



**UNIVERSITI PUTRA MALAYSIA**

***RELATIONSHIP BETWEEN ACADEMIC ADMINISTRATOR LEADERSHIP  
STYLES AND LECTURER JOB SATISFACTION AT MALAYSIAN  
RESEARCH UNIVERSITIES***

**AMIR SADEGHI**

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By

**AMIR SADEGHI**

**This thesis submitted to the School of Graduate Studies, Universiti Putra Malaysia, in  
fulfilment of the requirements for the Degree of Doctor of Philosophy**

**April 2012**

## **DEDICATION**

This thesis is dedicated to my late father who taught me sacrifice, generosity, and honesty, and to my compassionate and beloved wife Azadeh, whose love and support helped me to tolerate difficulties through laborious moments, and to my lovely sons Behrad and Behtin who tolerated deficiencies through my study.



Abstract of thesis presented to the senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

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**Chair: Prof. Dr. Zaidatol Akmaliah Lope Pihie, PhD**

**Faculty: Educational Studies**

Leadership style as a key factor affects subordinates job satisfaction, which in turn is essential for success of each organization. These factors are pivotal for organizational effectiveness. The main purpose of this research was to examine the relationship between heads of departments' leadership styles and lecturers' job satisfaction at Malaysian Research Universities (RUs). It was conducted in three Malaysian RUs including Universiti Kebangsaan Malaysia (UKM), Universiti of Malaya (UM), and Universiti Putra Malaysia (UPM).

A quantitative method was employed to collect data\_A quantitative correlational method was employed to collect the data. The population of this study consisted of 3431 lecturers from three Malaysian Research Universities including professors, associate professors, senior lecturers, and lecturers (with the exceptions of tutors). In order to determine adequate sample size, the number of sample for each statistical

analysis was calculated using GPower 3.1 statistical software and the largest sample size of 305 was then selected. In this study, the proportional stratified random sampling was used to ensure that an adequate number of subjects are chosen. ‘Multifactor Leadership Questionnaire Form 5x’ and ‘Wood’s Faculty Job Satisfaction/Dissatisfaction Scale’ were utilized to measure the perceived leadership styles of heads of departments and the lecturers’ job satisfaction, respectively. The responses were subjected to Independent sample *t*-test, one way ANOVA, Pearson product moment correlation coefficient, and stepwise multiple regression.

The findings revealed that heads of departments in the RUs utilize a combination of transformational, transactional, and laissez-faire leadership styles. Inspirational motivation and contingent reward are dominant transformational and transactional leadership behaviors of heads of departments respectively. Lecturers enjoy moderate levels of intrinsic, extrinsic, and overall job satisfaction. They are more intrinsically satisfied which implies that lecturers are reliable human resource to contribute in development of the RUs. Regarding intrinsic satisfaction, the work itself and in terms of extrinsic satisfaction, interpersonal relations are the constructs which received the highest mean scores. Salary, and policy and administration are constructs of extrinsic satisfaction which received the lowest mean scores and need to be considered more by the RU policy makers.

In terms of intrinsic, extrinsic, and overall satisfaction, male lecturers, lecturers with professorial academic rank, and lecturers aged 56 and above are more satisfied than their counterparts. The lecturers with doctorate degrees are more intrinsically satisfied compared to lecturers with master degrees. With respect to teaching experience, no significant differences can be observed among different groups.

The study revealed that among three discernable leadership styles, the transformational and the transactional leadership styles were positively correlated with the lecturers' job satisfaction, while laissez-faire was negatively correlated with the lecturers' job satisfaction. The results regarding the strength of the relationship showed that the correlation between transactional and laissez-faire leadership styles and the lecturers' job satisfaction was weak, whilst transformational leadership style and job satisfaction were moderately correlated with each other. It also revealed that contingent reward is a multidimensional leadership construct which has both transformational and transactional characteristics. The study found empirical proof that lecturers are more likely to show higher levels of job satisfaction if they perceive that their heads of departments exhibit transformational leadership behaviors.

Regression analysis indicated that transformational leadership and laissez-faire are significant predictors of overall satisfaction, and that transformational leadership is the dominant predictor. Based on the findings, it is recommended that the RU administrators increasingly employ transformational and decrease exhibition of laissez-faire leadership behaviors to enhance lecturers' job satisfaction. Leadership styles of heads of departments and lecturers' job satisfaction are important factors for achieving

the RUs' goals; therefore, policy makers should utilize appropriate strategies to improve administrators' leadership knowledge and abilities and elevate level of lecturers' job satisfaction. These are vital for future success of the RUs.



