

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLES  
AND JOB SATISFACTION ON LECTURER PERFORMANCE**

**NEZIA IRECHA ANDI PUTRI**

**This thesis is submitted in partial fulfillment of the requirements for the award  
of  
Bachelor of Technology Management (High-Technology Marketing)**

**Faculty of Technology Management and Technopreneurshp  
Universiti Teknikal Malaysia Melaka**

**DISEMBER 2019**

## DECLARATION

“I acknowledge that this report is my work except for the summaries and excerpts in which I have outlined each source”

Signature :

Name : \_\_\_\_\_  
Nezia Irecha Andi Putri

Date : \_\_\_\_\_  
\_\_\_\_\_

## SUPERVISOR APPROVAL

I acknowledge that you have read this work and in my opinion work  
in terms of quality and quality to confer a Bachelor of Technology Management  
(Technology Innovation) '

Signature : \_\_\_\_\_

Name of supervisor : Dr. Mohd Fazli Bin Mohd Sam

Date : \_\_\_\_\_

Signature : \_\_\_\_\_

Name of panel : Dr. Nusaibah Binti Mansor

Date : \_\_\_\_\_

## DEDICATION

I would like to dedicate the appreciation to my family especially my parents Mr. Andi Zarni and Mrs. Nita Haryani.. I am very grateful to Institute Informatics and Business Darmajaya for allowing me to complete my final year project in Universiti Technical Malaysia Melaka. Second I would like to express my sincere gratitude to my supervisor, Mr. Rumangkit, S.E., M.M, and Dr. Mohd Fazli bin Mohd Sam who has guided and supported me throughout my project for the final year.

This project paper would not be completed without his advice and motivation.

I also want to dedicate myself to my dearest friends, Diana Rika Herdianto, Daeka Siti Najela Martha, Sri Wahyuni Darwati, Anisatul Azizah, Krisfa Elfrida Naibaho, and JevinaAprilianti. Also my support system Silvia Fitri Amalia, Miftahatur Rizqiyah, Shabrina Salsabila, Alvita Khairunisyah, Putri Sopiani, Historia Suri Pramasari, Venina Maharani Pramono, Xiu Juan, and Najihah who help me to trough, support and motivate me to complete this research. And several parties that

I cannot mention one by one.

## ACKNOWLEDGMENT

First of all, I thank Allah S.W.T for all the help you gave me, everything I did, every time I spent, wherever I was, God always gave me protection and help, I would not be able to complete this without His consent. For the Informatics and Business Institute of Darmajaya, thank you for the opportunity given to me so that I can complete the final year project in Univeristy Technical Malaysia Melaka, a lot of experience and learning during my final year project here.

I would like to express my sincere gratitude to my supervisor, Mr. Rumangkit, S.E., M.M, and Dr. Mohd Fazli bin Mohd Sam who has guided and supported me throughout my project for the final year. Furthermore, I would like to thank Dr. Nusaibah Binti Mansor for her guidance and comments in my final year of project construction.

Besides, I sincerely thank previous researchers that did their research paper and uploaded it online. many previous studies have become references in my research and made it easier for me to research with the same variables. The appreciation is also extended to respondents who spend their time answering my questionnaire. The last, hopefully, this research report about transformational leadership will be references to the others in the future.

## ABSTRACT

The term transformation comes from the word "to transform", which means transforming or changing something into another different form, Transformational leadership involves developing a closer relationship between leaders and employees, not just an employment agreement, but more than that it is based on mutual trust and commitment for the benefit of the organization. Job satisfaction is very closely related to performance. In other words, the higher job satisfaction, the better the performance. Conversely, the lower the level of job satisfaction, the lower the performance. Based on previous researchers there are some differences in the results of job satisfaction that affect transformational leadership on employee performance. This study clearly shows a gap between what employers think and what employees are thinking. The main purpose of this research is to see whether or not there is an influence of transformational leadership style and job satisfaction on lecturer performance. To conduct this study, the quantitative method was used. Relevant data were collected from a stratified randomly-selected sample of 80 respondents. All the data tested by regression analysis and Pearson correlation and the results are using IBM SPSS Statistics 20. All of hypothesis was accepted and supported. Transformational leadership Style and Job Satisfaction has a positive moderate significant effect on lecturer performance.

