LEADERSHIP STYLES AND JOB SATISFACTION AMONG EMPLOYEES

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Abstract

The main purpose of this study was to determine the relationship between leadership styles and job satisfaction among employees in the Malaysian Private Organisations. For the study, 377 questionnaires were delivered to the respondents, but only 118 respondents successfully completed the questionnaire. The questionnaire will be distributed physically to the respondents in the Conglomerate Company by using a Simple Random Sampling. Thus, this study includes an analysis of the main two factors which is Transformational leadership and Transactional leadership. The findings of the study indicate that transformational leadership and transactional leadership were significantly positively related to the job satisfaction. All these two independent variables were found to significantly positively contribute to the prediction of job satisfaction, and this made all the hypothesis formed are accepted. These results are confirmed by past researchers and in the end, have a strong position in this study. However, the results of this study were limited to the numbers of respondents, knowledge and understanding of the respondents while answering the questionnaires. In this regard, this research was aimed at studying the relationship between the leadership styles and job satisfaction, which can benefit all the organisations for by making improvement in their performance through managing its employees relationship in a better way. Moreover, this research provides a clear understanding of different factors that can affect the job satisfaction. By determining the factor that would affect the employees job satisfaction helps the management to understand their employees better and hopefully they are able to use this research as a guideline to retain their employees. Besides, this study also could be referenced for other researcher who is interested to study the job satisfaction in other organisations.

Keyword: Job Satisfaction and Transformational Leadership

INTRODUCTION

With the job satisfaction as the focus construct, this study seeks to accomplish the main objective which is to study the transformational leadership and transactional leadership towards job satisfaction among employees in the Malaysian Private Organisations. First of all, to better comprehend and identify the influential factor that will affect employees' job satisfaction, understanding of the importance of transformational leadership is required. According to Northouse (2015), transformational leadership leads to the process of transforming the followers' goals, emotion, and value for the specific performance based on their talent. Previous studies that carry out by Mujkic, Sehit, Rahimit, & Jusic (2014) argued that, transformational leadership has contributes to higher employees satisfaction. Another study had also proven that transformational leadership styles that are mainly related with the job

satisfaction of employees (Ahmad et al., 2013). However, there still exists some ambiguity to prove that transformational leadership will influence job satisfaction among employees.

Transactional leadership is one where leaders offer rewards to followers for their excellent performance and give the punishment for their poor performance. According to study done by Ahmad et al., (2013) have found that the transactional leadership has the significant relationship with the job satisfaction of employees. Another study had also proven that there is a positive relationship between transactional leadership and employees' job satisfaction (Hongnou et al. 2014; Rizi et al. 2013; and Janssen & Yperen 2004). However, according to Ali et al., (2013), there is a non-significant relationship between transactional leadership and employees' job satisfaction.

Job satisfaction is the basic to the accomplishment of an organisation and human capital are important asset of an organisation to sustain competitive advantage. According to Javed, Jaffari, & Rahim (2014) argued that, the job satisfaction is a way to attract and retain the best people in the organisation. In other literature, job satisfaction has been argued as a strong predictor of overall individual well-being (McCann, Graves, & Cox, 2014). However, the effects of transformational leadership and transactional leadership on job satisfaction have not been empirically tested. Therefore, this study will be undertaken to find the relationship between transformational leadership and transactional leadership towards job satisfaction among employees in the Malaysian Private Organisations? To study the relationship between leadership styles and job satisfaction among employees in the Malaysian Private Organisations

2.0 LITERATURE REVIEW

2.1 Job Satisfaction

As it was mentioned above, job satisfaction is a crucial factor for the function of an organisation and it is likely to be affected by the organisations leadership and internal culture. Locke (1976) defined job satisfaction as *"a positive emotional state that is achieved by one's job or job experiences"*. Follow by a simplify definitions by Spector (1997), job satisfaction as the feeling of satisfaction or dissatisfaction of people toward their job. Based on previous study that carried out by Bushra et al. (2011), job satisfaction can be describe as the emotional responses of individuals towards their work or workplace and these emerge from employee's experiences.

However, some researchers also claim that job satisfaction is affected by factors such as absenteeism, high turnover, and participation in decisions-making, grievance expression, tardiness, low morale and quality improvements (Lee & Ahmad, 2009). As suggested by the Mberia & Midigo (2016), according to the researcher on job satisfaction, the factors that might contribute to the job satisfaction of an employees are through the wages, benefits, accomplishments, acknowledgement, communication, working job conditions, job importance, independence, co-workers, professionalism, relationship, organisational climate, relationships, working for a reputable agency, positive, job security, workplace flexibility team environment, supervisor support, and genetic factors by Mosadegh Rad & Yarmohammadian (2006). Furthermore, Sulieman Ibraheem et al., (2011) also claim that the leadership style is the main factors that determine employees' job satisfaction.

2.2 Transformational leadership style

Transformational leadership is a style of leadership where a leader works with the rest of the staff members to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group (Northouse, 2015). Previous study argued that, transformational leaders bring positive and valuable changes in employees (Ali, Syed & Arshad, 2012). Leaders who are able to apply this

kind of leadership are more focuses on transforming their subordinates to help each other, to encourages and be harmonious, and to pay attention to organisation as a whole.

