

**THE MEDIATING EFFECT OF JOB SATISFACTION ON LEADERSHIP
STYLE AND COMPETENCY TO ORGANIZATION COMMITMENT OF
EMPLOYEES IN GROUP TOP GLOVE SDN. BHD.**

**By
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Thesis submitted to

UNIVERSITI UTARA MALAYSIA

in Fulfillment of the Requirement for Master



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ABSTRACT

This research is to identify the influence of leadership styles and competencies to the organization commitment of the employees in the glove manufacturing industry which are mediated by employees' job satisfaction in the Klang's Glove Manufacturing Industries. This study is based on samples collected from Operation Staff & Officers of various departments in a glove manufacturing industry, based on samples collected from employee in the Top Glove Corporation Bhd. in Klang, Selangor. There are two (2) independent variable which are leadership style (transformational & transactional) and leadership competency. Moreover, it is found that a positive relationship between transformational leadership style and organization commitment. The result of this study shows that a positive relationship between transactional leadership style and organization commitment. Results also confirmed the previous study that found a positive relationship between leadership competencies and organization commitment. When we are study mediating effect of job satisfaction on the relationship between leadership style and competencies with organization commitment. The results shown job satisfaction as being partially mediated the relationship between transformational leadership styles on organizational commitment. The study also reports that the job satisfaction as being partially mediated the relationship between transactional leadership styles on organizational commitment. The results had states job satisfaction as being partially mediated the relationship between leadership competencies on organizational commitment.

ABSTRAK

Kajian ini adalah untuk mengenal pasti pengaruh gaya kepimpinan dan kecekapan dengan komitmen organisasi pekerja dalam industri pembuatan sarung tangan yang diantarakan oleh kepuasan kerja pekerja dalam Industri Pembuatan Sarung Tangan di Klang. Kajian ini adalah berdasarkan sampel yang diambil dari Kakitangan Operasi & Pegawai-pegawai pelbagai jabatan dalam industri pembuatan sarung tangan yang berdasarkan sampel yang diambil daripada pekerja di Top Glove Corporation Bhd di Klang, Selangor. Kajian ini adalah Terdapat dua (2) pembolehubah bebas yang gaya kepimpinan (transformasi & transaksi) dan kecekapan kepimpinan. Selain itu, ia mendapati bahawa hubungan yang positif antara gaya kepimpinan transformasi dan komitmen organisasi. Hasil kajian ini menunjukkan bahawa terdapat hubungan yang positif antara gaya kepimpinan transaksi dan komitmen organisasi. Keputusan juga mengesahkan kajian sebelum ini bahawa terdapat hubungan yang positif antara kecekapan kepimpinan dan komitmen organisasi. Apabila kita mengajikan pengantara kesan kepuasan kerja kepada hubungan antara gaya kepimpinan dan kecekapan dengan komitmen organisasi. Keputusan yang ditunjukkan kepuasan kerja telah mengantara separa hubungan antara gaya kepimpinan transformasi kepada komitmen organisasi. Kajian ini juga melaporkan bahawa kepuasan kerja telah mengantara separa hubungan antara gaya kepimpinan transaksi kepada komitmen organisasi. Keputusan telah menyatakan kepuasan kerja telah mengantara separa hubungan antara kecekapan kepimpinan kepada komitmen organisasi.

ACKNOWLEDGEMENT

Finally it is the end of my Master of Science Management which I have been going through for the last 3 months. I have experienced lots of things while working on the project of “The Mediating Effect of Job Satisfaction on Leadership Style and Competency to Organization Commitment of Employees in Group Top Glove Sdn. Bhd.”

This report could not be accomplished without assistance and support of many lovely people. First and foremost, I wish to express my deepest gratitude to my Supervisor, Dr. Jasmani Mohd. Yunus. She is a nice Supervisor who with patient, understanding, encouragement and sincerity, gave her support and valuable advice throughout preparation of this paper. Her effort in coaching and guiding me to the success of the research is undeniable.