Keywords: Transformational Leadership, Job Satisfaction, Lecturer Performance.

## ABSTRAK

Perkataan transformasi berasal daripada perkataan "to transform", yang bermaksud mengubah atau menukar sesuatu ke dalam bentuk yang lain, kepemimpinan Transformational melibatkan membangun hubungan yang lebih erat antara pemimpin dan pekerja, bukan hanya perjanjian kerja, tetapi lebih daripada itu, kepercayaan dan komitmen untuk kepentingan organisasi. Kepuasan kerja sangat berkaitan dengan prestasi. Dengan kata lain, kepuasan kerja yang lebih tinggi, semakin baik prestasi. Sebaliknya, semakin rendah tahap kepuasan kerja, semakin rendah prestasi. Berdasarkan penyelidikan terdahulu terdapat beberapa perbezaan dalam hasil kepuasan kerja yang mempengaruhi kepemimpinan transformasional terhadap prestasi pekerja. Kajian ini jelas menunjukkan jurang antara apa yang difikirkan oleh majikan dan apa yang difikirkan oleh para pekerja. Tujuan utama kajian ini adalah untuk melihat sama ada terdapat pengaruh gaya kepemimpinan transformasi dan kepuasan kerja terhadap prestasi pensyarah. Untuk membendung kajian ini, kaedah kuantitatif digunakan. Data yang berkaitan dikumpulkan dari sampel terpilih yang dipilih secara rawak sebanyak 80 responden. Semua data yang diuji dengan analisis regresi dan korelasi Pearson dan hasilnya menggunakan Statistik SPSS IBM 20. Semua hipotesis diterima dan disokong. Gaya Kepimpinan Transformasi dan Kepuasan Kerja mempunyai kesan signifikan yang sederhana kepada prestasi pensyarah.

Kata kunci: Kepimpinan Transformasi, Kepuasan Kerja, Prestasi Pensyarah.

## TABLE OF CONTENT

<b>CHAPTER</b>	<b>TITLE</b>	<b>PAGES</b>
	DECLARATION	i
	SUPERVISOR APPROVAL	ii
	DEDICATION	iii
	ACKNOWLEDGEMENT	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	vii
	LIST OF TABLES	xii
	LIST OF FIGURES	xiv
	LIST OF ABBREVIATIONS	xv
<b>CHAPTER 1</b>	<b>INTRODUCTION</b>	
	1.0 Introduction	1
	1.1 Background of the Study	2
	1.2 Problem Statement	5
	1.3 Research Questions	6
	1.4 Research Objectives	6
	1.5 Scope and Limitation of Study	7
	1.6 Significance of Study	7



1.7 Summary	8
1.8 Synopsis	8
<b>CHAPTER 2</b>	<b>LITERATURE REVIEW</b>
2.0 Introduction	9
2.1 Leadership	10
2.1.1 Definition of Leadership	10
2.1.2 Leadership Theories	10
2.1.3 Transformational Leadership Styles	11
2.1.4 Indicators of Transformational Leadership Style	12
2.2 Job Satisfaction	14
2.2.1 Definition of Job Satisfaction	14
2.2.2 Job Satisfaction Theories	15
2.2.3 Benefits of Job Satisfaction	17
2.2.4 Factors in Determining Job Satisfaction	17
2.3 Lecturer Performance	20
2.3.1 Definition Of Performance	21
2.3.2 Assessment Of Lecturer Performance	21
2.3.3 Performance Assessment Objectives	21
2.3.4 Factors That Affect Performance	22
2.3.5 Performance Indicators	22
2.4 Previous Research	23

2.5 Framework for Thinking	27
2.5.1 Identification of problems	27
2.6 Hypothesis	28
2.7 Summary	28
<b>CHAPTER 3</b>	<b>RESEARCH METHODOLOGY</b>
3.0 Introduction	29
3.1 Research Design	30
3.2 Methodology Choices	30
3.3 Data Sources	31
3.3.1 Primary Data	31
3.3.2 Secondary Data	31
3.4 Location and Target population	31
3.5 Research Strategy	32
3.5.1 Questionnaires Design	33
3.6 Sampling Design	33
3.7 Data Analysis Method	35
3.7.1 Reliability & Validity	35
3.7.2 Multicollinity Test	35
3.7.3 Linearity Test	36
3.8 Summary	37
<b>CHAPTER 4</b>	<b>DATA ANALYSIS</b>
4.0 Introduction	38
4.1 Pilot Test	38
4.2 Reliability Test	39