In an article written by Bass and Riggio (2006), there were four dimensions of transformational leadership. These are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Idealized influence is the dimension which refers to leaders who act as strong role models for their subordinates due to their exceptional abilities and high principle of ethical and moral conduct. Inspirational motivation is includes the development and communication of an appealing vision, using symbols and images to focus the efforts of subordinates. Moreover, intellectual stimulation is refers to the type of dimensions relates to motivating and inspiring followers to work in achieving organisation's goals. While, individualized consideration is the behavior includes the provision of support, encouragement, coaching, delegation, advice and feedback for use in the followers' personal development.

2.4 Relationship between Transformational leadership and Job Satisfaction

Several empirical studies have proven that the positive relationship between transformational leadership and job satisfaction. A study done by Sulieman Ibraheem, et al. (2011) showed that there are relationship between transformational leadership and job satisfaction. Similarly Bateh & Heyliger (2014) argued that, there was relationship between transformational leadership style and employees satisfaction. Therefore, it important for transformational leaders to encourages and motivates their employees to think in a creative way and innovation way.

In other words, transformational leadership can lead to higher levels of employee satisfaction than those who are either indifferent or unconcerned with their subordinates (Metwally & El-bishbishy, 2014). The researchers also suggested that leadership that is concerned only with the output of the employees and do not take into consideration the feelings of its follower failed to attain best effort of the employee (Cumming et al., 2010). Hence, transformational leadership should be adopted to improve employee's satisfaction. However, Givens (2008) argued that, transformational leaders inspire employees to work harder and providing them with the idea of a common vision related to their personal evolvement and completion. Therefore, majority of the previous studies had highlighted that transformational leadership give a positive impact on job satisfaction. Hypothesis 1 (H1) is proposed as follows:

H1: There is a relationship between Transformational leadership style and job satisfaction.

2.5 Relationship between Transactional leadership and Job Satisfaction

The study on transactional leadership has been increase to include as variables. Past researches have investigated the relationship between transactional leadership and job satisfaction. A study done by Hongnou et al. (2014) proven that there is a significant and positive relationship between transactional leadership and job satisfaction. It influenced by factors of achievement, recognition, salary, advancement, working conditions and relationship with others. Based on previous study done by Rizi et al. (2013) argued that, there was a positive relationship between transactional leadership and job satisfaction.

However, some researchers also claim that employee job satisfaction is not dependent upon the transactional leadership style. According to Ali et al. (2013), there was no significant relationship between job satisfaction and transactional leadership style. Voon et al. (2011) also conducted a research in public sector organisations in Malaysia in order to examine the influence of leadership styles on job satisfaction. Specifically, the results indicated that there was no significant relationship between transactional leadership and job satisfaction. Therefore, as majority of the studies have shown that transactional leadership has a positive influence on job satisfaction, hypothesis 2 (H2) is proposed as follows:

H2: There is a relationship between Transactional leadership style and job satisfaction.

2.6 Model
2.6.1 Family Resource Management Model
The Family Resource Management Model is the model that developed by Deacon and Firebaugh (1998), explain how people make financial decisions and develop financial behaviors. The model consists of input, throughput, and output. Input refers to the resources available to households and demands placed upon those resources. Throughput consists of the internal managerial process of planning and implementing behaviours that connect input and output. Output refers to the sense of wellbeing derived from demands being met, through inputs and throughput combines to affect the output (Deacon & Firebaugh, 1998). The application of the Deacon and Firebaugh on job satisfaction (output) depends upon (a) transformational leadership style and (b) transactional leadership style. In other words, the output (job satisfaction) depends on the throughput.

2.7 Theory
2.7.1 Herzberg's two factor theory
Herzberg's two factor theory is the theory that introduces by Frederick Herzberg (1959). This theory is based on the belief that a satisfied employee is a productive employee. The two factors are classified into hygiene factors and motivational factors. Hygiene factors are known as the factors that characterize the context or environment of a person's work. It can be a cause of job dissatisfaction unless appropriately applied by an organisation. For instances, quality of supervision, pay, company policies, working conditions and job security. Motivational factors are known as satisfier and they are more concerned towards factors involved in performing the job such as recognition, promotion and achievement.
When applying the theory in this study, organisations can seek a long-term relationship with employees and at the same time expect the concern to be reciprocated. With the norm of reciprocity, employees will engage themselves and effective commitment in response to organisation and create an employee-organisation relationship. Hence, the theory did explain the link between employment relationship and it will affect the job satisfaction.

