

**INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL
LEADERSHIP ON INDIVIDUAL PERFORMANCE IN THE
MALAYSIAN PUBLIC SECTORS**

**Dissertation Submitted to the Centre for Graduate Studies, Universiti Utara
Malaysia in partial fulfillment of the requirement for the Master Degree of
Human Resource management.**

**BY
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2011



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ABSTRACT

The main purpose of this study is to examine the relationships between transformational and transactional leadership with individual performance that consists of management and non management employees in the public sectors. The data was collected from 102 respondents using a structured questionnaire. The data was analyzed using SPSS 12.0. Three main hypotheses were tested using Pearson product- moment correlation coefficient. Results of the study indicate positive significance relationships exist between transformational and transactional leadership with individual performance.

ACKNOWLEDGEMENTS

In the name of ALLAH, the Most Merciful and Most Compassionate. Praise to ALLAH S.W.T for granted me strength, courage, patience and inspirations in completing this dissertation.

There are several persons I would like to thank for theirs contribution to this dissertation. This dissertation has benefited greatly from the comments and expertise of my supervisor, Associate Professor Dr. Husna Johari for providing valuable guidance and for being a supportive mentor. Many thanks to all colleagues of Jabatan Kerja Raya for assisting me in collecting data for this dissertation.

My heartfelt thanks to my family, who has been support and encourage me through this challenging test and to all my friends who has been sincerely support. Thank you very much for being standing beside me all the time.

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frequently aim to improve individual work performance. Despite research into the effectiveness of these interventions, little is known about the process through which HRM interventions influence individual performance. In public sector, employees are the most valuable assets that can enhance the sector in terms of individual performance whereas the issues of good governance that always being highlighted by the media and public concerned. Individual performance includes activities to ensure that goals are consistently being met in an effective and efficient manner. Individual performance can focus on performance of the organization, a department, processes to build a product or service, employees, etc.

In most cases, performance is not one-dimensional, that is, performance cannot be measured along a simple continuum from low performance to high performance. Most jobs have multiple performance dimensions. For example, job (as a professor) has three major performance dimensions: Teaching, research, and service. While one might be able to measure performance on any one of these dimensions using a single continuum, total performance is a combination of performance in each of these three areas. Furthermore, in most cases all performance dimensions are not of equal weight in the eyes superiors. To complicate the issue even further, different stakeholders most likely place different importance (weight) on each of these performance dimensions. For example, the dean might place the greatest weight on the research dimension; students in my classes are likely to view the teaching dimension as the most important, while community members might think of performance to the community (service) as the most important performance dimension.

There is another issue that adds complexity to the conceptualization and measurement of employee performance. Within performance dimensions there are often multiple outcomes desired. These outcomes are often expressed in terms of evaluative criteria. For example,

returning job, what is more important: High quality research publications or a large number of research publications; High levels of student satisfaction measured in terms of SET scores or high levels of student learning? Is it more important that a sales clerk be accurate, fast, or friendly? Is grade on essay questions based more on length or content; Ability to regurgitate theories from the textbook or to demonstrate your analytical skills to apply these theories.

Sales clerks should be fast, accurate, and friendly. Professors should have highly satisfied students that meet all the learning objectives. However, in many cases, employees are faced with trade-offs and it is often the case that individuals cannot achieve perfection on all performance dimensions and/or evaluative criteria.

1.2.1 Jabatan Kerja Raya

Malaysian Public Works Department (PWD) or Jabatan Kerja Raya Malaysia (JKR) is the federal government department in Malaysia under Malaysian Ministry of Works (MOW) which is responsible for construction and maintenance of public infrastructure in Malaysia such as federal and state roads, public government building, electricity, waters and much more. For Malaysia, there are 15 State of Public Work Department which are under the Ministry of Work Malaysia and there are 7 District Public Work Department in Kedah.

The rapid progress made in the country's development and socioeconomic during the 1970s had resulted in the increase of the Ministry's functions and roles. With the addition of the new roles, the Ministry was renamed once more as the Ministry of Works and Public Amenities in 1978. However, in line with the specialization of responsibilities, the Government decided to rename the Ministry as the Ministry of Works Malaysia in the 1980s. The name stays until this day.

The details of the functions of the Jabatan Kerja Raya (JKR) are as follows:

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