My heartiest appreciation also goes to the staffs of Universiti Utara Malaysia, Kuala Lumpur City Campus for their assistance, approvals and understanding in making use of office equipment during my research period in this fourth and fifth semester of my Masters Studies program.

This report would also not have been completed without the participation of operation staff and officers in the Top Glove Corporation in Klang, Selangor. Their cooperation and quick response in completing the questionnaires administered is one of the contributors for the success of this report. My special thanks would like going towards the General Manager of Top Glove Factory 13, Mr. Lew Sin Chiang for his understanding in allowing me to conduct this study and permit me to obtain records and data collection within the Top Glove Corporation which located in Klang.

I also treasure the moment of sharing and learning process with all my course mates in UUM KL City Campus during the process of achieving our Master's Degree since early 2012.

I am also grateful to all my family members especially my parents and my three sibling, for their understanding, trust and endless support to me in my postgraduate study and research writing.

Last but not least, I would like to place on record my appreciation for the many others who have helped me but not able to mention all of them here. I would like to present my humble appreciation and gratefulness to all the people who made this journey possible those who knowingly and unknowingly were so helpful and important in the difficult moments.

Lam Ka Hou

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17 May 2013

TABLE OF CONTENTS

Permission to Use	i
Abstract	ii
Abstrak	iii
Acknowledgement	iv
Table of Contents	v
List of Tables	x
List of Figures	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 General Overview	1
1.1.1 <i>Introduction to Rubber Glove Manufacturing Industry in Malaysia</i>	2
1.2 Background of Study	5
1.3 Problem Statement	8
1.4 Research Question	14
1.5 Research Objective	15
1.6 Scope of Research	15
1.7 Significance of Research	16
1.8 Important Terms	17
1.8.1 <i>Leadership Style</i>	17
1.8.1.1 <i>Transformational Leadership</i>	17
1.8.1.2 <i>Transactional Leadership</i>	17
1.8.2 <i>Job Satisfaction</i>	18
1.8.3 <i>Organizational Commitment</i>	18
1.8.3.1 <i>Affective Commitment</i>	18
1.8.3.2 <i>Continuance Commitment</i>	19
1.8.3.3 <i>Normative Commitment</i>	19
1.9 Organization of Remaining Chapter	19
1.10 Summary of Chapter One	20
CHAPTER TWO	21
LITERATURE REVIEW	21
2.1 Introduction	21
2.2 Organization Commitment	21
2.2.1 <i>Three Component Model of Organization Commitment</i>	25
2.2.1.1 <i>Affective Commitment</i>	25
2.2.1.2 <i>Continuance Commitment</i>	25
2.2.1.3 <i>Normative Commitment</i>	26
2.3 Leadership	28
2.3.1 <i>Leadership Style</i>	29
2.3.1.1 <i>Transformational Leadership</i>	30
2.3.1.2 <i>Transactional Leadership</i>	35
2.3.2 <i>Leadership Competencies</i>	38

