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THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND
GROUP COHESIVENESS

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DECLARATION OF ORIGINAL WORK

“I declared that this report is the results by my own work except certain explanations
And passage where every part of it is cited with sources clearly stated in References”

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In the name of Allah, the Most Gracious and Most Merciful

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ABSTRACT

This study focus on the relationship between Transformational Leadership acts as independent variable and Group Cohesiveness acts as dependent variable. This study was conducted in Southern University that is Universiti Teknikal Malaysia Melaka (UTeM) and Universiti Tun Hussein Onn Malaysia (UTHM). There are three main objectives for this study, which are i) To identify the level of transformational leadership implementation in the organization studied, ii) To identify the level of group cohesiveness implementation in the organization studied and iii) To study the relationship between transformational leadership and group cohesiveness in the organization studied. For this study, the sample collected from 300 respondents that are working at UTeM and UTHM, using the survey method. Questionnaire sample was developed by Bass (1985) and rematches by Dong I. Jung and John J. Sosik (2002) used to measure Transformational Leadership while for measuring the group cohesiveness, the research are use the questionnaire that was set up by Dobbins and Zaccaro (1986). The data from the survey was analyzed by using the descriptive statistics and inferences statistic. Result show Transformational Leadership style and Group Cohesiveness been implemented nicely in UTeM and UTHM. Besides, this study show significant result between Transformational Leadership and Group Cohesiveness which value $r^2 = 0.320$, $P < 0.05$.

Keywords: Transformational Leadership, Group Cohesiveness and Multi-Factor Leadership Questionnaire (MLQ).

ABTSRAK

Kajian ini memberi tumpuan kepada hubungan antara Kepimpinan Transformasi bertindak sebagai pembolehubah bebas dan Kejelekitan Kelompok bertindak sebagai pembolehubah bersandar. Kajian ini dijalankan dalam Universiti Selatan iaitu Universiti Teknikal Malaysia Melaka (UTeM) dan Universiti Tun Hussein Onn Malaysia (UTHM). Terdapat tiga objektif utama untuk kajian ini yang i) Mengenalpasti tahap pelaksanaan kepimpinan transformasi dalam organisasi iaitu dikaji , ii) Mengenalpasti tahap pelaksanaan kejelekitan kelompok dalam organisasi yang dikaji dan iii) mengkaji hubungan antara transformasi kepimpinan dan kejelekitan kelompok dalam organisasi yang dikaji . Bagi kajian ini, sampel dikumpul daripada 300 responden yang bekerja di UTeM dan UTHM dengan menggunakan kaedah tinjauan dan soal selidik . Sampel soal selidik telah dicipta oleh Bass (1985) dan diolah semula oleh Dong I. Jung dan John J. Sosik (2002) yang digunakan untuk mengukur Kepimpinan Transformasi manakala untuk mengukur Kejelekitan Kelompok, penyelidik akan menggunakan soal selidik yang telah dicipta oleh Dobbins dan Zaccaro (1986). Data daripada kajian ini dianalisis dengan menggunakan statistik deskriptif dan inferens statistik. Keputusan menunjukkan gaya Kepimpinan Transformasi dan Kejelekitan Kelompok dilaksanakan dengan baik dalam UTeM dan UTHM. Selain itu, keputusan ini menunjukkan kajian yang signifikan antara Kepimpinan Transformasi dan Kejelekitan Kelompok yang bernilai $R^2 = 0.320$, $P < 0.05$.

Kata Kunci: Kepimpinan Transformasi, Kejelekitan Kelompok dan Borang Soal Selidik Kepimpinan Multi -Faktor (MLQ).

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LIST OF SYMBOL

(=	Open parenthesis
)	=	Close parenthesis
'	=	Apostrophe
“	=	Quote
,	=	Comma
.	=	Full Stop
N	=	Number
n	=	Number
%	=	Percentage
sig.	=	Significant
df	=	Degrees of freedom
H ₁	=	Hypothesis Alternative

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter will provide an introduction to the study beginning with the background of the study followed by the problem statement, objectives of the study and the research questions. The chapter concludes with the definition of the key terms, significance of the study and its limitations.