3.0 RESEARCH METHODOLOGY
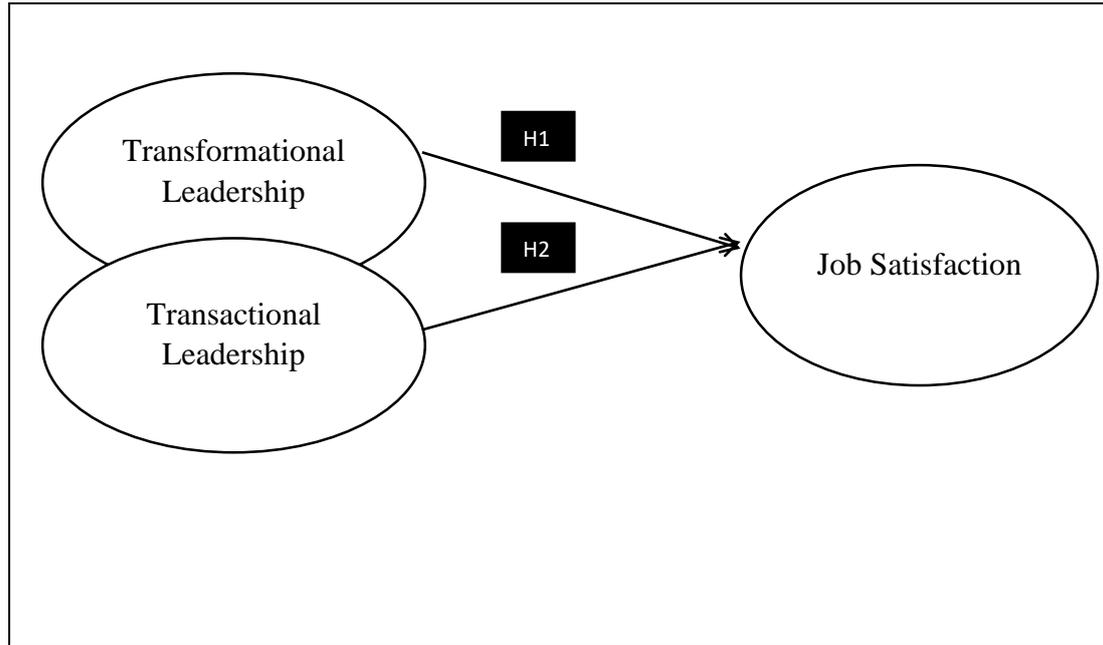
3.2 Research Framework

Figure 3.1: "The relationship between Leadership styles and Job satisfaction among employees in the Malaysian Private Organisations"

3.3 Research Hypothesis

Table 3.1: Research Hypothesis

No.	Hypothesis Statements	Types of Hypothesis
H1	There is a relationship between Transformational leadership style and job satisfaction	Pearson Moment Correlation Test
H2	There is a relationship between Transactional leadership style and job satisfaction	Pearson Moment Correlation Test

3.4 Data

In this research, primary data collection will be through distributing the questionnaire to the respondents. The questionnaires are adopted from previous studies and questionnaire will be distributed physically to the respondents. To collect data from this study, 377 questionnaires were delivered to the respondents in the Conglomerate Company by using a Simple Random Sampling. In simple random sampling, the researcher develops an accurate sampling frame, selects samples from sampling frame according to mathematically random procedure, then locates the exact sample that was selected for inclusion in the sample. After numbering all samples in a sampling frame, the researcher uses a list of random numbers to decide which sample to be selected.

In addition, the secondary data collection will be collected through the literature review of the past researchers. According to Saunders et al. (2012), secondary data is data that have already been collected for some other purpose, perhaps processed and subsequently stored. For this research, information was obtained from the reliable academic sources such as Asian Social

Science, International Journal of Business and Management, Emerald Insight, ProQuest and Research Gate. The scope of literature review was mainly focused on the stated determinants that include Job satisfaction, Transformational leadership and Transactional leadership. To ensure the validity and reliability of the data, variables originated from the literature review will be further investigated through primary research.

This study was measured using an adopted version of the Multifactor Leadership Questionnaire (MLQ) developed by Avolio, Bass & Jung (1997) (Loganathan, 2013), scale to measure the transformational leadership among employees in the Malaysian Private Organisations, using five-point Likert scale. A total of 18 statements was read to the respondents to find out their opinion whether they agree or disagree. All the components of the scale are in a positive statement. Each item has been evaluated as "Always", "Fairly often", "Sometimes", "Once in a while" and Not at all". The scoring procedures were as follow: Five points were given if the respondent always with the statement. Four points were given if the respondent fairly often with the statement. Three points were given if the respondent sometimes with the statement. Two points were given if the respondent once in a while with the statement and one point was given if the respondent not at all with the statement. The highest score possible was thirty-three and the lowest was eighteen. Score range from 18-33 points. Greater the score indicates the more positive attitude towards transformational leadership of an individual.

For analytical purposes, those who scored below the mean score was categorized as "low" group while those who scored above mean score was categorized as "high" group. Lastly, the assessment of transformational leadership scale with 18 statements will be show in Table 3.2.

Table 3.2: Transformational leadership

No.	Statement
1.	Re-examines critical assumptions to questions when they are appropriate
2.	Talks about his/her most important values and beliefs
3.	Seeks differing perspectives when solving problems
4.	Talks optimistically about the future
5.	Instils pride in me for being associated with him/her
6.	Talks enthusiastically about what needs to be accomplished
7.	Stresses the importance of having a strong sense of purpose
8.	Spends time teaching and coaching
9.	Treats me as an individual rather than reoccur before taking action
10.	Demonstrates that problems must reoccur before taking action
11.	Considers the moral and ethical consequences of decisions
12.	Articulates a compelling vision of the future
13.	Avoids making decisions
14.	Directs my attention towards failures to meet standards
15.	Suggest new ways of doing things
16.	Emphasizes the importance of having a collective sense of the mission
17.	Expresses confidence that goals will be achieved
18.	Gets me to do more than I am normally expected to do

