THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP FACTOR AND JOB SATISFACTION FROM THE JUNIOR OFFICERS PERSPECTIVES

By

SHAIFUL AMRI BIN AHMAD SAFIAN

Research Paper Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Science
(Management Science)
Disemember 2014
PERMISSION TO USE

In presenting this thesis in partial fulfillment of the requirements for a postgraduate degree from the Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes maybe granted by my supervisor(s) or, in their absence, by the Dean of College of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to take other use of materials in this thesis, in whole or in part, should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Bussiness

University Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman
ABSTRACT

The objective of the study is to determine to what extent do the officers perceive their supervisors practice servant leadership behavior that consist six (6) components in the working environment. The study is essential in order to identify the relationship between the servant leadership components such as values people, develop people, builds community, displays authenticity, provides leadership and shares leadership with job satisfaction among junior officers from the Diplomatic and Administration Scheme (Grade M41). Furthermore, the study also is conducted to examine the job satisfaction level among junior officers from the Diplomatic and Administration Scheme in various ministries in Putrajaya Federal Territories. The respondents of the study consist of 383 officers Gred M41 and the data are analyzed by using SPSS version 16 Windows. The main test conducted for the research Pearson’s Correlation and Multiple Regression. The Pearson’s Correlation showed that each of the servant leadership factors are was correlated with job satisfaction. Multiple Regression test showed that job satisfaction is significantly influenced all six (6) of the servant leadership factors. Finally, the results also showed that job satisfaction is positively influenced by servant leadership.
ABSTRAK

Objektif kajian ini adalah untuk menentukan sejauh manakah pegawai-pegawai muda memahami tingkah laku servant leadership penyelia mereka yang terdiri enam (6) komponen utama di dalam persekitaran kerja di agensi kerajaan. Kajian ini adalah penting untuk mengenal pasti hubungan antara komponen servant leadership seperti menghargai orang lain (values people), membangunkan orang lain (develops people), membina masyarakat (builds community), memaparkan keaslian (displays authenticity), menyediakan kepimpinan (provides leadership) dan berkongsi kepimpinan (shares leadership) dengan kepuasan kerja (job satisfaction) di kalangan pegawai muda daripada Skim Perkhidmatan Tadbir dan Diplomatik (Gred M41). Selain itu, kajian ini juga dijalankan untuk mengkaji tahap kepuasan kerja di kalangan pegawai muda daripada Skim Perkhidmatan Tadbir dan Diplomatik dalam pelbagai kementerian di Wilayah Persekutuan Putrajaya. Responden kajian ini terdiri daripada 383 pegawai Gred M41 dan data dianalisis dengan menggunakan perisian SPSS versi 16 Windows. Ujian utama yang dilakukan untuk penyelidikan ini adalah korelasi Pearson dan Regresi Berganda. Korelasi Pearson menunjukkan bahawa setiap faktor-faktor servant leadership mempunyai hubungan dengan kepuasan kerja. Namun ujian regresi berganda menunjukkan bahawa kepuasan kerja dipengaruhi dengan kesemua faktor-faktor servant leadership. Akhirnya, keputusan juga menunjukkan bahawa kepuasan kerja secara positif dipengaruhi oleh servant leadership.
ACKNOWLEDGEMENT

First of all, my praise and gratitude to Allah, who has blessed me with a great strength, patience, ability and courage to complete this research paper.

I would like to take this opportunity to extend my utmost gratitude and sincere appreciation to my supervisor, Puan Nur Fitriah Binti Ahmed Fadzil for his guidance and comments. I would also like to express my sincere gratitude to Dr. Chandrakantan a/l Subramaniam (UUM) and Madam Ho Chui Peng (INTAN) for their statistical knowledge that helped in analyzing the data and the outcomes.

A special thank you to Public Service Department officers in Putrajaya; Dato’ Mohtar B Mohd Abd. Rahman, Encik Mohamad Azhan B. Mohd Amir, En. Nazli B. Md Taib and Encik Mohd Khalil Zaiyani B. Sumiran for their cooperation and supported in this study.

My appreciation goes to my parents; Ahmad Safian B Abdullah, Hjh. Zamrudah Bt Shariff, Shukor B. Talib and Lamah Bt. Abd. Rahman and siblings for their encouragement and consideration. To my sons; Iqram Darwisy and Aqief Rizqi thanks for your understanding. To my dear wife; Hafiza, thank you for the patience, love, support and always is being there for me.

I also thank those who I have not mentioned here but in many ways drive me to struggle toward greater heights.
TABLE OF CONTENTS

PERMISSION TO USE ........................................................................................................ ii

ABSTRACT .......................................................................................................................... iii

ABSTRAK ........................................................................................................................... iv

ACKNOWLEDGEMENT ....................................................................................................... v

TABLE OF CONTENTS ...................................................................................................... vi

LIST OF TABLES .................................................................................................................. ix

LIST OF FIGURES .............................................................................................................. ix

CHAPTER 1 .............................................................................................................................. 1

INTRODUCTION .................................................................................................................. 1

1.1 Background of study ..................................................................................................... 1

1.2 Problem statement ...................................................................................................... 6

1.3 Research Objectives .................................................................................................. 10

1.4 Research Question .................................................................................................... 11

1.5 Significant of study ................................................................................................... 11

