

**THE INFLUENCE OF SUPERIOR LEADERSHIP STYLES, EMPLOYEES  
WORK STRESS, AND ORGANIZATIONAL COMMITMENT TOWARD  
JOB SATISFACTION AT MELAKA E & E COMPANY**

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**Report submitted in fulfillment of the requirement for the degree of Bachelor of  
Technology Management (Hons) in Technology Innovation**

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## DECLARATION

I declare that this thesis entitle “The influence of superior leadership styles, employees work stress and organizational commitment toward job satisfaction at Melaka E & E Company” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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## **DEDICATION**

To my parent Mr. Mohd Zin bin Mat and my loving mother Mdm. Rahimah binti Yusoff for nursing me with affections and love, to my brother and sisters I love you all and to my friends I love you all sincerely.

## ABSTRACT

The final year students of Universiti Teknikal Malaysia Melaka (UTeM) are compulsory to undergo and completing the research study which is "Projek Sarjana Muda" (PSM) for a duration of four months which consist of two semester. The objective of this research study is to expose students how to prepare and do real research studies in bachelor. Besides, it will definitely help in deciding and increase the knowledge of student to conduct the research. Other than that, research study also gives an opportunity for the student how to manage their time and work in pressure. It also can build self-confidence among students during their research. Apart from that, the study is to examine the influence of superior leadership style, employees work stress and organizational commitment toward job satisfaction at Melaka E&E Company. This study develop a theoretical framework based on problem statement, the independent variable of superior leadership styles, employees work stress, organizational commitment, organizational culture and training & development is the factors that influence of job satisfaction. This study used the quantitative analysis by using questionnaires as the research instrument. Final questionnaires will be distribute to the E&E Company at Melaka. The total of 100 set questionnaire using Likert Scale. The data collected will be analyzed using Statistical Package for Social Sciences (SPSS).

Keywords: job satisfaction, employees

## ABSTRAK

Pelajar tahun akhir Universiti Teknikal Malaysia Melaka (UTeM) adalah wajib menjalani dan menamatkan pengajian penyelidikan iaitu "Projek Sarjana Muda " (PSM) untuk tempoh empat bulan yang terdiri daripada dua semester. Objektif kajian ini adalah untuk memberi pendedahan kepada pelajar bagaimana untuk menyediakan dan melakukan kajian penyelidikan sebenar dalam sarjana muda. Selain itu, ia pasti akan membantu dalam membuat keputusan dan meningkatkan pengetahuan pelajar untuk menjalankan penyelidikan. Di samping itu, kajian penyelidikan itu juga memberi peluang kepada pelajar bagaimana untuk menguruskan masa mereka dan bekerja dalam tekanan. Ia juga boleh membina keyakinan diri di kalangan pelajar sepanjang penyelidikan mereka. Oleh hal yang demikian, kajian ini dijalankan adalah untuk mengkaji pengaruh gaya kepimpinan unggul, tekanan kerja pekerja dan komitmen organisasi terhadap kepuasan kerja di Syarikat Melaka E & E. Kajian ini telah membangunkan rangka kerja teori berdasarkan pernyataan masalah, pemboleh ubah bebas daripada gaya kepimpinan unggul, tekanan kerja pekerja, komitmen organisasi, budaya organisasi dan latihan & pembangunan adalah faktor-faktor yang mempengaruhi kepuasan kerja. Kajian ini telah menggunakan kuantitatif analisis dengan menggunakan soal selidik sebagai instrumen kajian. Soal selidik akhir akan mengedarkan borang soal selidik kepada Syarikat E & E di Melaka. Jumlah 100 set soal selidik akan diedarkan dengan menggunakan Skala Likert. Data yang dikumpul akan dianalisis dengan menggunakan perisian Statistical Package For Social Science (SPSS).

Kata kunci : Kepuasan pekerja , pekerja

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Background

This first chapter will be designates all about problem statement, research objective, research question, significance of study and scope of study. The topic of this research is about “The influence of superior leadership styles, employees work stress and organizational commitment toward job satisfaction at Melaka Electric and Electrical (E&E) Company.” Basically, job satisfaction has been defined as "generally considered to be an individual’s perceptual or emotional reaction to important parts of work." It is the reaction of employees against the role that they play in their work Vroom (1967). Job satisfaction also can be defined as “what employees need and want from their jobs, even more than they want job security or higher pay” , Lussier (2010).

