



# THE INFLUENCES OF LEADERSHIP STYLES ON EMPLOYEE’S JOB SATISFACTION IN PROJECT-BASED DEPARTMENTS IN UMP

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## ABSTRACT

Leadership styles play a very important role in determines employees’ job satisfaction. The research’s about relationship between leadership styles and employees’ job satisfaction are have not unified conclusion yet. Therefore, this study aims to analyze the influences of transactional and transformational leadership styles on employees job satisfaction. The questionnaire survey was designed and distributed directly to the targeted employees in project-based departments in UMP which is PTMK, JPPH, and UMPH. The final result showed that some variables of transactional and transformational leadership styles has positive influences on intrinsic and extrinsic satisfaction . Hopefully, the study can provide some significance to understand the influences of leadership style on the employee’s job satisfaction in order to increase employee’s job satisfaction and performance in UMP.

## INTRODUCTION

The organization is a structure of society in which human resources are the greatest essential asset for efficiency and effectiveness. There are several departments in UMP that involved in project based, so this research will select the several department that engaged in project based departments and evaluate their employees’ job satisfaction based on the leadership styles that their managerial used. Various studies was carried out on leadership styles and its influences on employee job satisfaction but results was inconsistent (Ahman, 2013).

## RESEARCH OBJECTIVES

- RO1:** To analyse the influence of transactional leadership on employees job satisfaction.
- RO2:** To analyse the influence of transformational leadership on employees job satisfaction.

## METHODS

UMP	Questionnaire	SPSS Software
Population & sample size	Pilot test	Descriptive analysis
Data collection process	Validity analysis	Normality test
Data analysis	Reliability analysis	Pearson correlation
		Multiple regression
		Hypothesis testing