4.3 Analysis of Demographic	
Information of Respondents	41
4.3.1 Distribution of Respondents	
by Gender	41
4.3.2 Distribution of Respondents by Age	42
4.4 Descriptive Analysis	43
4.4.1 Transformational Leadership	43
4.4.2 Job Satisfaction	44
4.4.3 Lecturer Performance	45
4.5 Relationship between IV and DV	46
4.6 Regression Analysis	49
4.6.1 Transformational Leadership	49
4.6.2 Job Satisfaction	50
4.7 Hypothesis Testing	52
<b>CHAPTER 5</b>	<b>CONCLUSION</b>
5.0 Introduction	53
5.1 Respondents Demography	54
5.2 Scale Measurement	54
5.2.1 Reliability	54
5.2.2 Validity	54
5.3 Discussion of Objective	55
5.3.1 Objective 1	55
5.3.2 Objective 2	56
5.4 Research Limitation	58
5.5 Recommendation	59

5.6 Summary	60
REFERENCES	61-65
APPENDIX A	66
APPENDIX B	72

## LIST OF TABLES

<b>TABLE</b>	<b>TITLE</b>	<b>PAGES</b>
2.1	Previous Research	22
3.1	Questionnaires Design	24
3.2	Krejcie & Morgan Table	25
4.1	Reliability Statistic of Pilot Test	29
4.2	Case Processing Summary of Reliability Test	29
4.3	Reliability Statistics of Transformational Leadership	40
4.4	Reliability Statistics of Job Satisfaction	40
4.5	Reliability Statistics of Lecturer Performance	40
4.6	Distribution of Respondent by Gender	41
4.7	Distribution of Respondent by Age	42
4.8	Descriptive Analyze for Transformational Leadership	43
4.9	Descriptive Analyze for Job Satisfaction	44
4.10	Descriptive Analyze for Lecturer Performance	45
4.11	Strength of Correlation	46
4.12	Correlation between Transformational Leadership, Job Satisfaction and Lecturer Performance	47
4.13	Modal Summary of Transformational Leadership	48
4.15	ANOVA of Transformational Leadership	49
4.16	Coefficient of Transformational Leadership	49
4.17	Modal Summary of Job Satisfaction	50

4.18	ANOVA of Job Satisfaction	50
4.19	Coefficient of Job Satisfaction	51
4.20	Coefficients	51
5.1	Pearson's Correlation Results	54

**LIST OF FIGURES**

<b>TABLE</b>	<b>TITLE</b>	<b>PAGES</b>
2.1	Expectancy Theory	16
2.2	Framework of Thinking	27
3.1	Location to Conduct The Research	33
4.1	Chart of Gender	41
4.2	Chart of Age	42

## LIST OF ABBREVIATIONS

Statistics Packages for the Social Science	SPSS
Percent	%
Analysis of Variance	ANOVA



## **CHAPTER I**

### **INTRODUCTION**

#### **1.0 Introduction**

The first chapter explains this research included. Besides, this chapter consists of several discussions, namely the title of the study, the background of the study, problemstatement, research questions, and research objectives. Leadership is very influential in the activities and sustainability of the organization so that leadership is one of the keys to organizational success. Leaders who are incompetent in anticipating and responding quickly to changes will cause organizations to slow to adopt changes so that organizational performance will not increase optimally. Based on previous researchers there found some differences in the results of the influence of leadership and job satisfaction on the lecturer's performance.

## 1.1 Background of The Study

Lecturer performance is a profession that is individual under the level of ability possessed by each lecturer, This can measure every ability possessed by each lecturer. Performance is an action or action itself consists of various components, namely capabilities, efforts, and opportunities that are obtained. Lecturer performance can be seen in terms of the quantity of work. The point is how many students can understand the material provided so the teaching and learning process becomes effective and efficient.

Also, by knowing how much students can understand the material provided, student potential can be used as a reference in measuring the productivity of human resources. Often the productivity of the lecturer stagnates because he feels bored or bored with his work. Leaders can convince lecturers about the contributions they have made to the company so that their motivation increases again. Also, placing lecturers on the right work team, or entrusting special projects, will present their interest and attention. Therefore, companies must be able to find indications of a decline in employee performance so that the company will be able to take precautions or solving as early as possible. To be able to find an indication of declining employee performance is not easy. The company must examine the truth before making a decision. However, before making a decision, research should be carried out in advance of these indications.

