

The Relationship between Dominant Leadership Behaviour of Department Leader and Job Satisfaction among Lecturers in Training Institute

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Abstract

There are a lot of conflicts occur between lecturer and the management organization or the authority in learning institution. Conflicts that occurred between them arise because of the criticism from a group of unsatisfied lecturer towards the failure, also the unsmooth of the management lead by their respective leader. Therefore, a research entitled "The Relationship between Dominant Leadership Behavior of Department Leader and Job Satisfaction among Lecturers in Training Institute" being done. The method of study is quantitatively and questionnaire had been used as the research instrument, This research had been done towards lecturers in five different training institute are Kuantan, Muar, Pemas, Kuala Terengganu and Kota Bharu. Total amount of respondent, also play role as the lecturer is 177 and they were selected indiscriminately. Pearson Correlation Analysis and mean score had been used to get the link between tested variables. All the research data had been analyzed using Statistical Packages for Social Sciences (SPSS) software version 11.0 by calculated correlation and mean score. The outcome of the finding shows that Dominant Leadership Behavior of Department's Leader are person that is very confident with the mean = 4.10 and sd = 0.590. Job satisfaction among the lecturers is in the high level with the mean = 3.94 and sd = 0.647. There is a significant correlation between the Dominant Leadership Behaviour of Department's Leader and Job Satisfaction among Lecturers in Industry Training Institute with the r value 0.712. [n conclusion, Department's Leader in Industry Training Institute very important to have a confident and good charismatic. It can be showed by the high level of the job satisfaction among the lecturers.

Keywords: Concept of leadership, types of leadership, job satisfaction

1. Introduction

Development and progress of the country today cannot be denied is underscoring of a leader and visionary credible brilliantly. An organization or group that does not have a leader competent will not rise in line with progressive advanced developing countries other. Malaysia today can boast of state leader's excellence, glory and distinction in the eyes of the world. Indirectly, we can see that whatever administrative organization, regardless of the size of the organization, must featuring leaders who can address the various problems and challenge lead changes and most important, to administer the organization well (Jaffee, D, 2001). In addition, a leader should have high confidence and a positive attitude. This right because of the quality of the individual and environmental factors are the important elements in the leadership in order to create a brilliant atmosphere.

Leaders responsible for setting the direction and future organization. Enon Mohd (2003) states that the primary function of a leader is to create a vision and mission of the organization he leads, and create the strategies to achieve them. Good leadership by a leader with help and support employees certainly give success to the organization.

Leaders must show good behavior so that all tasks administrative organization can be completed quickly and perfectly. Given employees are our most important resource in an organization, a leader should know how to correct leadership so workers can follow all the instructions and complete all assignments. Leaders must be sensitive to the needs of employees and find out what expected and desired by employees against their leader. There are three elements required by worker shadow should have in their leaders of integrity, knowledge of humanitarian work and skills or soft skills which is often dealt with in the present. Employees want their leaders to trust them to give them an opportunity to learn something and foster new skills that other side as skills work in groups and work planning skills (Oyinlade, AO, 2006). Leadership is an effective motivation to employees in carrying out its duties. Formation of personal qualities a good start of institutions education. The leader in educational institutions be responsible in giving birth human capital noble, intellectual and balanced in terms of physical, emotional and spiritually in tune with the demands of Philosophy of Education. According to Hughes. B. (1996), a leader will be a model for integrity and on the excellence of their personality in an

educational institution, per person leaders lead more people group consisting of lecturers, support staff and students. Leaders must be sensitive to the needs of working so they can produce a positive working and can improve organizational productivity. Various types of leadership behaviors that can be practiced in satisfying work to subordinates. Behavior have a relationship with organizational effectiveness

2. Highlights of the literature

2.1 Concepts of Leadership Behavior

According Yulk, G., Gordon, A. and Taber, T. (2002), there are twelve whimsy specific leadership practices in the taxonomic hierarchy leadership behaviors. Behavior-behavior that is explaining the role, oversee operations, Short term planning and negotiating, give encouragement, identify, develop, empower, changes in vision or insight, take the risk to change, encourage innovative thinking and make external monitoring. All of these behaviors can be summarized in three forms behavior that is shaped task behavior, communication and change. PBL is a teaching and learning approach where the problem is a starting point to the process of learning (and Kolmos Graaff, 2003). According to them, the problem selected is based on the real problems faced and customized learning objectives and criteria teachers or lecturers.

