



UNIVERSITI PUTRA MALAYSIA

**EFFECTS OF TRANSFORMATIONAL LEADERSHIP OF HEAD COACH
AND LEADERSHIP SUBSTITUTE VARIABLES ON ASSISTANT COACH
JOB SATISFACTION IN THAILAND**

DUANGKRAI TAWEESUK

FPP 2011 30

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LEADERSHIP OF HEAD COACH AND
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DUANGKRAI TAWEESUK

**DOCTOR OF PHILOSOPHY
UNIVERSITI PUTRA MALAYSIA**

2011

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AND LEADERSHIP SUBSTITUTE VARIABLES ON ASSISTANT COACH
JOB SATISFACTION IN THAILAND**

By

DUANGKRAI TAWEEESUK

**This thesis submitted to the School of Graduate Studies, Universiti Putra Malaysia,
In partial Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

March 2011

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in partial fulfillment of the requirement for the degree of Doctor of Philosophy

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March 2011

Chairman: Associate Professor Aminuddin bin Yusof, PhD

Faculty: Educational Studies

The purpose of this research was to determine the influence of transformational leadership behavior of head coaches and leadership substitute variables as determinants of assistant coaches' job satisfaction in Thailand. Questionnaires were given to 250 Thai assistant coaches in 30 sports. The questionnaire consists of the Transformational Leadership Inventory (TLI) developed by Podsakoff, et al., (1990), Leadership Substitutes Questionnaire (LSQ) developed by Kerr and Jemier, (1978) and the Job Satisfaction Survey (JSS) developed by Spector (1994). Study showed that there was a significant relationship between assistant coaches' perception of their head coaches' transformational leadership behavior and assistant coaches' job satisfaction.

There is no significant relationship between leadership substitute variables and job satisfaction of assistant coaches. The results also showed a positive relationship between Unambiguous Routine and Methodologically Invariant Tasks, Organizational Formalization, Advisory and Staff Functions, and Organizational Rewards not within the Leaders' control and assistant coaches' job satisfaction. There was a negative relationship between Ability Experience Training and Knowledge, Professional Orientation, Indifference toward Organizational Rewards, and Task Provided feedback Concerning Accomplishments and assistant coaches' job satisfaction. Spatial distance between superior and subordinates was discovered to be leadership enhancers, while intrinsically satisfying tasks to be a neutralizer of transformational leadership behaviours in Thailand. It was concluded that transformational leadership behaviours of head coaches have a direct relationship with assistant coaches' job satisfaction in the absence of a strong leadership enhancer or neutralizer. However, in the presence of leadership enhancer and neutralizer, it was concluded that transformational leadership behaviours of head coaches influenced assistant coaches' job satisfaction indirectly, through the moderating effects of the enhancers and neutralizer.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

KESAN KEPEMIMPINAN TRANSFORMASI KETUA JURULATIH DAN PEMBOLEHUBAH PENGGANTI KEPEMIMPINAN KE ATAS KEPUASAN KERJA PEMBANTU JURULATIH DI THAILAND

Oleh

DUANGKRAI TAWEESUK

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Pengerusi: Profesor Madya Aminuddin bin Yusof, PhD

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Kajian ini bertujuan untuk mengenalpasti pengaruh tingkah laku kepemimpinan transformasi ketua jurulatih dan pembolehubah pengganti kepemimpinan sebagai penentu kepuasan kerja pembantu jurulatih di Thailand. Soal selidik diedarkan kepada 250 pembantu jurulatih Thai dalam 30 jenis sukan. Borang kaji selidik ini terdiri daripada *Transformational Leadership Inventory* (TLI) yang dibangunkan oleh Podsakoff, et al., (1990), *Leadership Substitutes Questionnaire* (LSQ) yang dibangunkan oleh Kerr dan Jemier, (1978) dan *Job Satisfaction Survey* (JSS) yang dibangunkan oleh Spector (1994). Kajian menunjukkan terdapat hubungan yang signifikan antara persepsi pembantu jurulatih terhadap tingkah laku kepimpinan transformasi ketua jurulatih dengan kepuasan kerja pembantu jurulatih.

Tidak ada hubungan yang signifikan antara pembolehubah pengganti kepimpinan dan kepuasan kerja pembantu pelatih. Keputusan kajian juga menunjukkan hubungan positif antara Tugas Rutin dan Metodologi Tugas yang Berbeza, Formalisasi, Fungsi Penasihat dan Staf dan ganjaran organisasi tidak berada dalam kawalan pemimpin dan kepuasan kerja pembantu jurulatih. Terdapat hubungan negatif antara Kemampuan, Pengalaman, Latihan dan Pengetahuan, Orientasi Profesional, ketidakpedulian terhadap ganjaran organisasi, dan maklumbalas tugas tentang kejayaan dan kepuasan kerja pembantu jurulatih. Dalam kajian ini, jarak ruang antara orang atasan dan bawahan dikenalpasti menjadi *enhancer* kepimpinan, manakala tugas yang memberikan kepuasan dalaman menjadi *neutralizer* tingkah laku kepimpinan transformasi di Thailand. Kesimpulannya ialah tingkah laku kepimpinan transformasi ketua jurulatih mempunyai hubungan langsung dengan kepuasan pembantu jurulatih dalam ketiadaan *enhancer* atau *neutralizer* yang kuat. Namun, dengan kewujudan *enhancer* dan *neutralizer*, disimpulkan bahawa tingkah laku kepimpinan transformasi ketua jurulatih mempengaruhi kepuasan kerja pembantu jurulatih secara tidak langsung, melalui kesan moderasi *enhancer* dan *neutralizer*.

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I certify that a Thesis Examination Committee has met on 17 March 2011 to conduct the final examination of Duangkrai Taweesuk on her thesis entitled “Effects of Transformational Leadership of Head Coach and Leadership Substitute Variables on Assistant Coach Job Satisfaction in Thailand” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P. U. (A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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DECLARATION

I declare that the thesis is my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at Universiti Putra Malaysia or at any other institution.



DUANGKRAI TAWEESUK

Date: 17 March 2011

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