The point is to realize that the existence of every employee is valuable and each has a role in the success of the company. When employees face problems, they find that employees expect supportive leaders, who are of understanding, flexible, and trustworthy. This will affect how employees interact and communicate in their work. This is important to measure the development achieved from the relevant human resources. And be a leader data in evaluating individual work, as well as education and other systems in a company.

Some previous studies, according to (Al-Amin, 2017, Ali et al., 2014, Mangkunegara and Miftahuddin, 2016) found that transformational leadership significantly affected employee performance. In another study, Almutairi (2016) showed that there was an effective mediation of transformational leadership styles between and employee work performance. Besides, according to Sudiantha David, 2017, the researchers claim that transformational leadership has no significant effect on employee performance. Anis Eliyana, et al (2019). Transformational leadership there is a direct significant influence on organizational commitment and job satisfaction, which is the result found in his studies. However, when intervened by organizational commitment can not have a direct impact on work performance, but the transformational leadership can not apply to work performance with a significant impact. The present study attempts to address this gap. Ratnasari Sri Langgeng, et al (2019), The results showed there is the significant effect between leadership style and job satisfaction on performance and job satisfaction of organizational culture, leadership style between performance has an indirectly through significant influence.

Based on research Hughes et al., (2012) states that transformational leadership, has goals, skills, organizes good impressions, and can develop strong emotional ties with employees. According to him, the variable that is successful in driving organizational change is transformational leadership. because of the emotional employees and their willingness to work towards realizing company goals. Whereas at present, organizations need to be developed by giving adequate attention to flexibility, the formation of reliable work teams, attitudes and behaviors of mutual trust, and adequate dissemination of information. Leadership is a behavior that is in a person to plan, discuss, and invite others to achieve existing goals.

The word transformation comes from the word "transform", which is something that changes or changes something into something else, for example changing goals into reality, or changing something that has the potential to change into reality. A transformational leader is someone who brings change because transformational leadership is related to the transformation that occurs in organizations, institutions or companies. Based on this description, transformational leadership is leadership that concerns changes in the organization. Transformational leadership involves growth an intents relationship between leaders and employees, not just an employment

agreement, but more than that it is based on mutual trust and commitment for the benefit of the organization. Everyone who works expects satisfaction from the workplace.

Job satisfaction is related to fulfilling one's needs. Job satisfaction is very closely related to performance. Besides, most of the job satisfaction each employee has, the better the performance. Conversely, the lower the level of job satisfaction possessed by each employee, the lower the performance. Job satisfaction can be interpreted if the higher the level of satisfaction felt, the more aspects of the job desired by the individual. Because every employee has a different sense of satisfaction and tasks following the value that applies to each individual. Someone's satisfaction and dissatisfaction with work is a subjective condition, which is the result of the conclusion of a comparison of things received from work with things that are expected to be entitled to him.

A study by Awan & Asghar (2014), Jumira Warlizasusi, et.al (2018) the results of the study explain that there is a positive influence on transformational leadership toward the lecturer's job performance with the value of 0.2390 shows that there is a significant direct effect between job satisfaction on lecturer performance. According to Linda Theresa, 2018 This study aims to determine the effect of Teacher Certification, Job Satisfaction, and Motivation on Teacher Performance at Central Jakarta State Elementary School. Meanwhile, according to the results of research job satisfaction has no significant positive effect on teachers' performance. Understanding the relationship between teacher certification, job satisfaction, motivation toward performance could help the leader improve the educational system because the leader knows the factors that become the leverages of the performance of the teacher.

From some of the above views, this states that in theory, the notion of job satisfaction is a positive attitude from workers work which includes in achieving one important value of work through the assessment of one of the jobs as respect for the feelings and behavior of the work, (Source:[iedunote.com](http://iedunote.com)). According to Ratnasari Sri Langgeng, et al (2019). To find the relationship between employee performance, this study was conducted, organizational style and leadership style through job satisfaction. In this study data collection has been obtained from the distribution of

questionnaires to respondents, and analysis of the hypothesis testing path. Also, the results of this study are, to improve the performance of a more meaningful variable is job satisfaction than leadership style variables.

