

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

By

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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*.

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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,

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