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

**HUBUNGAN ANTARA GAYA KEPEMIMPINAN PENTADBIR AKADEMIK  
DAN KEPUASAN KERJA PENSYARAH DI UNVERSITI PENYELIDIKAN  
MALAYSIA**

Oleh

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**April 2012**

**Pengerusi: Prof Zaidatol Akmaliah Lope Pihie, PhD**

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Gaya kepemimpinan merupakan faktor utama mempengaruhi kepuasan kerja subordinat yang sekaligus menjadi asas kepada kejayaan sesebuah organisasi . Faktor ini menjadi elemen penting kepada keberkesanan organisasi. Kajian ini bertujuan untuk mengkaji hubungan antara gaya kepemimpinan ketua jabatan dengan kepuasan kerja pensyarah di universiti penyelidikan Malaysia. Ia dilaksanakan di tiga Universiti Penyelidikan di Malaysia termasuk Universiti Kebangsaan Malaysia (UKM), Universiti Malaya (UM), dan Universiti Putra Malaysia (UPM).



Kaedah korelasi kuantitatif dimanfaatkan untuk mengumpul data. Populasi kajian ini terdiri daripada 3431 pensyarah dari tiga buah universiti penyelidikan yang terdiri daripada profesor, profosor madya, pensyarah kanan dan pensyarah (tutor dikecualikan). Demi menentukan saiz sampel yang mencukupi, bilangan untuk keperluan setiap analisis statistik dikira menggunakan perisian statistik GPower dan saiz sampel terbesar iaitu 305 telah ditentukan. Dalam kajian ini, persampelan rawak berlapis secara berkadar digunakan demi memastikan bilangan responden yang mencukupi. Soal selidik “*Multifactor Leadership Questionnaire 5x*” dimanfaatkan untuk mengukur gaya kepemimpinan ketua jabatan yang dipersepsikan sedangkan “*Wood’s Faculty Job Satisfaction/Dissatisfaction Scale*” pula mengukur kepuasan kerja pensyarah. Statistik yang digunakan untuk menganalisis data terkumpul termasuk ujian-T tidak bersandar, ANOVA sehala, Pekali korelasi *Pearson Product Moment*, dan *multiple regresi*.

Hasil kajian menunjukkan ketua jabatan di universiti penyelidikan menggunakan kombinasi gaya kepemimpinan transformasional, transaksional, dan ‘*laissez-faire*’. Motivasi inspirasi dan ganjaran kontingen merupakan kelakuan dominan tingkah laku kepemimpinan transformasional dan transaksional ketua jabatan. Pensyarah memperlihat tahap kepuasan kerja secara sederhana dari segi intrinsik, ekstrinsik, dan secara keseluruhan. Pensyarah mengalami kepuasan kerja secara intrinsik dan ini mengimplikasikan bahawa mereka merupakan sumber manusia yang akan menyumbang kepada pembangunan universiti penyelidikan. Berkaitan dengan kepuasan intrinsik, konstruk kerja itu sendiri, manakala dalam konteks kepuasan

ekstrinsik pula, konstruk hubungan interpersonal memperlihatkan skor min tertinggi. Gaji, polisi dan pentadbiran merupakan konstruk bagi kepuasan ekstrinsik yang menerima skor min terendah dan perlu dipertimbangkan secara serius oleh pembuat polisi universiti penyelidikan.

Dalam konteks kepuasan secara intrinsik, ekstrinsik, dan keseluruhan, pensyarah lelaki, pensyarah bertaraf profesor, dan pensyarah berumur 56 tahun dan ke atas didapati menikmati kepuasan kerja lebih tinggi berbanding dengan rakan sejawatan yang lain. Pensyarah berkelulusan ijazah kedoktoran adalah lebih berpuas hati secara intrinsik berbanding dengan pensyarah dengan ijazah sarjana. Berdasarkan pengalaman mengajar, tiada perbezaan secara signifikan yang dapat dikesan dalam kalangan kumpulan yang berlainan.

