THE INFLUENCE OF LEADERSHIP STYLES/BEHAVIOR AND COMPETENCIES TOWARDS THE JOB SATISFACTION OF EMPLOYEES IN THE ROYAL MALAYSIA POLICE

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ABSTRACT

This study is to identify the influence of leadership styles/behavior and competencies towards the job satisfaction of the police officers and men in the Royal Malaysia Police. This study is based on samples collected from Officers and Men of various units in the police force, particularly in the Management Departments of the Royal Malaysia Police Headquarters in Kuala Lumpur. This research also analyses the problems of motivation in the police force which has relative relationship between leadership styles or behaviour and their competencies.

In this paper, the leadership style/behaviour was measured by the 20-item Leadership Style Questionnaire developed by Northouse (2001). This instrument has 10 items to measure task oriented leadership style and 10 items relational/people-oriented leadership style. Leaders' competencies were measured by the Eight Universal Management and Leadership Competencies in 18 Skill Sets developed by the Profile Service Centre. This instrument contains three items to measure communication, three items for leadership, two items for adaptability, two items for relationships, two items for task management, two items for production, two items for development of others, and two items to measure personal development. Job satisfaction was measured by using the 5-item questionnaire developed by Brayfield and Rothe (1951).The findings revealed that leadership style and leaders' competencies were significantly related to the overall job satisfaction.

Moreover, it is found that competencies like communication skills, solving problems, listening effectively, processing information, motivating successfully, delegating responsibilities, building personal relationships, focusing on working efficiently, taking action, and achieving results have a significant effect on leaders.

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CHAPTER ONE

INTRODUCTION

1.1   BACKGROUND OF STUDY

In the globalized world and in an ever changing environment in today's situation, the Royal Malaysia Police (RMP) has a never ending challenge, be it direct or indirect to the current security state, political, economical and the social situation of the country. These changes have pressurised the Royal Malaysia Police into a state of complexity in the pursuit to strive to undertake its core abilities in providing its services by upholding law and order in the country. The officers and men in the force has been tasked to these challenges to the next level in which their performance is being seen as vital to the image and towards realising the vision and mission of the police force.

As an organization in upholding the Rule of Law, the RMP has two vital conjunctions to its wide range of responsibilities. The first is to be responsible in ensuring in the implementation of rules and regulations provided by the Rule of Law in this country, and secondly, its obligation towards the expectation of the nation. The guidelines for this purpose in outlined in Section 3 (3) of the Police Act, 1967 (Act 344), which states;

"The Force shall subject to this Act be employed in and throughout Malaysia (including the territorial waters thereof) for the maintenance of law and order, the preservation of the peace and security of Malaysia, the prevention and detection of crime, the apprehension and prosecution of offenders and the collection of security intelligence."

In addition to this Act, the duties and responsibilities of the officers and men are further outlined in Section 20 (3) which states;

"Without prejudice to the generality of the foregoing provisions or any other law, it shall be the duty of a police officer to carry out the purposes mentioned in subsection

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