Nowadays, job satisfaction among employees has become a hot topic of discussion among managers. With the economic downturn, employees not only face the risk of retrenchment or the possibility of receiving decreased wages but also a workload that increases with leaner organizational structures and a shorter time frame for task completion. Under such circumstances, managers are intense to know how to help their subordinates perform tasks in ways that will make them satisfied in

their jobs. Employees with job satisfaction not only display a positive attitude but will also be committed to continuing working with the organization.

In line with current managerial concern, this study also measures and highlights the level or ranking of employees' job satisfaction in E&E Company at Melaka. At the same times, companies that are poorly managed have generally either chosen to decrease their wages or reducing their employees. As a result, apart from making employees frustrated over their lower salary, such companies have also created less time for task completion due to existing workload that increases with a leaner line of the staff. The stress faced by employees is also further compounded when they are working under demanding supervisors whom they perceive to be unreasonable and insensitive. In addition, the high level of uncertainty accompanying the possibility of becoming redundant also has its effect on job satisfaction and commitment.

## **1.2 Problem Statement**

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. However, organizations cannot succeed without their personnel efforts and commitment. Job satisfaction is critical to retaining and attracting well-qualified personnel. Employee's satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Nowadays, employees will be more likely to stay with their organization and be more committed when they can see a strong relationship between the organizations and their work. Therefore, to ensure that employees are highly engaged in their work, employer must provide a high level of employee's satisfaction.



However, the top management of a company has little understanding of what are the effective way to satisfy their employees when doing the job and how the level of job satisfaction will affect the company reputation. This study was conducted to investigate the critical factors that are included in job satisfaction at E&E Company. It is important to know what are the factors that will affect job satisfaction by analysing and identifying the variables that will be studied for E&E Company. As a result, this study will be find how the employees will be stay in the organization if they are satisfied or not in their job.

### **1.3 Research Questions**

This study is to observe how the superior leadership style, employees work stress and organizational commitment can influence job satisfaction in E&E Company at Melaka. The questions to be addressed in this study include as below:

- 1) What the critical factor that includes in job satisfaction at E&E Company?
- 2) Why job satisfaction is importance at E&E Company?
- 3) What the impact of job satisfaction at E&E Company?

### **1.4 Research Objectives**

The general objectives of this study are outlined below:

- 1) To determine the factors that influence of job satisfaction.
- 2) To investigate the importance of job satisfaction.
- 3) To investigate the critical impact of job satisfaction.

## **1.5 Significance of Study**

The significant can be explained from three aspects. First, this study investigates how the superior leadership style, employees work stress and organizational commitment can influence job satisfaction at Electric and Electrical Company at Melaka. Consequently, this study might offer some empirical messages for employer, employees and organizational in that company. Second, the result from this study will be valuable for the employee's satisfaction to come out with the good attitudes in workplace and its will help to increase employee productivity in workplace. Third, job satisfaction surveys will be yield either positive or negative result. If this study properly planned and managed, they will usually yield a number of significant benefits such as valuable communication and improved the attitude of the employees.

## **1.6 Scope of Study**

Scopes of this study is to know the superior leadership style, employees work stress and organizational commitment can influence job satisfaction in E&E Company at Melaka. The researcher choose E&E Company at Melaka because the location of this company around the campus. So that, data collection might be easy to collect in term of time, location and cost. Besides that, it will help the researcher to make a survey or give questionnaire easily.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter will be deliberates the perceptions and findings of the topic from previous study and authors. The variables also explained and discusses. Furthermore, this study have stated the influence of superior leadership styles, employees work stress and organizational commitment toward job satisfaction at Melaka (E&E) Company. Besides that, literature review will be helpful for researcher in constructing the research method whether it can be done through quantitative or qualitative. Moreover, the expectation of this study which is the hypothesis also pretends in this chapter. Then, the theoretical framework also attached in this chapter.

