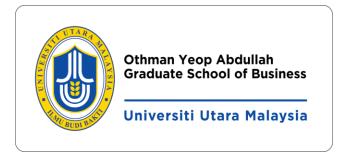
THE MEDIATING EFFECT OF JOB SATISFACTION ON LEADERSHIP STYLE AND COMPETENCY TO ORGANIZATION COMMITMENT OF EMPLOYEES IN GROUP TOP GLOVE SDN. BHD.

By LAM KA HOU

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 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.

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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 ling 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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