1.2 Research Background

As an Austrian-born American management consultant and self-described “social ecologist”, Peter F. Drucker explicit that management is doing things right; leadership is doing the the proper thing. It shows that nice leaders hold wonderful social amendment, and specially vision that enables them to line their point on the matter that basically need to attention. From time to time, leadership has been outlined as individual traits, leader behavior, interaction patterns, role relationships, followers’ perceptions, influence over followers, influence on task goals, and influence on stucture culture. In recent years, several organizations and administrations have undergone huge infrastructural changes, significantly in management, in response to environmental changes like revolution, competition, and privatization. Therefore, adoption of a correct leadership vogue can improve a whole organization (AKBARI, seyyedamiri, Imani, REZAEEL, & Foroudi, 2017).

According to Hickman (2010) and Northouse (2013), though the actual fact leadership has been evidenced in societies since teams of people gather for a typical goal, it absolutely was not until till 20th century that research on leadership began. Northouse (2013) explicit that leadership may be a method within which one person influences a bunch of people to a typical goal. By writing that leadership is a method, Northouse against the response that leadership resides in an exceedingly person, and is a attribute or characteristic; rather, Francine Walker (2013) argued that leadership is an interactive event that happens between leader and the followers, so that they're reciprocally laid low with one another. It'll open and offered to anyone and not essentially restricted to the selected of formally appointed leader if leadership is a method. The second facet of Northouse's (2013) definition shown that leadership is concerning the degree of impact that one person has on the opposite cluster members. Influence is central to the leadership development for while not it, leadership wouldn't exist for Northouse's opinion. Thirdly, he believed that leadership happens in teams within which the members share a typical purpose or goal. The fourth facet of Northouse's (2013) definition indicated that leadership includes careful attention to the action of structure goals. So as to be effective, goals that are set by the leader or the organization must be clearly communicated to and understood by the followers or subordinates.

There area unit 2 factors that are thought about as elementary for structure success that is effective leadership style and worker job satisfaction. A competent or capable leader can provides direction to steer followers towards reaching desired goals for the organization. In similar perspective, staff that have high in job satisfaction can wish to mobilize additional effort within the job tasks that are given to them and continuing structure interests. Besides, high job satisfaction can increase psychological and physical in staff that may absolutely affects workers performance within the organization.

There area unit 2 styles of leadership that area unit 'transformational' and 'transactional'. Transactional leadership may be sort of leadership that their designs are more target on maintaining the traditional flow of operations. Transactional leadership also can also be outlind as "keeping the ship afloat". Also, Bass and Riggio (2006) assert that transformational leadership focuses on promoting

incorporation and its members to a additional best state that's aligned with structure vision, mission and goals (Bass and Riggio, 2006; Top et al., 2015). Leaders can use disciplinary power and an array of incentives to provide motivation towards their staff to perform at their best. Whereas transformational leadership is a leader that goes beyond managing day to day operations and created strategies for taking his or her company, department or work team to the consecutive level of performance and success. This kind of leadership is a style that focuses on team building, motivation and collaborates with their staff at completely different levels of a corporation to realize amendment for the higher.

Transformational leadership is a method that seeks to remodel people (Northouse, 2013) and to empower them. As writing concerning transformational leadership, (Northouse, 2013) submitted that Burns thought is very vital to differentiate between transformational and transactional leadership. Whereas the previous leader faucets into the motives of followers so as to raised reach the goals of each the leader and also the follower, the latter leader switch things of useful with subordinates so as to advance his or her own agenda in addition because the subordinates' agendas. Additionally, transactional leadership relies on contingent rewards since it's an exchange method, and management by exception since it's characterised by corrective criticism, feedback and negative reinforcement (Northouse).

According to leadership researcher Yukl (2010) emphasize that completely different behavior of transformational leaders may involve different influence processes. So as to succeed in the required organization's objective, transformational leadership are concerned within the method of influencing nice changes in structure attitudes. Besides, transformational leaders is a method of amendment whereby leaders and followers become additional who they plan and wish to be however conjointly act more according in line with want they require to try and do. Leaders can invite followers to travel with them to a desirable future which incorporates additional in their personal and collective vision and respect that their shares values. Additionally, Yukl (2010) also stated that transformational leadership has been shown to feature shown to feature to the effectiveness of transactional leadership on

followers' attitudes and performance outcomes, so demonstrating what's referred to as "augmentation effect".