Explaining the role, monitor operations and make-term planning a short form of task behavior. To explain the role, a leaders need to have good communication skills because of something direction or objective implementation of something that can be delivered with the task clearly. This fact is supported by Jamaliah A.Hamid & Norashimah Ismail (2005) expressed that leaders also need to explain about the responsibility must be borne in employment and work than workers desired. After explaining peftrnan, monitoring the operation needs to be done to see development of the labor of the workers and assess the performance of each employee and units within the organization.

Behavior is shaped relationship negotiate, to encourage, recognize, develop and empower. Leaders need negotiate and discuss with employees before making decisions involve them. Employees are also encouraged to give ideas and opinions in solve a problem or make a decision on any matter. Leaders also need to provide incentives if the workers are faced with a challenging task and test their skills. In this situation the role of the leader is very important in providing support, motivation and words

2.2 The Concept of Leadership

According to Aion Mohd (2003), is a type of leadership behavior seeks to influence other individuals so that they are willing to work voluntarily do what is required by the individuals who lead.

The effect is a process for a leader to voice their ideas and their opinions get approval from subordinates and motivate them to support and implement the ideas and opinions through changes. Influence is the essence of leadership. The effect also is a form of communication between leaders and employees. If employees are forward thinking, organizational objectives will be more easily achieved. Leadership involved in the process of working out which employees affected by the words of a leader who directed them to make something useful and contribute to the organization. Next, influence and income objectives are two things that involve change. An organization needs to change on an ongoing basis to improve to compete with the outside world.

At present, a technological change is very rapid and leader must make preparations in the face of this new era. Leadership involves influence employees in an effort to bring the future of a change in the organization towards a more competitive and high productivity. Leadership can be defined as a building team spirit among employees (Yuki, G., Gordon, A. and Taber, T., 2002). This statement is supported by Bandura A. (2000) which states to achieve leadership emphasis should be given to the establishment or building momentum and creating a sense willingly among employees said to be suitable for organizations that want to reduce the number of leaders and heads of unit to enhance the effectiveness of the work.

2.3 Types of Leadership

There are different types of leadership that can be practiced by the Head of Department while performing their duties. In this study, researchers examined six types of leadership such as autocratic leadership, democratic, laissez-Farr, transformation, charismatic and strategic.

2.3.1 Autocratic Leadership

Autocratic leadership has power steering and supported by control and coercion. Although the threat is not clearly indicated but unnoticed aspects will be applied if the instruction is not executed. In leadership autocratic leaders usually implement all decisions alone without relation to workers (Razali Matzin, 1996). Manning. G. and Curtis, R. (2003) states that among the characteristics of the type of autocratic leadership is a leader in this type of love making personal criticism to employees. Leader has his own goals and make goals to employees. According to Jaffee, D. (2001), autocratic leaders do not like the involvement of employees in planning and

decision making to solve a problem that faced by the administrative organization. Leaders also determine all activities implemented in accordance with the requirements of herself without accepting the view of employees. In an effort to move the employee to perform any activity or work to achieve organizational goals, the autocratic leader placing power in his own hands. He acted as the most powerful person.

2.3.2 Democratic Leadership

Providing social democratic leadership climate that encourages individuals to demonstrate the ability of self without coercion. Leaders also accept comments and suggestions from employees and make decisions based on public opinion (Seifert, K., 1983). In duty, workers are encouraged using their own initiative without control and surveillance. According to Ahmad Naim Jaafar (2004), the leadership of this type is also called participative leadership because the leaders involved in taking part and giving advice. Leadership It supports and encourages leaders are friendly, welcoming and approachable to discuss something and taking into account the affairs of workers (Seifert, K., 1983).

2.3.3 Laissez-faire Leadership

This type of leadership is apparently given so much autonomy that employees make their own decisions. No supervision of the chairman and staff working in accordance with their respective passions (Seifert, K., 1993). This type of leadership style usually leads to an imperfect work caused lack of cooperation between the head of the employee (Mohd Nizam Mohd Hanafi and Zafir Makhbul, 2002) says that among the characteristics of the type of leadership style laissez-faire is the leader of this type do not have a clear goal. Leader give full freedom to the employee. Leaders also allows employees not according to the activities carried out and are not usually interested in participate in activities with employees. Leaders give full freedom to its employees. Leaders usually act as observers.