2.4	Job Satisfaction	41
2.4.1	<i>Drivers of Job Satisfaction</i>	41
2.4.1.1	<i>Nature of work</i>	42
2.4.1.2	<i>Equitable reward (Pay/Promotion)</i>	42
2.4.1.3	<i>Supportive of Fellow employees</i>	43
2.4.2	<i>Herzberg's Two-Factor Theory</i>	43
2.5	Previous Empirical Researches	44
2.5.1	<i>Leadership Style and Organization Commitment</i>	44
2.5.2	<i>Organization Commitment and Job Satisfaction</i>	47
2.5.3	<i>Leadership Style and Job Satisfaction</i>	50
2.5.3.1	<i>Transformational Leadership and Job satisfaction</i>	52
2.5.3.2	<i>Transactional Leadership and Job satisfaction</i>	54
2.5.4	<i>Leadership Competency and Job Satisfaction</i>	55
2.6	Theoretical Framework	56
2.7	Hypothesis	57
2.7.1	<i>Relationship between Leadership Style and Competencies with Organization Commitment</i>	57
2.7.2	<i>Relationship between Leadership Style and Competencies with Job Satisfaction</i>	58
2.7.3	<i>Mediating Effects of Job Satisfaction on the Relationship between Leadership Style and Competencies with Organization Commitment</i>	58
2.8	Summary of Chapter Two	58
	CHAPTER THREE	60
	METHODOLOGY	60
3.1	Introduction	60
3.2	Operational Variable	60
3.2.1	<i>Independent Variable</i>	60
3.2.2	<i>Dependent Variable</i>	61
3.2.3	<i>Mediated Variable</i>	61
3.2.4	<i>Control Variable</i>	61
3.3	Operational Definition	61
3.3.1	<i>Leadership Style</i>	62
3.3.1.1	<i>Transformational Leadership</i>	62
3.3.1.2	<i>Transactional Leadership</i>	62
3.3.2	<i>Job Satisfaction</i>	63
3.3.3	<i>Organizational Commitment</i>	63
3.3.3.1	<i>Affective Commitment</i>	64
3.3.3.2	<i>Continuance Commitment</i>	64
3.3.3.3	<i>Normative Commitment</i>	64
3.4	Research Design	64
3.5	Population and Sampling	65
3.6	Measurement and Instrument	66
3.6.1	<i>Organization Commitment</i>	68
3.6.2	<i>Leadership Style</i>	68
3.6.3	<i>Leadership Competencies</i>	69
3.6.4	<i>Job Satisfaction</i>	70

3.6.5 <i>Demographic Information</i>	70
3.7 Data Collection Method	71
3.7.1 <i>Primary Data</i>	71
3.8 Data Analysis Procedure	72
3.8.1 <i>Pilot Testing</i>	72
3.8.2 <i>Reliability Testing</i>	73
3.8.3 <i>Frequency Analysis</i>	73
3.8.4 <i>Descriptive Analysis</i>	74
3.8.5 <i>Regression Analysis</i>	74
3.9 Summary of Chapter Three	75
CHAPTER FOUR	76
FINDINGS	76
4.1 Introduction	76
4.2 Sampling Results	76
4.2.1 <i>Data Collection and Data Entry</i>	76
4.2.2 <i>Profile of the Respondents</i>	77
4.3 Data Preparation and Screening	79
4.3.1 <i>Detection of Missing Data</i>	79
4.3.2 <i>Detection of Outliers</i>	80
4.4 Reliability of Research Constructs	80
4.5 Descriptive Statistics	82
4.5.1 Leadership Styles	83
4.5.1.1 <i>Transformational Leadership Style</i>	83
4.5.1.2 <i>Transactional Leadership Style</i>	85
4.5.2 <i>Leadership Competency</i>	86
4.5.3 <i>Job Satisfaction</i>	88
4.5.4 <i>Organization Commitment</i>	89
4.6 Multiple Regressions Analysis	91
4.6.1 <i>Assumption of Multiple Regressions</i>	91
4.6.1.1 <i>Sample Size</i>	91
4.6.1.2 <i>Outliers, Normality, Linearity and Homoscedasticity of Residuals</i>	92
4.6.1.3 <i>Multicollinearity and Singularity</i>	93
4.7 Hypothesis Testing	97
4.7.1 <i>Leadership Style and Competencies with Organization Commitment</i>	97
4.7.1.1 <i>Hypothesis One</i>	98
4.7.1.2 <i>Hypothesis Two</i>	99
4.7.1.3 <i>Hypothesis Three</i>	100
4.7.2 <i>Leadership Style and Competencies with Job Satisfaction</i>	101
4.7.2.1 <i>Hypothesis Four</i>	102
4.7.2.2 <i>Hypothesis Five</i>	102
4.7.1.3 <i>Hypothesis Six</i>	103
4.7.3 <i>Mediating effect of Job Satisfaction</i>	104
4.7.3.1 <i>Hypothesis Seven</i>	106
4.7.2.2 <i>Hypothesis Eight</i>	108
4.7.2.3 <i>Hypothesis Nine</i>	110
4.7.3 <i>Summary of Hypothesis Test</i>	113
4.8 Summary of the Chapter Four	113

