findings supported all hypotheses generated for this study. Charismatic/ inspiration leadership, individualized consideration leadership and intellectual stimulation leadership emerged as key determinants in influencing the job satisfaction of academic staff PSMZA. Individualize consideration leadership style was identified as the most contributed factor to job satisfaction. The finding indicated an important implication to the organization in term of managing job satisfaction. The research findings were very useful for the organizations recognize and evaluate various aspects of the charismatic/ inspiration leadership, individualized consideration leadership and intellectual stimulation leadership which contributed to job satisfaction of the institution. Additionally, the top management in the organization should pay attention towards the most influential factor that contributes to job satisfaction since it will be able to affect employees' job performance and productivity. The findings also provided an important implication to the management which suggested that by maintaining the employee's job satisfaction, the organization able to gain loyalty and respect from the staff and enhancing their performance job scope.

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