

**The Effect of Transformational and Transactional Leadership
on Job Satisfaction among Employees of Service Companies in Handan
City, China**

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in Partial Fulfillment of the Requirement for the Human Resource Management**

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ABSTRACT

Leadership style is important to employees' job satisfaction. This study aims to examine the effect of leadership style on employees' job satisfaction among service companies of Handan City in China. The questionnaires were firstly designed to collect data from the three service companies, namely hotel, travel agency and insurance companies. The 60 respondents who were employed in these service companies were selected as samples in this study. There were two independent variables which were transactional leadership and transformational leadership. Meanwhile, job satisfaction was selected as dependent variable. By using SPSS 19.0 version, the Reliability Test and Pearson Correlation test were firstly conducted to determine the relationship between independent variables and dependent variable. Then, the Multiple Regression analysis was conducted to determine the effect of leadership style, namely transactional leadership and transformational leadership, on job satisfaction respectively. The results revealed that both transactional leadership and transformational leadership were found to be positively related to job satisfaction of employees. In addition, the study also examined the intermediate effects of gender and age on job satisfaction. The results showed that the effects of gender and age were no significant on job satisfaction, implying they had no difference between gender and age on job satisfaction. The study has strategic implications that the managers should pay attention to leadership style to improve employees' job satisfaction, which would contribute to the sustainable growth of service companies. In conclusion, the research could provide guideline to design policies on how to improve employees' job satisfaction.

Keywords: transactional leadership, transformational leadership, job satisfaction, multiple regression

ABSTRAK

Gaya kepimpinan adalah penting untuk tahap kepuasan kerja pekerja. Kajian ini bertujuan untuk mengkaji kesan gaya kepimpinan terhadap tahap kepuasan kerja pekerja dalam kalangan syarikat perkhidmatan handan cityin china. Satu soal selidik telah dibentuk untuk mengumpul data dari tiga jenis syarikat perkhidmatan iaitu syarikat perkhidmatan hotel, agensi pelancongan dan syariakt insuran. Seramai 60 orang responden telah dipilih sebagai sampel dari tiga syarikat berkenaan. Terdapat dua pembolehubah bebas iaitu gaya kepimpinan transaksi dan gaya kepimpinan transformational. Manakala, tahap kepuasan dipilih sebagai pemboleh bersandar. Dengan menggunakan aplikasi SPSS versi 19.0, ujian kebolehpercayaan dan ujian korelasi Pearson telah dijalankan untuk menentukan hubungan diantara pembolehubah bebas dan pembolehubah bersandar. Seterusnya, analisis regresi berganda telah dijalankan bagi menentukan kesan gaya kepimpinan iaitu kepimpinan transaksi dan kepimpinan transformasional terhadap tahap kepuasan kerja pekerja. Keputusan dari ujian ini menunjukkan bahawa kedua-dua kepimpinan transaksi dan kepimpinan tranformasional mempunyai hubungan positif terhadap tahap kepuasan kerja pekerja. Disamping itu, kajian ini juga mengkaji kesan pertengahan jantina dan umur terhadap tahap kepuasan kerja pekerja. Hasil kajian menunjukkan bahawa faktor jantina dan umur tidak mempengaruhi tahap kepuasan kerja pekerja. Implikasi strategik dari kajian ini adalah pengurus perlu memberi perhatian terhadap gaya kepimpinan mereka bagi meningkatkan tahap kepuasan kerja pekerja, yang mana ianya akan menyumbang kepada perkembangan perkhidmatan syarikat. Kesimpulannya kajian ini dapat memberi garis panduan yang lebih jelas dalam membentuk dasar untuk meningkatkan tahap kepuasan kerja pekerja.

Kata kunci : kepimpinan transaksi, kepimpinan transformasional , kepuasan kerja, regresi pelbagai

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Leadership is one of the most important issues in the management arena. It cannot be denied that the study of leadership is meaningful in the development of organization specifically and society generally. In organization, leaders' role is extremely vital. They confront many difficulties inside their organizations, particularly in developing to become good quality and productive workers. Good quality workers, in this regard, can be a prerequisite in establishing good human capital which will positively contribute to the development and achievement of the organization. Good quality workers, both in soft and hard skills could easily understand the mission and vision of the organization. Hence, it is easier for the leaders to lead them towards achieving the organization's goals.

As indicated by Luthans and Avolio (2003), 'You can drag a horse to water however you cannot make it drink unless it is parched'. The reflection of this quotation is that it is not easy to make people to follow what a person (that is a leader) wants them to do, unless there is something that cause them (people) think that they need to do so (in this regard, to follow leader's wishes or order). Accordingly, a study to comprehend individual's characteristic or personality and his or her potential leadership style is essential to be conducted in organization setting.

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