CHAPTER FIVE	114
DISCUSSION AND CONCLUSION	114
5.1 Introduction	114
5.2 Discussion	114
<i>5.2.1 Relationship between Leadership Style and Competencies with Organization Commitment</i>	116
<i>5.2.2 Relationship between Leadership Style and Competencies with Job Satisfaction</i>	117
<i>5.2.3 Mediating Effects of Job Satisfaction on the Relationship between Leadership Style and Competencies with Organization Commitment</i>	119
5.3 Limitation of Study	120
5.4 Recommendation for Future Research	121
5.5 Conclusion	122
 REFERENCE	 124
APPENDIX A	136
APPENDIX B	144
APPENDIX C	147
APPENDIX D	151
APPENDIX E	154
APPENDIX F	157
APPENDIX G	160
APPENDIX H	163

LIST OF TABLES

Table 3.1	List of Glove Manufacturing Factory which are Located in Klang.	66
Table 3.2	Variables, Section and Survey Item and Related Hypothesis	68
Table 4.1	Profile of Respondents	78
Table 4.2	Reliability Coefficients for Variables	81
Table 4.3	Mean and Standard Deviation for Study Variables	83
Table 4.4	Descriptive Statistics (Transformational Leadership)	84
Table 4.5	Descriptive Statistics (Transactional Leadership)	86
Table 4.6	Descriptive Statistics (Leadership Competency)	87
Table 4.7	Descriptive Statistics (Job Satisfaction)	89
Table 4.8	Descriptive Statistics (Organization Commitment)	90
Table 4.9	Study Variable and their Inter-correlation Coefficients	95
Table 4.10	Demographic and Coefficients to Job Satisfaction	96
Table 4.11	Demographic and Coefficients to Organization Commitment	97
Table 4.12	Regression Analysis Summary: Relationship between the Independent Variables (Transformational Leadership Styles, Transactional Leadership Style & Leadership Competencies) and Organizational Commitment	101
Table 4.13	Regression Analysis Summary: Relationship between the Independent Variables (Transformational Leadership Styles, Transactional Leadership Style & Leadership Competencies) and Job Satisfaction	104
Table 4.14	Transformational Leadership Styles and Organizational Commitment mediated by Job Satisfaction	108
Table 4.15	Transactional Leadership Styles and Organizational Commitment mediated by Job Satisfaction	110
Table 4.16	Leadership Competencies and Organizational Commitment mediated by Job Satisfaction	112
Table 4.17	Summary of the results of hypothesis tests	113
Table 5.17	Summary of Hypotheses Results	115

LIST OF FIGURES

Figure 2.1	Theoretical Framework	57
Figure 4.1	Model of Analysis – Job Satisfaction Mediates Transformational Leadership and Organizational Commitment	106
Figure 4.2	Model of Analysis – Job Satisfaction Mediates Transactional Leadership and Organizational Commitment	108
Figure 4.3	Model of Analysis – Job Satisfaction Mediates Leadership Competencies and Organizational Commitment	111

CHAPTER ONE

INTRODUCTION

1.1 General Overview

The organizations around the world are moving towards globalization and economic crisis have forced to decrease the resource. Due to these economic crisis organizations are moving towards downsizing and cost cutting strategies in order to balance their financial losses. Diversity in the workplace has been recognized as an employment equity issue. Global workplace environment is changing from organization focus to customer focus, the term commitment play very important role in almost every sphere of human life. If the employee of particular organization are considered committed, it show high values of culture are promoted by company. We are living in a time where stories of employee's lay-off have become familiar matter (Coetzee, 2005).

Employee commitment is not a new concept. Long before, employees were committed and loyal to their matters and organization will to keep their loyal. Globalization had brings a lot of impact on organizations. Those impacts made organization to be aware of any changes that are happening every day. The main reason for doing that is to compete with each other and in order to keep surviving in the business area. Has never been an organization do not need to have employees. Employees are the main reason of an organization may exist for a long time. They play a major role, and made great contributions for the organization. Therefore, staff is the most important and dominant factor to determine the success of organization's competitive environment. This will also affect the organization to achieve

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