1.6 Scope of study ............................................................................................................ 12

1.7 Organization of remaining chapter ............................................................................. 12

CHAPTER 2 .............................................................................................................................. 13

LITERATURE REVIEW ....................................................................................................... 13

2.1 Introduction .................................................................................................................. 13
2.2 Job Satisfaction ............................................................................................................. 17
2.3 Servant Leadership ..................................................................................................... 21
2.4 Social Exchange Theory ............................................................................................. 36
2.5 Relationship between Servant Leadership and Job Satisfaction .................... 37

CHAPTER 3 .......................................................................................................................... 41
METHODOLOGY .................................................................................................................. 41

3.1 Introduction .................................................................................................................. 41
3.2 Research Framework and Hypothesis ......................................................................... 41
3.3 Research Design .......................................................................................................... 45
3.4 Definition of Key Terms .............................................................................................. 46
3.5 Population and Sampling ............................................................................................. 48
3.6 Instrumentation ............................................................................................................ 49
3.7 Data Collection Method ............................................................................................... 52
3.8 Technique of Data Analysis ......................................................................................... 53

CHAPTER 4 .......................................................................................................................... 56
RESULTS AND FINDINGS .................................................................................................. 56

4.1 Introduction .................................................................................................................. 56
4.2 Sample Characteristic .................................................................................................. 56
4.3 Profile of the respondents ............................................................................................ 58
4.4 Goodness of measure .................................................................................................... 61
4.5 Descriptive Analysis ........................................................................................................ 62
4.6 Hypothesis Testing ........................................................................................................ 64
4.7 Summary of results of the test ....................................................................................... 72
4.8 Conclusion .................................................................................................................... 73

CHAPTER 5 ......................................................................................................................... 74

CONCLUSION AND FINDINGS ......................................................................................... 74

5.1 Introduction .................................................................................................................. 74
5.2 Implication of the findings .......................................................................................... 74
5.3 Limitations ................................................................................................................... 80
5.4 Suggestion for Future Research .................................................................................. 81
5.5 Conclusion .................................................................................................................. 81

REFERENCE ....................................................................................................................... 83

APPENDIX A: MEASUREMENT OF SERVANT LEADERSHIP ........................................... 97
APPENDIX B: SIMILARITIES OF SERVANT LEADERSHIP FACTORS ......................... 98
APPENDIX C: QUESTIONNAIRE SAMPLE ....................................................................... 99
## LIST OF TABLES

<table>
<thead>
<tr>
<th>Tables</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 3.1</td>
<td>Instrument Items for Questionnaire</td>
</tr>
<tr>
<td>Table 3.2</td>
<td>Explanation of Strength of Correlation</td>
</tr>
<tr>
<td>Table 4.1</td>
<td>Response Rate</td>
</tr>
<tr>
<td>Table 4.2</td>
<td>Demographic Information</td>
</tr>
<tr>
<td>Table 4.3</td>
<td>Reliability Values</td>
</tr>
<tr>
<td>Table 4.4</td>
<td>Descriptive analysis</td>
</tr>
<tr>
<td>Table 4.5</td>
<td>Descriptive Analysis for Servant Leadership</td>
</tr>
<tr>
<td>Table 4.6</td>
<td>Results of Correlation Analysis</td>
</tr>
<tr>
<td>Table 4.7</td>
<td>Results of Multiple Regression</td>
</tr>
<tr>
<td>Table 4.8</td>
<td>Results of Correlation between Servant Leadership and Job Satisfaction</td>
</tr>
<tr>
<td>Table 4.9</td>
<td>Results of Regression Analysis between Servant Leadership and Job Satisfaction</td>
</tr>
<tr>
<td>Table 4.10</td>
<td>Categories of Servant Leadership Behavior</td>
</tr>
<tr>
<td>Table 4.11</td>
<td>Summary of Hypothesis Results</td>
</tr>
</tbody>
</table>

## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 3.1</td>
<td>Theoretical Framework</td>
</tr>
</tbody>
</table>
CHAPTER 1

INTRODUCTION

1.1 Background of study

Organizational effectiveness has always linked with good and dedicated employees (Meyer & Allen, 1997). Employees who are committed in their task will execute any task in any situation and are expected to have a high level of job satisfaction. Some researchers suggest that job satisfaction is influenced by many organizational factors, including salaries, job autonomy (Lange, 2012), job security and workplace flexibility (Masuda et al., 2012).

Motivation is identified as one of the components of job satisfaction, and it can be described through Herzberg’s Motivation-Hygiene Theory (Graham 1998). In the Herzberg theories, jobs situations factors are divided into factors that lead to job satisfaction and job dissatisfaction (Droussiotis & Austin, 2007). The job satisfaction factors (motivator) include the work itself, achievement, advancement, recognition, responsibility, and opportunity for growth. Through Herzberg’s Motivation Theory, salary, relationship with supervisor, relationship with subordinates, relationship with peers, supervision, company policy and administration, working conditions, factors in personal life, status and job security are among factors that affecting job dissatisfaction (identified as the hygiene factors) (Tietjen & Miers, 1998). Another important factor that contributes to the job satisfaction is leadership (Mosadegh & Yarmohammadian, 2007). Skansi,
The contents of the thesis is for internal user only
REFERENCE


Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1297-1349)


92