3.5.2 Transactional leadership

This study was measured using an adopted version of the Multifactor Leadership Questionnaire (MLQ) developed by Avolio, Bass & Jung (1997) (Loganathan, 2013), scale to measure the transactional leadership among employees in the Malaysian Private Organisations, using five-point Likert scale. A total of 11 statements was read to the respondents to find out their opinion whether they agree or disagree. All the components of the scale are in a positive statement. Each item has been evaluated as "Always", "Fairly often", "Sometimes", "Once in a while" and Not at all". The scoring procedures were as follow: Five points were given if the respondent always with the statement. Four points were given if the respondent fairly often with the statement. Three points were given if the respondent sometimes with the statement. Two points were given if the respondent once in a while with the statement and one point was given if the respondent not at all with the statement. The highest score possible was thirty-three and the lowest was eleven. Score range from 11-33 points. Greater the score indicates the more positive attitude towards transactional leadership of an individual.

For analytical purposes, those who scored below the mean score was categorized as "low" group while those who scored above mean score was categorized as "high" group. Lastly, the assessment of transactional leadership scale with 11 statements will be show in Table 3.3.

Table 3.3: Transactional leadership

No.	Statement
1.	Provides me with assistance in exchange for my efforts
2.	Fails to interfere until problems become serious
3.	Focuses attention on mistakes and deviations from standards
4.	Is specific about who is responsible for reaching performance targets
5.	Waits for things to go wrong before taking action
6.	Makes clear what one can expect to receive when performance goals are achieved
7.	Goes beyond self-interest for the group
8.	Acts in ways that builds my respect for him/her
9.	Displays a sense of power and confidence
10.	Gets me to look at problems from different angles
11.	Uses methods of leadership that are satisfying

3.5.3 Job Satisfaction

This study was measured using an adopted version of the Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Dawis, England & Lofquist (1967) (Loganathan, 2013), scale to measure the job satisfaction among employees in the Malaysian Private Organisations, using five-point Likert scale. A total of 20 statements was read to the respondents to find out their opinion whether they agree or disagree. All the components of the scale are in a positive statement. Each item has been evaluated as "Very Satisfied", "Satisfied", "Neither Satisfied or Dissatisfied", "Dissatisfied" and Very Dissatisfied". The scoring procedures were as follow: Five points were given if the respondent very satisfied with the statement. Four points were given if the respondent satisfied with the statement. Three points were given if the respondent neither satisfied or dissatisfied with the statement. Two points were given if the respondent dissatisfied with the statement and one point was given if the respondent very dissatisfied with the statement. The highest score possible was thirty and the lowest was twenty. Score range

from 20-30 points. Greater the score indicates the more positive attitude towards job satisfaction of an individual.

For analytical purposes, those who scored below the mean score was categorized as "low" group while those who scored above mean score was categorized as "high" group. Lastly, the assessment of job satisfaction scale with 20 statements will be show in Table 3.4.

Table 3.4: Job Satisfaction

No	Statement
1.	I am able to keep busy all the time
2.	I am given the opportunity to work alone on the job
3.	I am given the opportunity to do different things/tasks
4.	I am given the chance to be somebody in the community
5.	My manager handles his team professionally
6	My manager is competent in making decisions
7.	I am able to perform tasks that don't go against my conscience
8.	My job provides for steady growth
9.	I am given the chance to do things for other people
10.	I am given the chance to tell people what to do
11.	I am given the chance to do something that makes use of my abilities
12.	My company implements policies with ease and efficiency
13.	My pay coincides with the amount of work I do
14.	I have opportunity for advancement in this job
15.	I have the freedom to use my own judgment
16.	I am given the opportunity of trying my own methods of doing the job
17.	My job is subjected to conducive working conditions
18.	My co-workers get along with each other
19.	My manager gets on well with me
20.	I receive praise for doing a good job

3.6 Sampling Methodology

Referring to the figure above, the margin of error that was assumed accepted is 5%, and the confidence level needed is set to 95%, since the population size of the Conglomerate Company is ever changing so the population size is assumed at 20000 and as a default based on raosoft the response distribution was set at 50%, therefore the recommended sample size which was generated and given by raosoft is 377.

3.7 Data Analysis and Interpretation

The total numbers of 377 respondents details are keyed into SPSS one by one, and then the individual data will be analysed on a group basis. According to Sekaran (2003), the feel of data will give preliminary ideas of how good the scale are, how well the coding and entering of data have been done. In fact, the statistical package for the social science (SPSS) will be used to interpret the data after collect the data from the respondents. The result will display in graphical presentation such as histogram, bar charts and pie charts are used to make the interpretation work easier. Analysing frequencies of these variables help to better construct the relevancy and

validity of the sample group within this research. In this research paper, the statistic will include both of the descriptive and inferential statistics.

Descriptive statistics is used to obtain the feel of data such as mean, median, mode, percentage, variance, standard deviation, frequency distribution, graphs and pie charts will give researcher an idea on how the respondents have reacted in the questionnaire and how well the variables have been measured (Sekaran, 2003). The reliability of measure based on Cronbach's alpha, reliability coefficient that indicates how well the items in a set are positively correlated to each other (Sekaran, 2003).