Kajian menunjukkan antara tiga gaya kepemimpinan yang dikenalpasti, gaya kepemimpinan transformasional dan transaksional adalah berkorelasi secara positif, sedangkan gaya kepemimpinan '*laissez-faire*' adalah berkorelasi secara negatif dengan kepuasan kerja pensyarah. Hasil kajian berkaitan dengan kekuatan hubungan pula menunjukkan korelasi di antara gaya kepemimpinan transaksional dan '*laissez-faire*' dan kepuasan kerja pensyarah adalah lemah, sementara gaya kepemimpinan transformasional dan kepuasan kerja adalah berkorelasi secara sederhana. Kajian juga menunjukkan ganjaran kontingen merupakan konstruk kepemimpinan multidimensi yang mempunyai ciri transformasional dan transaksional dan bukan sekadar ciri transaksional semata-mata. Kajian ini memperlihatkan bukti empirikal bahawa

pensyarah berkecenderungan memperlihatkan tahap kepuasan kerja yang lebih tinggi jika mereka mempersepsikan ketua jabatan mereka mempamerkan kelakuan kepemimpinan transformasional.

Analisis regresi menunjukkan kepemimpinan transformasional dan '*laissez-faire*' merupakan peramal bagi kepuasan keseluruhan namun kepemimpinan transformasional didapati lebih dominan. Berdasarkan hasil penyelidikan, adalah disarankan pentadbir universiti penyelidikan mempertingkatkan amalan kepemimpinan transformasional dan mengurangkan pertunjukan amalan kelakuan kepemimpinan '*laissez-faire*' untuk mempertingkatkan kepuasan kerja pensyarah. Gaya kepemimpinan ketua jabatan dan kepuasan kerja pensyarah adalah faktor penting untuk mencapai matlamat universiti penyelidikan. Justeru, pembuat polisi hendaklah memanfaatkan strategi yang bersesuaian untuk meningkatkan pengetahuan dan keupayaan kepemimpinan pentadbir serta mempertingkatkan kepuasan kerja pensyarah. Semua ini adalah penting bagi kejayaan masa hadapan universiti penyelidikan.

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I certify that an Examination Committee has met on ..... to conduct the final examination of **AMIR SADEGHI** on his Doctor of Philosophy thesis entitled “Relationship between Higher Education Administrators’ Leadership Styles and Subordinates’ Job Satisfaction at Malaysian Research Universities” in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulation 1981. The Committee recommends that the student be awarded the degree of Doctor of Philosophy

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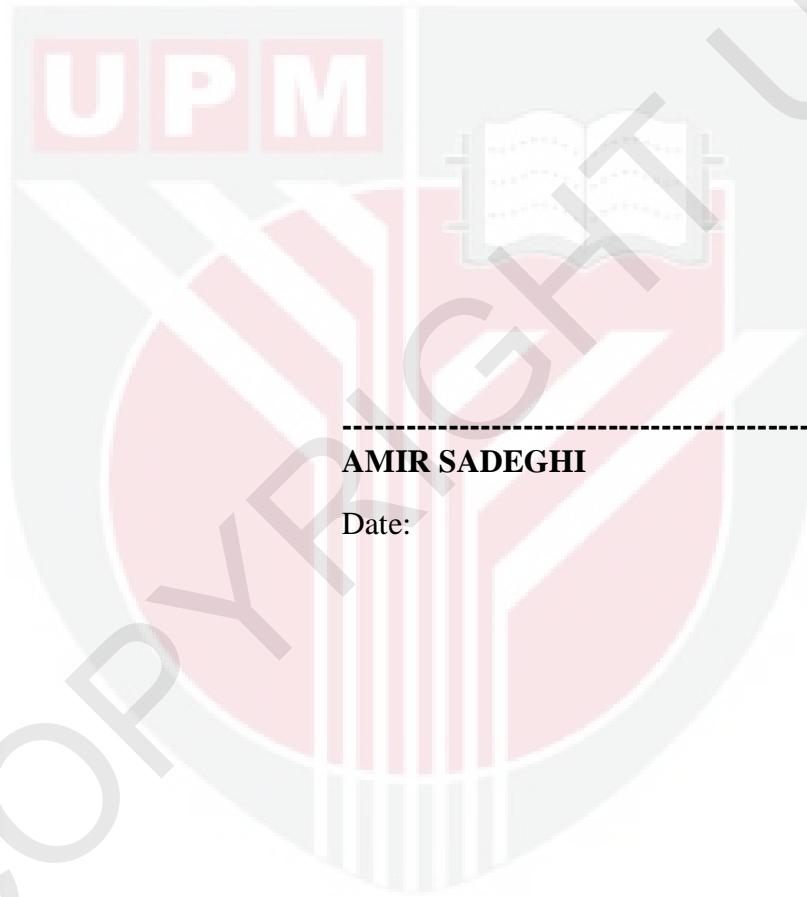
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## DECLARATION

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.



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**AMIR SADEGHI**

Date:



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