2.3.4 Transformational Leadership

Transformational leadership was introduced by James Mac Gregor Burns in 1978. The idea of leadership is further extended by Bernard and Bass. Foundation of this theory is inspired leaders or inspire employees to identify their interests and look toward a focusing. Leaders who considered transform concentrate efforts their long-term goals, putting values and provide emphasis on development and inspire its employees to pursue our vision, change and streamline the system to fulfill the vision (Hersey, P. and Blanchard K. H, 1982)

2.3.5 Charismatic Leadership

Study on charismatic leadership focuses on the process of recognizing behaviors that distinguish charismatic leader and that is not charismatic. The charismatic leader is said to have characteristics such as self-confidence, influential, and conscientious. Hughes, B. (1996) found that charismatic leaders has features such as self-confidence. They believe the decision and their abilities. They are also a group of visionary individuals who have goals and ideal. They are highly capable of disseminating knowledge.

They describe and represent insights that can be understood by workers. The charismatic leader has the confidence and passion about the outlook. They are willing to take personal risks, spend and sacrifice to achieve that vision. They are said to have exceptional treatment which treatment they do not follow the norm. According to Bhuiyan, N. and Alam, N. (2005), their efforts are very high and charismatic leader regarded as the agent of radical change or abrupt.

2.3.6 Strategic Leadership

Strategic leadership is defined as the ability of leaders to precede operations when reaching vision, maintain flexibility, think about strategy and work with members of the organization for the future delivery of organizational change (Fullan, M, 2001). Term strategic leadership linking two things, namely the importance of organizational leaders and their scope of activities including selection strategy. Strategy manager must decide on a matter or matter arising under the interpretation of the information they have learned and practiced.

Strategic leaders have the skills to make decisions, communicate, motivate and manage conflicts within the organization. They also have strategic thinking and thinking skills that good. These leaders always prepare themselves and their organizations to take advantage of the spacer who are in the labor market in developing the organization. Strategic leaders see their organization as an organization that is independent of an action and sage give an opinion (Oyinlade, AO, 2006).

2.4 Job Satisfaction

Job satisfaction is a situation of joy and satisfaction in the workplace. Job satisfaction is an important role in all areas of work. According Zaidatol (1990), feelings of job satisfaction is obtained from a job as keeper of the work in accordance with individual needs. The individual will feel satisfied or happy with their work when the

goal of the work could be met. Mohd Z., et al., 2005) argues that workers prefer if its leaders have the gentle, friendly, praise and encourage good performance, listen to the concerns and views of workers and pay attention to themselves and the work done by them. Employees want respected and treated fairly and equitably.

Job satisfaction was based on linking individual pleasures Want a fun and will continue to strive to reduce pain. Job satisfaction is a situation where individuals experiencing emotional the excitement of his work as fun and enjoyable. Accordingly, the organization responsible leaders create a culture of dynamic organization with a strong feeling of plant employee excellence, trying to reach an agreement on achieving organizational goals and reduce the stress of work and provides a fun environment.

3.0 Methodology

Approach used is a survey method to get an overview about the behavior of the Head of Department dominant with lecturers' job satisfaction in ILP. A survey method was chosen because data collection is made only at a particular time by using a questionnaire to describe things. This method is suitable because it is public, allowing researchers to understand the whole area of study with a small sample (Mohd Majid, 2000). The technique used to obtain the data using questionnaire. According Sharipah Khadijah (2001), a questionnaire was study procedures were always used to study a survey. It is easier to get cooperation from respondents and be free to choose and express an opinion, judging by the requirements of the questionnaire and know what it considers to be answered.

This study was conducted in five (5) pieces of ILP that are ILP Muar, ILP Kuantan, ILP Pedas, ILP Kuala Terengganu and ILP Kota Bharu .. All ILP have been is based on the assumption of researchers that it can represent all ILP residing in Malaysia with the assumption that each ILP practice leadership characteristics are the same in general. The overall population five ILP is as shown in table 1

4.0 Results

Leadership refers to an organization. In this study, the concept of peeled leadership is focused leadership in educational organizations geared to specific industry industrial training institutes. Leader in industrial training institutes for this study refers to the heads of the Department for certain units. Leadership in industrial training institutes involved as a leader and Chairman of the Department of lecturers or instructors as subordinates who are responsible for complying with all directions leader.