## **1.2. Problem Statment**

According to (Northouse, 2015) The role of leadership is one of the main factors affecting the quality of good performance. The leader motivates every employee to achieve the company's targeted vision. However, according to (Lord & Dinh, 2014) some prominent academics and several studies disagree on which leadership style can be successful in certain situations. Meanwhile according to Syed et al. (2012) explained that in developing countries the concept of leadership is not very well understood. Then the development of the physical environment of an educational institution is the development of educational facilities. And the most important thing is leadership, effective leaders are those who have certain desired qualities or qualities such as charisma, forward-looking, intensity, and self-confidence. Leadership can be categorized as effective if it can guide the efforts of all employees in achieving common goals within an organization itself.

According to Breevaart et al. (2014), he said that leaders activate employee intrinsic motivation based on transformational leadership theory. Starting with the importance of job satisfaction concerning, Besides this study aims to determine the relationship between transformational leadership style and job satisfaction. Based on previous researchers there are some differences in the results of transformational leadership and job satisfaction on employee performance.

This study clearly shows a gap from the various research results that have been mentioned. Some researchers state a very skewed tendency about what employees face at work every day. Besides, several studies found that the factors associated with leadership affect employee performance, namely the main factors that encourage employee attitudes, behavior, and welfare. This is what the company must do to

build a workplace that is more fun, productive, and attractive. The institution needs to keep pace and ensure that they are doing enough to meet employees' expectations on salary and benefits as well as career development and progression opportunities. When employees are having a positive experience, they will not only be more engaged and productive, they are also less likely to look for a new company.

### **1.3 Research Questions**

From this gap research, the implementation of the study will look at the influence of transformational leadership and job satisfaction on lecturer performance with work quality in the context of the organization as an educational institution. Based on the background and problems in the description above, the authors are interested in researching by taking the title "The Influence of Transformational Leadership Styles and Job Satisfaction on Lecturer Performance."

Based on the background of the problem, the formulation of the problem in this study is as follows:

1. Does the transformational leadership style affect the performance of lecturers?
2. Does job satisfaction affect the performance of lecturers?

### **1.4 Research Objectives**

Based on the formulation of the research problem above, the purpose of this study is as follows:

1. To determine the effect of transformational leadership styles on lecturer performance.
2. To identify the effect of job satisfaction on lecturer performance.

### **1.5 Scope and Limitation of Study**

The scope of the subjects in this study was all of the lecturers Institute Informatics and Business Darmajaya. The scope of the object in this study is the transformational leadership style and job satisfaction of lecturer performance. The time determined to carry out this research is from September 2019 to January 2020. The scope of research is the science of human resource management which includes transformational leadership styles, job satisfaction, and lecturer performance. There are some unavoidable limitations to conduct this study. The cost and time are a big challenge for researchers when need to used their own money to conduct this study. The difference academic period between Indonesia and Malaysia also big challenge which requires researchers to complete research faster by the academic period in Malaysia.

### **1.6 Significance of the Study**

This research is expected to provide the following benefits for Researchers an additional insight into the effort to develop knowledge gained during the academic learning process or the field research process. The company is to provide tools, thoughts and input and useful information relating to strategic planning in improving the lecturer's job performance at Institute Informatics and Business Darmajaya.

The results of the study are expected to provide information and study material as additional references for readers and other researchers who wish to research with the same type of discussion.

### **1.7 Summary**

In conclusion, overall of this chapter is covering all aspects of an introduction for the start of the study. This chapter states clearly the problem that is faced by the gap research about the influence of transformational leadership and job satisfaction on lecturer performance at the problem statement. Then, several objectives are identified from the problem statement. The scope of research is the science of human resource management which includes transformational leadership styles, job satisfaction, and lecturer performance. This research is expected to provide the following benefits for Researchers an additional insight into the effort to develop knowledge gained during the academic learning process or the field research process.

### **1.8 Synopsis**

In Chapter 1, there are several subtitles discussed in this chapter, namely an introduction that discusses the introduction before the start of chapter 1, then research of study discusses the background of the research problem, the third is the problem statement is point of the research problem that is presented with concrete evidence, then is composed research question and research objective. This chapter also lists the scope and limitation of the study, also the significance of the study, and is summarized in the summary.