Then, the researchers will test the hypothesis by inferential testing, Pearson Moment Correlation test, which helps to identify the relationship between job satisfaction, transformational leadership and transactional leadership. These analyses will bring about the analysis of variables against the selected sample to fulfil the research objectives.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Respondents Characteristics

Demographic characteristic of this study would present the basic information of respondents. Demographic information about each of the respondents consists of several items, namely: gender, marital status, age, job title and years of service. To collect data from this study, 377 questionnaires were delivered to the respondents in the Conglomerate Company, where 118 respondents provided information about themselves. The results of the demographic data are presented below in Table 4.1.

Table 4.1: Respondents Characteristics

Variables	Frequency (n)	Percentage (%)	Cumulative Percentage (%)
Gender			
Male	52	44.1	44.1
Female	66	55.9	100.0
Marital Status			
Married	76	64.4	64.4
Not-Married	42	35.6	100.0
Age			
18-22	14	11.9	11.9
23-27	32	27.1	39.0
28-32	24	20.3	59.3
33-37	25	21.2	80.5
38 and above	23	19.5	100.0
Job Title			
Executive	18	15.3	15.3
Officer	63	53.4	68.6
Others	37	31.4	100.0

Years of service			
0-5	43	36.4	36.4
5-10	32	27.1	63.6
10-15	19	16.1	79.7
15-20	7	5.9	85.6
20-25	8	6.8	92.4
25-30	6	5.1	97.5
30-35	3	2.5	100.0

4.3.4 Summary of descriptive statistics on all the variables

Descriptive Statistics
Descriptive Statistics
Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
TransactionalLeadership	118	3.18	1.64	4.82	414.73	3.5146	.06338	.68848	.474
Valid N (listwise)	118								

Table 4.2: The overall mean of the two-independent variable and Job Satisfaction

The table indicates that job satisfaction has the highest mean score which is M=3.8665 and SD=0.55946, and the lowest mean score is transactional leadership which is M=3.5146 and SD=0.68848, then followed by transformational leadership which is M=3.6116 and SD=0.65386. Therefore, all the variables including independent and dependent variables have moderate mean scores.

4.4 Cronbach's Alpha Reliability Test

Cronbach's Alpha reliability was one the most common used measurement to measure the reliability and consistency for a test of scale (Tavakol & Dennick, 2011). According to Pallant (2005), this statistics provides an indication of the average correlations among all of the items that make up the scale. Values range from 0 to 1, with higher values indicating greater reliability. In other words, cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Basically, the value of Cronbach's Alpha considered as poor if it falls under the ranges at 0.60, while the value range falls under range at 0.70 consider as acceptable, while Cronbach's Alpha value greater than 0.80 consider as good and a maximum value of 0.90 had been recommended (Sekaran & Bougie, 2016). As shown in table 4.7 below, job satisfaction and transformational leadership cronbach's alpha value greater than 0.90 so, it had been recommended while transactional leadership cronbach's alpha value greater than 0.8. So, it is consider good.

Table 4.3: Correlating Reliability of Job Satisfaction with Selected Variables

No.	Variables	Number of Items	Cronbach's Alpha
1.	Job Satisfaction	20	0.932
2.	Transformational Leadership	18	0.936
3.	Transactional Leadership	11	0.876

4.5 Normality Test

Normality test will be completed to check whether the data collected will regularly appropriated. Data collected will then test for typicality to check whether the information will be dispersed normally. According to Hair et al. (1998), the histogram of residuals will be utilized to analyse the typicality of the mistake term presumption. A bell-shaped histogram of residuals represented a normal distribution of data (Hair et al., 1998). As shown in figure 4.6 below, the result of the distribution of dependent variable for job satisfaction normality test is normal. The mean score of the job satisfaction is 3.87 and standard deviation is 0.559.

In addition, the skewness value it shows that -0.512 and this value is in between   -3.29 < x < 3.29, while the kurtosis value is -0.459. So, this data is normal. However, there are two outliers (respondent's data) was deleted in this research. Therefore, the total number of respondents was 118.

4.6 Pearson Product-Moment Correlation Coefficients Test

The Pearson product-moment correlation coefficient is usually designed for continuous variables. Hence, in this research Pearson Product- Moment Correlation Coefficient is used by the researcher in order to measure of the degree of linear relationship between two variables. According to Hair et al. (2006) and Sekaran (2003), the correlation value should in the range of -1.0 and +1.0, in which -1.0 represents excellent negative or the negative relationship, 0.0 denotes no relationship, and +1.0 indicates excellent positive or the positive relationship. Table 4.8 underneath demonstrates scope of Pearson Correlation value and relative signs.

Table 4.4: Interpretation of Correlation Indices

Correlation Indices Size	Interpretation
< 0.20	Very Low Correlation
0.2 – 0.39	Low Correlation
0.4 – 0.59	Moderate Correlation
0.6 – 0.79	High Correlation
0.8 – 1.0	Very High Correlation

Source: (Guildford, 2006)

As a general guideline the relationship would be ranged from -1.0 to +1.0. According to Guildford (2006), a value ranging from 0.20 and below would be classed a very low correlation and 0.2 to 0.39 would be regarded a low correlation. However, a value ranging from 0.4 to 0.59 indicates moderate correlation and 0.6 to 0.79 indicates high correlation. Furthermore, a value ranging from 0.8 to 1.0 would be classed a very high correlation.