If transactional theories target a task of oriented leader-follower exchange however transformational theory can focus on a community orientating leader-follower engagement. Transformational theory determines leadership as wider than event-orienting exchange between leaders and followers. Apart from that, transformational theory defines leadership additional unfold as a method of leader-follower involvement within the context of community in the organization. Followers can get additional on what they require to try and do within the transformational theory of leader-follower involvement. Leaders can setting the pace on the additional mile and on that method the leaders can add the moral dimension in serving to followers become additional and additional responsive to the community's values and also the noble aspirations in each leaders and followers to continue. Transformational leaders can helped the followers to envision the vision clearly and embrace the values with enthusiastic that they move themselves to maintained, even they're going to sacrifice further mile effort as the way of life.

In addition, leadership and group cohesiveness are 2 elements that have a robust relationship. The power of leadership to assist cluster members structure their personal values which might developed sturdy values of cooperation among staff can tends to be a powerfully shared vision developed within the cluster and this may helps to extend group cohesiveness. Sturdy group cohesiveness can let group members feel wise on what they have to direct their efforts to happen their target goals. There have many researches concerning the impact of leadership on work group cohesiveness at the level of analysis by the researchers and the result urged a positive relationship between leadership and group cohesiveness.

In order to prove this leadership facet influence on group cohesiveness, a researcher can reveal through the analysis on the newest leadership style namely as the relationship between transformational leadership and group cohesiveness. As explicit by Griffin and Rafferty (2009), the link between transformational leadership and groups has received tons of attention in recent years. They conjointly explicit that it's conjointly been found that transformational team leaders facilitate team

commitment. This displays the existence of a manifest between the behaviors that are shown by a team leader and commitment in an exceedingly team. However, in line with Northouse (2010) that some analysis supports the prediction that leader's faultiness is absolutely connected to employee satisfaction once tasks area unit ambiguous, however different analysis has didn't make sure this relationship.

1.3 Problem Statement

Every leader has its own challenges that the foremost common is the way to lead a team that terribly various and acquire them to figure united unit harmonised and being productive. It's not perpetually simple for the leader to figure through others to urge the result that he or she desires. The toughest challenge for a frontrunner to face is managing poor performance and it extremely depends on the amount of the leader and their responsibilities towards the team members. For perspective of leadership which will have an effect people on individuals whitin the organization is once leaders area unit less engages with their followers and don't produce any affiliation, this might be the start of issues for the leader. This type of leadership can decrease the amount of motivation and morality in each the leader and also the follower. They completely can not be acceptable if the organizational wish to achieve success. When the employees feel bad towards leader, it will have an effect on the organizational performance.

According to Raimi-Akinleye Abiodun (2010) explicit that once a leader cannot communicate effectively with their employees, the leader can produce area for rumors, discontent, and a high stress level among staff. Lack of communication will cause the creation of informal leaders who don't seem to be essentially in line with the leaders' viewpoint or the leaders' direction for the organization. He additionally explicit that "I have seen conference at that the sole one that talks is that the leader. Once it gets to question-and answer time, the room is quiet as a site. No one talks or contributes to the discussion." He outlined that a failure to raise queries could also be a proof of discomfort or worry among the workers. If a leader is somebody that likes to lead, dominate, and be right in the least times, then the leader

has to check on their leadership style which can be the rationale why their followers are not comfortable during conference and don't seem to be contributive meaningfully to the discussion.

On the opposite hand, it's been explicit by Gilley, McMillan and Gilley (2009) that because it is understood that motivation, communication and team building skills are interrelated and complementary that's why leadership needs to development in these areas. On the opposite hand, communication, motivation and team building is needed to required to totally have interaction the workers and to foster success for effective amendment development of social skills. Leaders operate at totally different levels of management and to be an efficient leader at Lower Level, the leader should have the capability to encourage the employees to get the work done because actual work is incurred at this level of management. Secondly, it must have the capability to interact with the workers' problems, recommendations and suggestions and others for the higher level. Therefore, they explicit that if leader has ability to speak well than he are effective leader and as a result will bring positive change in an corporation.