Each Department Head exhibit certain personality characteristics. As the leader in terms of different backgrounds, values and principles, interests and tendencies, then the behavior of the leadership shown in the leadership process is also different. The findings of this study show that the behavior of the Head of Department dominant practiced while working in industrial training institutes are to have a convincing personality. This shows that the Head of the Department is very concerned with their appearance and character themselves at work in industrial training institutes.

Leadership approach used by the department head is through character building itself. Sergiovanni (1995) and Hughes, B. (1996) found the charismatic leader has features such as self-confidence. They believe the results and their abilities. They are also a group of visionary individuals who have goals and ideal. They are highly capable of disseminating knowledge. According to Bhuiyan, N. and AlanR, N. (2005), their efforts are very high and charismatic leader regarded as the agent of radical change or abrupt. In addition, they are also very sensitive to the environment and sensitive to environmental and resource constraints. They wisely seeking alternatives to any problems that arise in organizations.

This assertion is supported by the results of this study indicate that the most dominant behavior is behavior practiced charismatic. Lecturer very confident in the abilities of each Head of Department and Head of the Department have shown that high consideration to their respective organizations. HeHua C. F, and Lussier, RN (2004) argues that the charismatic leader has a vision, which is very high in the organization. These leaders are always looking forward and has the ability to connect ideas in achieving the mission and vision of the future with the organization's previous achievements.

Overall lecturers have a high level of job satisfaction under the leadership of the Head of Department in industrial training institutes (ITIs) with the mean score 3.94 (high job satisfaction). The highest mean score for satisfaction lecturers working under the leadership of Head of Department is of the opinion lecturer that they can communicate transparently with the Head of Department. This situation shows that knowledge about communication skills are very important for a lecturer in the course of duty.

The results of this study show that the behavior of the Head of Department has a correlation with a high level of job satisfaction among lecturers. For workers, lecturers or instructors, the main thing that they are seen as leaders have personally assured as a leader. This type of leader is charismatic leadership behavior types. This can be proved by associating with a high level of job satisfaction among lecturers in ILP. High correlation shows that the majority leader in personal training institute industrial estates have convincing in carry out your duties at the institute. This supports the view Oyinlade, A, O (2006) which states charismatic leadership involves

emotional relationship which limits workers went to the chief categorized into several aspects such as trust, respect and obedience. These leaders rarely deal with conflicts within the organization.

5.0 Discussion

From these findings, some recommendations are submitted to the Head of Department The ILP to improve leadership effectiveness and quality of work of the Head of Department lecturer. ILP is an institute under the Ministry of Human Resources (MHR) is an institute that is closest to the industry. Head of Department must always be committed to ongoing changes in industry and adjust activities in accordance with industrial development. This is because, this institute is the first step and basis of preparation of students to the real industry. Therefore, a lecturer in particular the Head of Department must be aware of the current development. This coincides with the findings that show transformational leadership behaviors to achieve the greatest mean score also represents behavior that is most dominant.

6.0 Conclusion

Overall, the findings can be concluded that Head of Department leadership behavior which is commonly used when working in ILP is to have a compelling personal. Head of Department is involved in improve the way organizations work, documenting the process and improve relations with the lecturer. The study shows that the level of job satisfaction among lecturers under the leadership of Head of Department is high. Lecturer comfortable with the pattern of behavior that is practiced by the Head of Department as they also get the benefits and advantages resulting from practices such conduct. They can improve their working patterns and produce high quality and productivity to organizations. This thing proves that there is a significant relationship between leadership behaviors with the Head of Department dominant lecturers' job satisfaction in ILP through a high correlation.

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Table 1: Population

Institut Latihan Perindustrian (ILP)	Population	Sample
ILP Muar	82	40
ILP Kuantan	54	40
ILP Pemas	50	40
ILP Kuala Terengganu	91	40
ILP Kota Bharu	85	40
Total	362	200

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