Table 4.5: Pearson Moment Correlation Coefficients Test

Correlations

		JobSatisfaction	Transformational Leadership	Transactional Leadership
JobSatisfaction	Pearson Correlation	1	.733**	.637**
	Sig. (2-tailed)		.000	.000
	N	118	118	118
TransformationalLeadership	Pearson Correlation	.733**	1	.811**
	Sig. (2-tailed)	.000		.000
	N	118	118	118
	Pearson Correlation	.637**	.811**	1

TransactionalLeadership	Sig. (2-tailed)		.000	.000	
	N		118	118	118

**. Correlation is significant at the 0.01 level (2-tailed).

The table 4.9 represents the correlation coefficient between dependent variable and independent variables including, Job Satisfaction, Transformational leadership and Transactional leadership. The job satisfaction has the highest mean score (M= 3.8665, SD= 0.55946), and the lowest mean score is transactional leadership (M= 3.5146, SD= 0.68848), then followed by transformational leadership (M= 3.6116, SD=0.65386). Therefore, all the variables including independent and dependent variables have moderate mean scores. As per shown in Table 4.9 above, a Pearson's *r* data analysis shows that the correlation (r) between transformational leadership and job satisfaction is +0.733, this shows that there is a high correlation with respect to the job satisfaction. The correlation (r) between transactional leadership and job satisfaction is +0.637, which indicates a high correlation with respect to the job satisfaction. Overall, all this analysis data proves that Transformational leadership has the strongest influence on job satisfaction among employees in the Malaysian Private Organisations, whereas transactional leadership is the second.

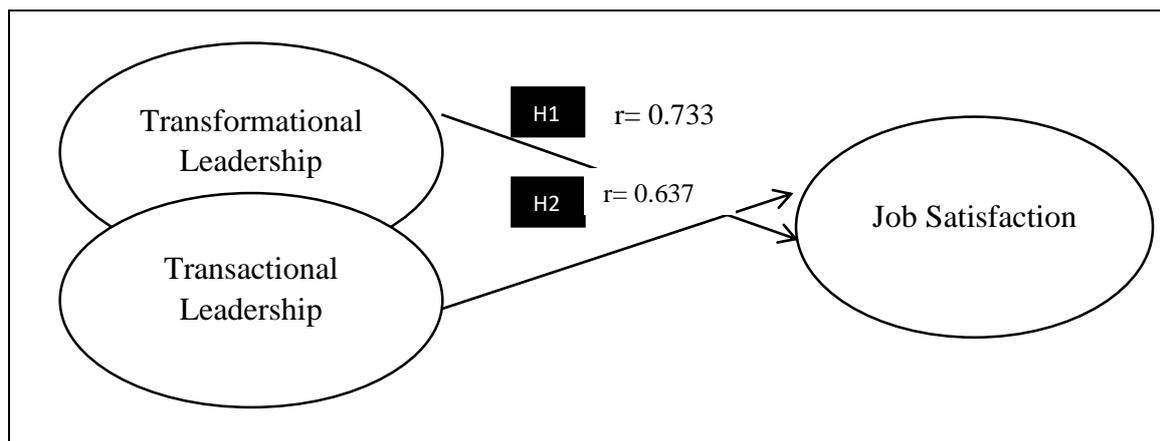4.6.1 Pearson Moment Correlation Findings

Figure 4.1: Pearson Moment Correlation Coefficient Model

Figure 4.7 shows the illustration of the relationship between variables. It is shown that there is positive significant correlation between the two variables. Variables that has the strongest to least correlation with the job satisfaction is arranged in the following sequence: transformational leadership and transactional leadership.

4.7 Multiple Regression Analysis

A Multiple Regression Analysis has been selected and carried out in this study, in order to check variables, moreover, in order to test and study the hypothesis. According to Pallant (2005), a multiple regression is sophisticated exploration of the interrelationship among a set of variables and it is ideal for the investigation of more complex real-life rather than laboratory-based research questions.

Hence, in this research Multiple Regression Analysis was used in order to identify relationship among variables. In addition, this analysis identifies how well a set of variables to predict a

particular outcome. Multiple Regressions analysis includes the tables such as Model Summary that measures R Square and ANOVA table is given to present F value and Significance. Lastly, Multiple Regression provides Coefficient table to test regression equation.

Table 4.6: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737[a]	.543	.535	.38154

a. Predictors: (Constant), TransactionalLeadership, TransformationalLeadership

The table 4.10 shows the Model Summary, which is the first table in the Multiple Regression Analysis. According to Pallant (2005), the table of Model Summary provides goodness of fit measures between the variables. The table start with R value that represents the simple correlation. In this study R value indicates a good degree of correlation with the value of 0.737. In addition, R Square in the Model Summary indicates how much the dependent variable can be explained by the independent variables. Hence, in this research the Coefficient determination of R Square is 0.543. It indicates that, model which includes Transformational Leadership and Transactional Leadership contributed only 54.3 percent of variance towards Job Satisfaction among employees in the Malaysian Private Organisations.