Besides, it'll improve team work once leaders understand however they'll facilitate instead of hinder and the way they'll use the various abilities of their different people and how members support one other. Everybody in a team got to contribute to form a harmonious teamwork and value for team by the particular role he or she takes, futhermore on the contribution to the work to be done. This may cause a much bigger question for a leader on what type of leadership style is suited the best with the employees. So, this leads the research to examine in detail the Transformational Leadership theory as it stressed on the adaptation of the best leadership styles in different states in order to increase collaboration among staff and job satisfaction. Supported the research topic, this research paper can answers on questions or problems as stated earlier in the downside statement section. Therefore, 3 research questions, which would indicate and identify the 3 core ideas are:

- What is the level of transformational leadership implementation in the organization?
- What is the level of group cohesiveness implementation in the organization?
- What are the relationship between transformational leadership and group cohesiveness in the organization?

1.4 Research Objectives

There area unit 3 main objectives to be achieved for this analysis and act because the focal points for the study. These 3 objectives can cater the issues, that has declared within the previous chapter. The objectives for this analysis area unit:

1. To identify the level of transformational leadership implementation in the organization.
2. To identify the level of group cohesiveness implementation in the organization.
3. To study the relationship between transformational leadership and group cohesiveness in the organization.

1.5 Scope of Study

The general define of this analysis is trying to find the link between transformational leadership and cluster cohesiveness. This analysis has coated by 2 variables that square measure transformational leadership that have four major dimensions and cluster cohesiveness. Hence, this analysis focused on the extent of transformational leadership and cluster cohesiveness being enforced so as to spot the link between each of it within the analysis organization.

The scope of the analysis is covers the non-managerial departments that square measure supervisor in many main departments that's grade one – thirty two in government sector that's Non-Managerial. This analysis can solely concentrate on the link between transformational leadership and cluster cohesiveness. This analysis are

going to be conducted solely in Asian nation that the analysis population that has been targeted to be respondent is government sector. The believability of this analysis can rely upon the feedback from every respondent.

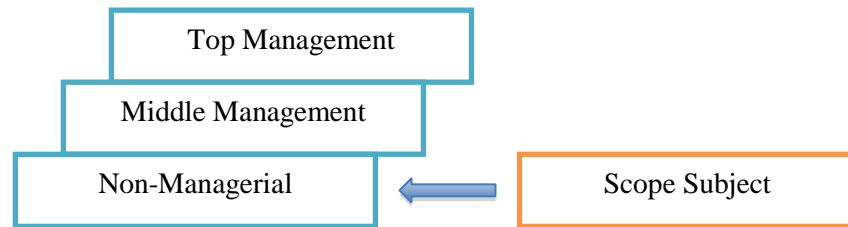


Figure 1.1 :Organizational structure

1.6 Limitations of Study

In order to finding the result for the analysis, it's restricted to the government sector solely. The result from this analysis additionally might not be constant for the opposite organizations. This analysis can acquire the result through survey by giving questionnaires instrument to the staff for achieving the required objectives.

1.7 Importance of the Study

This section will provide the knowledge view and practical view of leadership style and group cohesiveness.

1.7.1 Knowledge View

Leadership is one of the most observed and least understood phenomena on earth stated by Burns (1978). This is because leadership is a concept that really hard to be fully understood. Hopefully, this research will give the opportunity to

understand the important role of leader and follower in the group cohesiveness to continue to performing well in the organization. Besides that, the data that gathered in this research will tries to identify the relationship between transformational leadership style and group cohesiveness in the organization. The researcher is hoping the data that have been collected to build on this finding will improve on the understanding and meaning of the relationship. From the result of this research, the researcher is hoping that this research can be used as reference to generate new ideas or information for the future researchers that want to do research on the transformational leadership style.

1.7.2 Practical View

The research is hopes to indirectly will help organizations in Malaysia to adopt the transformational leadership style within their employees to create group cohesiveness to improve their organizational performance. Besides that, this research is one of the efforts to define what type of leadership style that can be implemented in the organization that can make their employees feel happy and appreciate with the way of their leader managed the management. It is very important for them to evaluate the effectiveness of their leadership in order to improve any infirmity on their ability as leadership to monitoring their employees to work efficiently. Leadership must take action to create awareness on what is right for the organization, so that employees can transform or change themselves in mind and heart for the organization.

1.8 Definition of Concepts and Operational

This section will provide the definition of concepts and operational on transformational leadership style according to Bass and Avolio (1994) followed by the definition of concepts and operational on group cohesiveness.