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**THE ROLE OF TRANSFORMATIONAL LEADERSHIP,  
ORGANIZATION STRUCTURE, JOB CHARACTERISTICS,  
TRUST, AND JOB INVOLVEMENT TOWARDS  
PSYCHOLOGICAL EMPOWERMENT  
AMONG BANK MANAGERS**

**By**

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**Thesis submitted to the**

**Othman Yeop Abdullah Graduate School of Business**

**Universiti Utara Malaysia**

**in Fulfillment of the Requirement for the degree of Doctor of Philosophy**

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## ABSTRACT

The main purpose of this study is to investigate the antecedents and outcome of psychological empowerment among bank managers in Peninsular Malaysia. Specifically, it aimed at investigating the effect of transformational leadership, organization structure, and job characteristics on psychological empowerment; the effect of psychological empowerment on job involvement; and the moderating effect of trust on the relationships between transformational leadership, organization structure, and job characteristics on psychological empowerment. The attitudes and behaviours of employees in organizations that had undergone restructuring program such as mergers or downsizing, are found to be negatively affected. During economic downturn, intrinsic motivation is considered to be an alternative to extrinsic motivation. Acknowledging the importance of psychological empowerment as an intrinsic motivation, this study was carried out to investigate its antecedents and its outcome; and to include trust as a moderating variable. Accordingly, this study was based on social exchange theory to map and position the possible relationships between the variables in the research framework. A total of 164 bank managers, representing a response rate of 41% participated in this study. Data were collected via questionnaires. PLS-SEM was used to analyse the data and test the hypotheses. Statistical results showed that transformational leadership, organization structure, and job characteristics were directly and positively related to psychological empowerment. Psychological empowerment was also found to be positively related to job involvement. However, no empirical support was found for the moderating effect of trust on the relationship between transformational leadership, organization structure, and job characteristics on psychological empowerment. This study offers theoretical and practical contributions, implications, limitations of the study and suggestions for future research.

**Keywords:** transformational leadership, job characteristics, psychological empowerment, job involvement, trust

## ABSTRAK

Tujuan utama kajian ini adalah untuk menyiasat faktor penyumbang dan kesan pemeraksanaan psikologi di kalangan pengurus bank di Semenanjung Malaysia. Secara khusus, ia bertujuan untuk menyiasat kesan kepimpinan transformasi, struktur organisasi, dan ciri-ciri kerja ke atas pemeraksanaan psikologi; kesan pemeraksanaan psikologi ke atas penglibatan kerja; dan kesan kepercayaan dalam meyelerhanakan hubungan antara kepimpinan transformasi, struktur organisasi, dan ciri-ciri kerja ke atas pemeraksanaan psikologi. Sikap dan tingkah laku pekerja dalam organisasi yang telah menjalani program penyusunan semula seperti penggabungan atau pengecilan saiz, telah terjejas secara negatif. Semasa kegawatan ekonomi, motivasi intrinsik adalah dianggap sebagai alternatif kepada motivasi ekstrinsik. Menyedari kepentingan pemeraksanaan psikologi sebagai motivasi intrinsik, maka kajian ini dijalankan untuk menyiasat faktor-faktor yang penyumbang kepada pemeraksanaan psikologi dan kesannya; serta memasukkan kepercayaan sebagai pembolehubah sederhana. Seterusnya, kajian ini menggunakan teori pertukaran sosial dalam memeta dan meletakkan hubungan antara pembolehubah-pembolehubah yang terdapat dalam rangka kerja penyelidikan. Seramai 164 pengurus bank, yang mewakili kadar respons sebanyak 41% terlibat dalam kajian ini. Data telah dikumpul melalui soal selidik. PLS-SEM telah digunakan untuk menganalisis data dan menguji hipotesis. Keputusan statistik menunjukkan bahawa kepimpinan transformasi, struktur organisasi, dan ciri-ciri kerja telah berkait secara langsung dan positif dengan pemeraksanaan psikologi. Pemeraksanaan psikologi juga didapati positif dan berkaitan dengan penglibatan kerja. Walau bagaimanapun, tiada sokongan empirikal ditemui untuk kesan penyederhanaan kepercayaan kepada hubungan antara kepimpinan transformasi, struktur organisasi, dan ciri-ciri kerja ke atas pemeraksanaan psikologi. Kajian ini menawarkan cadangan teoritikal dan praktikal, implikasi, limitasi kajian dan cadangan untuk kajian akan datang.

**Kata kunci:** kepemimpinan transformasi, ciri-ciri pekerjaan, pemeraksanaan psikologi, penglibatan kerja, kepercayaan

## ACKNOWLEDGEMENT

First and foremost, my sincere gratitude goes to Allah, The Most Gracious, The Most Merciful. Praise be upon his prophet Muhammad (SAW).

This dissertation is a result of many invaluable support, sacrifice, encouragement and inspiration of several individuals and organizations. I am deeply indebted to my supervisor, my mentor and my friend, Associate Professor Dr. Norsiah Mat, for seeing me through this process, Professor Dr..Rushaimi Zien my most respected dean, Associate Professor Dr. Salniza, Dr. Wan Shakizah, Dr. Muhamad Faizal and the team for your support and faith in me and determination to see me through. I really appreciate that! To Prof. T. Ramayah and Nazlina, thank you for being my guiding light in the dark tunnel of PLS-SEM. My grateful thanks also go to Irene, Sobhana, Alia and all participant bank managers who willingly shared their valuable time during data collection process.

Most importantly, thank you so much to my husband (Mohd Dzulkonnain Abu Bakar), my children (Muhamad Farhan, Muhammad Ariff, Muhammad Zikry, Aisyah Ilyana) who have to bear with my erratic behaviour sometimes, and my parents (Abdul Razak Ujang and Intan Che Cha) for the *doa*. Thank you for your support, understanding and unconditional love. Finally, to all my friends and relatives (you know who you are) I am glad you are there when I need you most. Alhamdulillah!

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## LIST OF ABBREVIATIONS

AVE	Average Variance Extract
BAFIA	Banking and Financial Institutions Act
BNM	Bank Negara Malaysia
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
EFA	Exploratory Factor Analysis
FSA	Financial Services Act
PLS	Partial Least Square
PLS-SEM	Partial Least Square Structural Equation Modelling
SD	Standard Deviation
SE	Standard Error
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SDT	Self-Determination Theory
SPSS	Statistical Package for Social Science
VIF	Variance Inflation Factor

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

Traditionally, organizations have operated under Taylor's and Weber's way where orders and commands; rules and procedures are the main themes. Today, similar themes are almost absent with most organizations are grappling with discouraging and volatile environments. Rapid changes in technology have led to the production of several products with shorter product life cycle and have given rise to customers' different values and norms with different expectations in product demand. In addition to this, profound changes and the decline in global economy have affected businesses around the world greatly. Many businesses have ceased their operations. Those that survive have to reduce their productions. Terms such as downsizing, merger and acquisition are becoming a norm which cause uncertainties among most employees in this era.

Today's organizations are becoming flatter, decentralized and boundaryless. Business environments, both national and international crises, have encouraged organizations to look for more flexible, simpler, and more dynamic organization structures (Akdogan & Cingoz, 2009). To the employees, these business strategies with more flexible, simpler, and more dynamic organization structures, are synonymous with retrenchment, less career opportunities, or fewer job promotions, and more pressures.

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