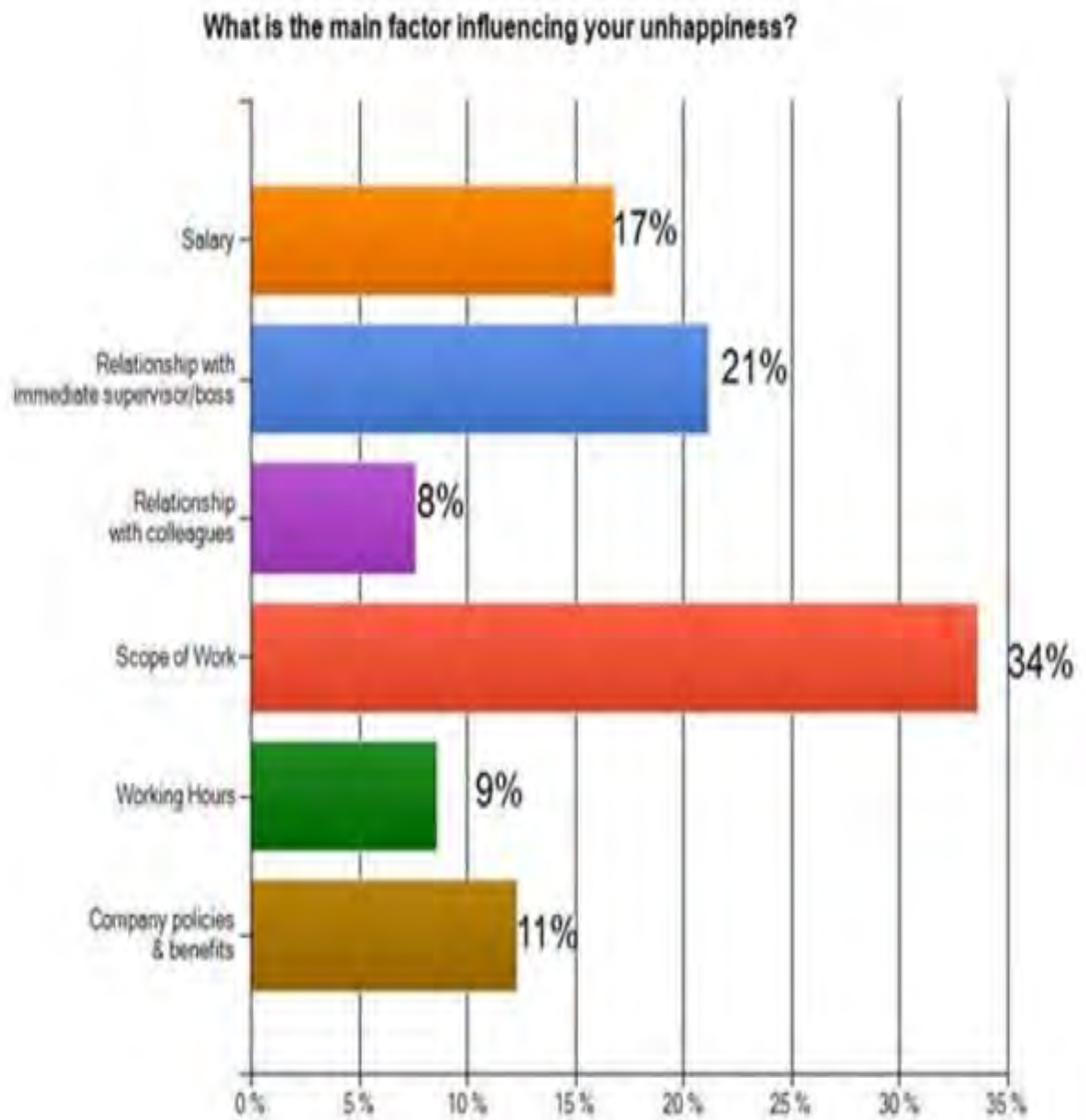
## 2.2 Job Satisfaction

Job satisfaction mean an individual's emotional response to aspects related to work such as salary, benefits, supervision, work stress and commitment. It can be used to determine how well individual needs and wants are being fulfilled. Wages, working conditions, promotions related to the job, degree of authority in the work place, individual traits, targeted goals as well as the ability to achieve those goals and established cordial working relationships with other co-worker are just some work issues that also have a significant impact on job satisfaction. Kaya (1995) believes that all negative and positive aspects related to the employment have an influence on job satisfaction. He states that employees with a high level of job satisfaction would generally show a positive attitude while those who are dissatisfied would normally possess negative attitudes at work.

Literature on job satisfaction has shown many studies looking at the importance of work related rewards as determinants of job satisfaction. (Graham & Messner, 1998), found that Two-Factor Theory by Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two basic classes of work rewards which are intrinsic factors and extrinsic factors. Based on (Tietjen & Myers, 1998), intrinsic factors such as achievement, recognition, advancement, responsibility, work itself and possibility of growth, while extrinsic factors such as salary, working conditions, job security, status, supervision-technical, factors in personnel life, company policy and administration and interpersonal relations. Besides that, according to W.Newstrom, (1986), found that Herzberg (1959) mention that intrinsic factors termed as 'motivator' while extrinsic factors were termed as 'hygiene'. According to this theory, the presence of motivators in a job can contribute to the increase in the level of satisfaction; the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors refer to the environment and the context of the work.