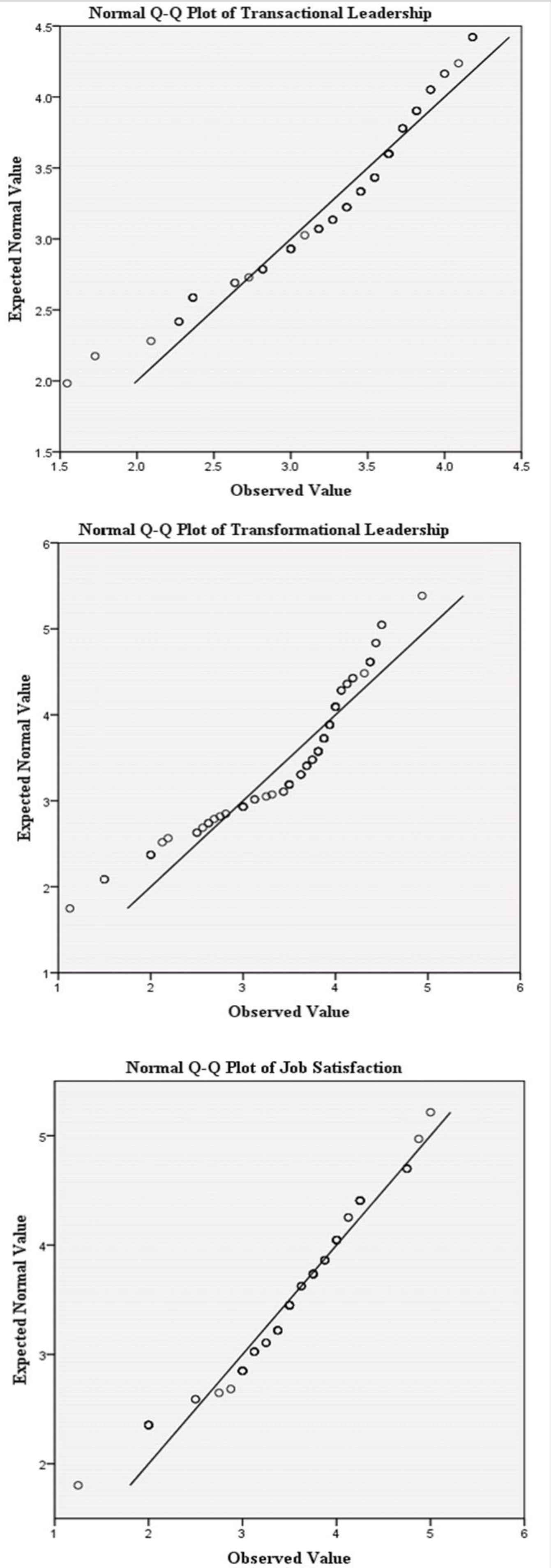
## CONCEPTUAL FRAMEWORK



## RESULTS

Descriptive Analysis	
Gender:	Female (51.5%)
Age:	30 – 39 years old (62.1%)
Race:	Malay 78.6%
Dept.:	PTMK (47.6%), JPPH (31/1%), UMPH (21.4%)
W. Exp.	> 5 years (60.2%)

### Result of Normality Test



Pearson Correlation Analysis		
	Employee Job Satisfaction	
	Co.	Sig.
Transactional Leadership	.813**	.000
Transformational Leadership	.817**	.000

Regression Model Summary (R-Square)		
	Int. Satisfaction	Ext. Satisfaction
Transactional Leadership constructs	.692	.580
Transformational Leadership constructs	.685	.565

Regression Model I Details				
Transactional Leadership	Int. Satisfaction		Ext. Satisfaction	
	Co.	Sig.	Co.	Sig.
Contingent Reward	0.020	0.852	0.084	0.507
Management-by-exception (active)	0.713	0.000	0.659	0.000
Management-by-exception (passive)	0.210	0.001	0.071	0.317

Regression Model II Details				
Transformational Leadership	Int. Satisfaction		Ext. Satisfaction	
	Co.	Sig.	Co.	Sig.
Idealized Influence	0.364	0.002	0.130	0.331
Inspirational Motivation	0.330	0.008	0.488	0.001
Intellectual Stimulation	0.443	0.001	0.041	0.795
Individualized Consideration	-0.271	0.053	0.132	0.420

Summary		
Research Hypothesis Results	IS	ES
H1: Contingent reward has positive influence on employees job satisfaction.	N	N
H2: Management-by-exception (active) has positive influence on employees job satisfaction.	Y	Y
H3: Management-by-exception (passive) has positive influence on employees job satisfaction.	Y	N
H4: Idealized influence has positive influence on employees job satisfaction.	Y	N
H5: Inspirational motivation has positive influence on employees job satisfaction.	N	Y
H6: Intellectual stimulation has positive influence on employees job satisfaction.	N	N
H7: Individual consideration has positive influence on employees job satisfaction.	N	Y

## CONCLUSIONS AND RECOMMENDATION

- ❖ The transactional leadership variables: The management-by-exception (active) has positively influences intrinsic and extrinsic satisfaction; the management-by-exception (passive) has positively influence on intrinsic satisfaction.
- ❖ The transformational leadership variables: The inspirational motivation and intellectual stimulation have positively influences extrinsic satisfaction; the idealized influence has positively influence intrinsic satisfaction
- ❖ It implies that the transactional and transformational leadership can be implemented by the administrators of the three departments in UMP to increase employees’ job satisfaction
- ❖ Limitations include: time constraints to finish the survey during working hours, etc.
- ❖ There are a lot of leadership styles that not been discuss in this research. This study only focus two styles of leadership. It is crucial for the future research to analyze more and different leadership styles.
- ❖ Future research could also expand the number of respondents, differentiate the respondents in terms of jobs, organizations, etc.

## REFERENCE

Taleb (2010). Relationship of Transformational and Transactional Leadership Style with Job Satisfaction. *Interdisciplinary Journal of Contemporary Research in Business*, 6(3), 187–204. Retrieved from <http://euabr.com/ijcrbjul14/187-204jul14.pdf>  
Ahman (2013). *Leadership Style and its Influence on Job Satisfaction and Organizational Commitment*