Table 4.7: ANOVA Analysis

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.879	2	9.940	68.280	.000[b]
	Residual	16.741	115	.146		
	Total	36.620	117			

a. Dependent Variable: JobSatisfaction
b. Predictors: (Constant), TransactionalLeadership, TransformationalLeadership

The table 4.11 shows the ANOVA analysis, which is the second table in the Multiple Regression Analysis. The ANOVA represents result of significance and F value. According to Field (2009), under Significant P-value should be less than (p<0.05).
Based on the table above, F value is 68.280 is significant at the level of 0.000 (p<0.05). Hence, the overall regression model for transformational leadership and transactional leadership is working properly in explaining the difference in job satisfaction among employees in the Malaysian Private Organisations.

Table 4.8: Coefficients

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	1.558	.202		7.731	.000
TransformationalLeadership	.543	.092	.634	5.879	.000
TransactionalLeadership	.099	.088	.122	1.134	.259

Table 4.12 shows the summary table of multiple regression analysis in job satisfaction. This analysis identifies the contribution of each independent variable to the prediction of the dependent variable. To compare the different variables it is important to look at the column labeled Beta under Standardized Coefficient. According to Joreskog (1999), Standardized Coefficient presents values for each of the independent variables that have been converted to the same scale in order to compare them. Therefore there was used beta value in order to identify the contribution of each independent variable to the prediction of dependent variable. From the table above, 0.634 is the largest beta coefficient which is for Transformational leadership. This means, transformational leadership has strongest unique contribution to explaining job satisfaction. If transformational leadership of Malaysian Private Organisations increases by one unit, it will definitely affect to the contribution of job satisfaction by 0.634. The beta value for transactional leadership was slightly lower 0.122 which is indicated that, this independent variable made less contribution to the dependent variable.

Furthermore, in this Coefficient table it is important to look at the column labeled Sig. which tells whether the variable is making a statistically significant unique contribution in the equation. According to Pallant (2005), Sig. value is very dependent on which variables are included in the equation and how much overlap among the independent variables. Hence, the variables in order to be in a unique contribution to the prediction of the dependent variable the Sig. value should be less than 0.05. Thus, from the table is shown that, transformational leadership is made significant unique contribution to the prediction of the job satisfaction with the value of .000. However, transactional leadership with Sig. value of .259, which is more 0.05 did not make significant unique contribution to the prediction of job satisfaction.

4.8 Hypothesis Testing
Table 4.9: Results of Hypothesis Testing

Hypothesis Statements	Pearson Moment Correlation Results	Decision

H1 There is a relationship between Transformational leadership style and job satisfaction	p=0.000 p<0.05	Hypothesis accepted
H2 There is a relationship between Transactional leadership style and job satisfaction	p=0.000 P<0.05	Hypothesis accepted

Table 4.13 shows the summary results of hypothesis testing for current research. According to Pallant (2005), in order to accept the hypothesis the p value should be less than 0.05 (p<0.05). Based on the table above, it shows that the HI and H2 were accepted since p value of both hypothesis were less than 0.05 (p<0.05). Thus, it is indicates that Transformational leadership style and Transactional leadership style have significant relationship with Job Satisfaction.

4.9 Conclusion

This chapter explains the results of the analysis and the provision of data on respondents. To confirm the reliability of all data, an experimental study was used that confirmed the direct relationship between the dependent variable and independent variables. Moreover, this chapter provides demographic data on 118 respondents, such as gender, marital status, age, job title and years of service. It also includes a complete analysis and verification of the reliability of the study, by conducting a test of normality. Furthermore, this chapter include correlation and multiple regression analysis in order to confirm the correctness of the hypothesis and the research objectives in this research.

5.0 CONCLUSION AND RECOMMENDATION

5.1 Summary of the Research

According to the analysis from the previous chapters, it indicates that there are more female respondents that answered the survey questionnaire, which are 66 compared to 52 respondents. Besides that, most of the respondents were married in this study. Moreover, most of the respondents are aged between 23 to 27 years old. Furthermore, the majority of the respondents are officer level. Additionally, the majority of respondents have been working for 0 to 5 years. Reliability test also has been conducted for 118 sets of completed questionnaire in chapter four in order to test the reliability of the variables in this study. Based on the results of this research (Table 4.7), it is proven that all the independent variables are reliable where its Cronbach's Alpha value exceeded 0.60 (60%). Consequently, all the variables in this survey are considered reliable and are applicable for this study.

Based on the results generated (Figure 4.6), it indicates that the result of the distribution of dependent variable for job satisfaction normality test is normal. The skewness value it shows that -0.512 and this value is in between -.3.29 < x < 3.29, while the kurtosis value is –0.459.

Based on the results generated (Table 4.9), it is proven that the independent variables used in this survey, namely, transformational leadership and transactional leadership are significant. The job satisfaction has the highest mean score (M= 3.8665, SD= 0.55946), and the lowest mean score is transactional leadership (M= 3.5146, SD= 0.68848), then followed by transformational leadership (M= 3.6116, SD=0.65386). Therefore, all the variables including independent and dependent variables have moderate mean scores. As per shown in Table 4.9, a Pearson's *r* data analysis shows that the correlation (r) between transformational leadership and job satisfaction is +0.733, this shows that there is a high correlation with respect to the job satisfaction. The correlation (r) between transactional leadership and job satisfaction is +0.637,

which indicates a high correlation with respect to the job satisfaction. Overall, all this analysis data proves that Transformational leadership has the strongest influence on job satisfaction among employees in the Malaysian Private Organisations, whereas transactional leadership is the second.

