THE RELATIONSHIP BETWEEN PERCEIVED LEADERSHIP BEHAVIORS AND JOB SATISFACTION OF MIDDLE MANAGERS IN TELECOMMUNICATION COMPANY

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ABSTRAK

Tujuan kajian kes ini dijalankan adalah untuk mengenalpasti gelagat kepimpinan pengurusan atasan dalam membuat pertimbangan dan struktur penggalakkan di mana ia memberi impak ke atas kepuasan kerja di kalangan pengurus pertengahan di Telekom Malaysia, Kedah. Seramai 94 pengurus pertengahan telah dipilih sebagai responden kajian. Daripada 115 soal selidik yang diedarkan, hanya 94 yang berjaya dikembalikan dan digunakan dalam kajian ini. Kajian ini menggunakan kaedah kuatitatif dalam mengkaji hubungan di antara gelagat pimpinan dengan kepuasan kerja. Instumen yang di gunakan adalah Leader Behavior Description Questionnaire (LBDQ) d n The Minnesota Satisfaction Questionnaire (MSQ). Terdapat hubungan yang signifikan di antara gelagat kepimpinan dengan kepuasan kerja dan juga telah didapati gelagat kepimpinan mempengaruhi kepuasan kerja. Bagi kajian akan datang adalah diharapkan perbandingan hubungan di antara kepuasan kerja dan gelagat kepimpinan dalam pelbagai kategori pekerja dalam organisasi yang sarna; di antara organisasi, syarikat-syarikat lain, sektor awam dan sektor swasta dapat dijalankan.

ABSTRACT

The study is facilitated to investigate whether perceived leadership behaviors of the superiors namely, consideration and initiating structure, have an impact on the job satisfaction of the middle managers of Telekom Malaysia, Kedah. A total of 94 middle managers selected as the population of the study. Out of the 115 questionnaires distributed, 94 were returned and were used. This study employed a quantitative methodology to examine the relationship between leadership behavior and job satisfaction. The instruments used in this study were Leader Behavior Description Questionnaire (LBDQ) and The Minnesota Satisfaction Questionnaire (MSQ). There was a significant correlation between leadership behavior and job satisfaction. Leadership behavior also significantly influenced job satisfaction. Perhaps for the future study, is a comparison of the relationship between job satisfaction and perceived leadership behavior of two or more categories of employees of the same company, a comparison of the relationship between job satisfaction and perceived leadership behaviors of employees of two or more companies, and compare public and private sector organizations.

DEDICATION

I hereby dedicate this work to the following individuals:

To my father, *Shahabudin bin Dauh* who always gives me strength and motivation in every ways, which make me who I am today;

To my loving mother, *Hjh. Norani Binti Hj. Hashim* who nurtures me with all the love;

To my loving wife, *Norazaina Binti Abdul Manan* and my lovely children, who are always by my side , with all their courage, support and sacrifice that inspires me to be where I am now.

May the Mighty Grace and Blessings of ALLAH be upon all of you.

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Foremost,

In the name of ALLAH, The Beneficent, The Merciful, Praise be to ALLAH, Lord of the World, The Beneficent, The Merciful, Owner of the Day of Judgment; Thee (alone) we worship; Thee (alone) we ask for help, Show us the straight path, The path of those Thou hast favoured: Not (the path) of those who earn thine anger nor of those who go astray

I would like to express my gratitude and appreciation to the following people for making this study possible and hereby I dedicate this to them

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INTRODUCTION

1.0   Background of the study

Telekom Malaysia Berhad (TM), Malaysia's broadband champion and leading integrated information and communications group, offers a comprehensive range of communication services and solutions in broadband, data and fixed line to end customer. As a market leader, TM is driven by stakeholder's value creation in a highly competitive environment. The Group places emphasis on delivering enhanced customer experience via continuous customer services quality improvement and innovations, whilst focusing on increased operational efficiency and productivity.

TM middle managers the frontline managers are comprises of managers who head specific departments (such as accounting, marketing, production) or business, or who serve as project managers in flat organizations. Middle managers are responsible for implementing the top management's policies and plans and typically have two management levels below them are expected to lead according to company standards of ethical conduct, in both words and actions. They are responsible for promoting open and honest two-way communications. They are also must positive activists and role models who show respect and consideration for each of TM associates. At the same time, they

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