Therefore an increase in the level of job satisfaction does not necessarily indicate a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. Additionally, Herzberg, (1959) said that motivation comes from the job itself. Therefore, it is important for managers to look into the nature of the jobs they ask their employees to do. Herzberg's (1959) idea is that if you want an employee to perform well and do a good job, he should have a good job to begin with. So, in order to improve job attitudes and productivity, employers must attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction. In consequence, Herzberg's work implies that almost anyone will respond positively to a job with highly motivating factors.

Furthermore, according to a recent JobStreet.com, (2012) survey on Employee Job Satisfaction in Malaysia in Figure 2.1, there are a few factors that influences job satisfaction among employees and unhappy with their job. 8% is poor relationship with colleagues, 9% is working hours, 11% is company policies & benefits, 17% of them not satisfied with their salary, 21% poor relationship with immediate supervisor/bos and the main factors that influencing their dissatisfaction is 34% scope of work that are giving for them. This survey carry out of 1,145 employees that was conducted by JobStreet.com in September 2012.



**Source:** JobStreet.com (2016)

**Figure 2.1:** What is the main factor influencing your happiness?

## **2.3 Factors that Influence of Job Satisfaction**

### **2.3.1 Superior Leadership Styles**

(Chang & Lee, 2007), leadership is prevalently exists within people and organizations. In other words, leadership also has the ability to affect others (Bethel, 1990). Bohn and Grafton, (2002) presume that leadership means the way to create a clear vision, satisfying their subordinates with self-confidence, created through organization and communication to detail. More importantly, according to (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016) leadership are given discretion to assign resources and therefore play an important role in the employee's work design. While, according to Stinglhamber, Marique, Caesens, Hanin, & De Zanet, (2015) leadership motivate their followers to perform outside expectations by producing higher-order needs among them and promoting a climate of trust. It thus predicts a stable, long-term relationship between employees and employers.

Moreover, according to Huey Yiing & Zaman Ahmad, (2009) leadership has been defined as an influence relationship among leaders and followers who aim the real changes and outcomes that reflect their shared purposes. They also found four classifications of leader behaviours such as directive leadership, supportive leadership, and participative leadership and lastly is achievement-oriented leadership. Directive leadership (initiating structure; task-oriented) tells subordinates exactly what they are supposed to do. This leadership behaviour is similar to the introducing structure or task-oriented leadership styles. Supportive leadership (consideration; people-oriented) shows concern for subordinates' comfort and personal needs, and is similar to the consideration or people-oriented leadership styles. Participative leadership consults with subordinates about decisions. Achievement-oriented leadership sets clear and challenging goals for subordinates.

Furthermore, according to Mohammad Mosadegh Rad & Hossein Yarmohammadian, (2006) there are several styles of leadership such as autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership. Different styles of leadership were needed for different situations and each leader needed to know when to show a particular approach. No one leadership style is ideal for every situation, since a leader may have knowledge and skills to act effectively in one situation but may not occur as effectively in a different situation.

### **2.3.2 Employees Work Stress**

Michael, Court, & Petal, (2009) term “stress” created in the field of physics and was relocated into psychology. Today the concept of stress is general but contentious, and is defined in several different ways such as firstly, stress as stimulation because stress is an very powerful stimulation which combines characteristics of loss and threat, secondly stress as reaction because stress is a response to a particular event, and thirdly, stress as relation because this definition combines both previous definitions.

Additionally, employees are the important resource for every company. Guinot, Chiva, & Roca-Puig(2014) employees work stress is implicit to be the feeling of personal dysfunction an employee experiences as a result of perceived conditions or events that occur in the workplace. However, stress is not necessarily a negative phenomenon. This is because there have two major types of stress which are eustress (good stress) and distress (bad stress). In terms of eustress perspective, job stress occurs when employees’ knowledge, skills, abilities and attitudes can cope with or match to their work demands and pressures in organizations. In this situation, it may increase the ability of employees to manage their physiological and psychological stresses. On the other hand, in a distress perspective, job stress presents when employee’s knowledge, skills, abilities and attitudes cannot cope with