The research has also passed the multiple regression analysis, as all the independent variables in this research are proven to have influence to the dependent variable, job satisfaction. Besides, according to the ANOVA test in this research, it is also shows that the overall model fits the data properly. Based on the results in Table 4.12, transformational leadership has the strongest positive influence on the job satisfaction, as the beta value of standardised coefficient is the highest, while transactional leadership has the lower influence on the job satisfaction. Furthermore, according to the Table 4.13, it shows that the HI and H2 were accepted since p value of both hypothesis were less than 0.05 ($p<0.05$). Thus, it is indicates that Transformational leadership style and Transactional leadership style have significant relationship with Job Satisfaction.

5.2 Implication of Research

The output of this research has a few implications that would benefit the consumer, management and also for the academic use. The results show that the job satisfaction can be measured by transformational leadership and transactional leadership. Enhancing the relationship with the employees will bring benefits as the employee is considered as an asset to the company.

As referring to the findings of this research, it is found that the most influential factor that would affect the job satisfaction is transformational leadership. For this reason, it is suggested that the transformational leadership can be the focus of the Malaysian Private Organisations to enhance its job satisfaction. For instances, giving constructive feedback, as well as inducing additional effort with the aim of reaching organisational goals can be used to interact with the employees.

In addition, this research can benefit all the organisations for by making improvement in their performance through managing its employee relationship in a better way. This research provides a clear understanding of different factors that can affect the job satisfaction in organisations. By determining the factor that would affect the employees job satisfaction helps the management to understand their employees better and hopefully they are able to use this research as a guideline to retain their employees.

Furthermore, the findings and results of this study can be used as a secondary data or part of the literature for future research. Besides, the results of this study can also be used to support the other researchers.

5.3 Research Limitations

There were some unfavourable circumstances that happen during the research. In order to carry out a successful research with minimal error, the researcher has to expect the challenges and limitations that would happen during the research.

The main problem that researcher faced is the sample size for this research is limited by the number and hence, the findings from this research should not be generalized as whole as this study only made up from employees in the Malaysian Private Organisations. With only 118 survey questionnaires distributed, the results collected might not be able to represents the entire private organisations in Malaysia. As this research is using simple random sampling to target the respondents randomly, so the demographic profile of the respondents participated might be not balanced.

Moreover, there is also limitation was from the respondents while answering for questionnaires. There are some of the respondents did not have sufficient knowledge and

understanding about the research topic and research field of the questionnaire. Therefore, it is found to be difficult to explain some of the respondents about the research topic and its variables that are used in the study. Consequently, lack of understanding affected to the quality of answer that respondents may not answer questions in a consistent manner.

Furthermore, this study is depending on the honesty and integrity of the respondents in contributing the data. Some of the respondents may refuse to fill the questionnaires or may not participate completely. As a result, the data obtained may not be 100% reliable in this study. In a nutshell, there are all limitations that were faced by the researcher during period of research project and limitations in each research differs from each other and they are not compound to all research studies.

5.4 Recommendations for Future Research

Based on the research limitation discussed before, there are some recommendations that could be helpful to the future researches in their research.

There are many ways of improvement in this field of study, and it can be done by conducting more research. There should be more future researchers done in this field in order to discover about what are the other factors that would affect the job satisfaction. The future researchers can explore more factors that would affect the job satisfaction, as this research only focus on two factors which are transformational leadership and transactional leadership. There are more factors that are neglected that would influence the job satisfaction. Therefore, the results of study will be more reliable if more factors are included in future researches.

In addition, the sample size of this study is small that it may not be able to represent the whole population and it results in insufficient to be used as an indicative of all the Malaysian Private Organisations. Thus, it is recommended that the future researchers can come out with a research with a larger sample size in order to achieve a more valid results and findings. Moreover, this research should be not restricted to private organisations, but also public organisations can use this research to be knowledge about their employees.

Furthermore, explanatory sequential mix method should be implemented by the researcher in order to get perfect results. The results obtained through quantitative research can be further validated using qualitative method. Hence, this method will provide better debt in findings. In a nutshell, by exploring more factors that would affect the job satisfaction, increasing the sample size and used mix method, it could possibly increase the quality of future research.

5.5 Conclusion

In conclusion, the overall aims and objectives of this research has been achieved. The findings of the study indicate that transformational leadership and transactional leadership were significantly positively related to the job satisfaction. All these two independent variables were found to significantly positively contribute to the prediction of job satisfaction, and this made all the hypothesis formed are accepted. It is proven that all two factors and studied in this research, namely transformational leadership and transactional are correlated and have a significantly relationship with the job satisfaction. The objective of this research is to study the relationship between leadership styles and job satisfaction among employees in the Malaysian Private Organisations had been achieved. The implications of the study are provided for the employers in managing its relationship with the employees. Useful recommendations are also given to the future researchers to help them to provide a better quality project.

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