

**The relationship between perceived leadership behaviors and Job
Satisfaction of Middle Managers:
A case study at Motorola Technology (M) Sdn. Bhd., Penang.**

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SATISFACTION OF MIDDLE MANAGERS : A CASE STUDY AT

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ABSTRAK

Tujuan kajian ini dijalankan adalah untuk mengenalpasti gelagat kepimpinan pengurusan atasan dalam membuat pertimbangan dan struktur penggalakkan di mana ia memberi impak ke atas kepuasan kerja di kalangan pengurus pertengahan di Motorola. Seramai 151 pengurus pertengah telah dipilih sebagai responden kajian. Daripada 151 soal selidik yang diedarkan, hanya 123 yang berjaya dikembalikan dan digunakan dalam kajian ini.

Kajian ini menggunakan kaedah kualitatif dalam mengkaji hubungan di antara (gelagat pimpinan dan maklumat diri) dengan kepuasan kerja. Soal selidik kajian ini mengandungi 68 item yang terbahagi kepada maklumat diri, gelagat pimpinan dan kepuasan kerja. Hasil kajian menunjukkan terdapat hubungan signifikan antara min dalam kepuasan kerja umum. Terdapat juga signifikan hubungan di antara gelagat kepimpinan dengan kepuasan kerja di antara pertimbangan, struktur penggalakkan dan kepuasan kerja. Walaubagaimana pun, hasil kajian menunjukkan tidak terdapat perbezaan signifikan di antara maklumat-maklumat diri yang terpilih (jantina, umur, taraf perkahwinan, tahap pendidikan tertinggi dan tangga gaji) kecuali tempoh perkhidmatan kerja dengan kepuasan kerja.

Hasil kerja ini tidak boleh diaplikasikan oleh semua organisasi walaupun Motorola mempunyai sedikit persamaan atau berkaitan dengan organisasi lain. Kajian ini adalah terhad disebabkan data-data yang diperolehi oleh penyelidik dikenalpasti sebagai orang luar oleh responden. Bagi kajian akan datang adalah diharapkan perbandingan hubungan di antara kepuasan kerja dan gelagat kepimpinan dalam pelbagai kategori pekerja dalam organisasi yang sama; di antara organisasi, syarikat-syarikat lain, sector awam dan sector swasta dapat dijalankan.

ABSTRACT

The problem investigated in this case study is whether perceived leadership behaviors of the superiors namely, consideration and initiating structure, will have an impact on the job satisfaction of the middle managers of Motorola Technology Sdn. Bhd., Penang. A total of 151 middle managers selected as the population of the study. Out of the 151 questionnaires distributed 123 were returned and were used. This study employed a quantitative methodology to examine the relationship between the independent variables (leadership behavior and personal information) and dependent variable (job satisfaction).

The questionnaire of the study consisted of 68 items include 8 items on personal information, 40 items on leadership behavior, and 20 items on job satisfaction. The finding showed that there was a significant difference between mean of general job satisfaction. The lower mean is 72.7841 while the upper is 74.8582. Meanwhile, significant relationship between leadership behavior and job satisfaction; and between consideration, initiating structure, and job satisfaction. However there was no significant difference between selected personal information (gender, age, marital status, highest educational level and salary grade) except for tenure with job satisfaction.

The limitations of this study thus the findings may not apply in its entirety to other corporations even though the lessons learnt from Motorola might have some relevance to other organizations. The study was limited by the extent to which relevant data could be obtained by the researcher who was recognized as an outsider by the respondents. Perhaps for the future study, is a comparison of the relationship between job satisfaction and perceived leadership behavior of two or more categories of employees of the same company, a comparison of the relationship between job satisfaction and perceived leadership behaviors of employees of two or more companies, and compare public and private sector organizations.

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CHAPTER ONE INTRODUCTION

First established in 1974, Motorola, Penang is today a total solutions provider for wireless telecommunications and energy products. It is the first Motorola Asia-Pacific Regional Integrated Manufacturing, R&D and Distribution Center. Capabilities include design & development of two-way radio products, world-class manufacturing and distribution to global customers.

Motorola middle managers are expected to lead according to company standards of ethical conduct, in both words and actions. They are responsible for promoting open and honest two-way communications. They are also must be positive activists and role models who show respect and consideration for each of Motorola associates. At the same time, they need to create a good environment that makes their subordinate feel suitable to work with. So, in this research, researcher try to find out either the behavior of leadership convinced to their job satisfaction or not.

BACKGROUND OF THE STUDY

The problem that will be investigate in this research is whether perceived leadership behaviors of the superiors namely, initiating structure and consideration, will have an impact on the job satisfaction of the middle managers of Motorola Technology (M) Sdn. Bhd, Penang.

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the thesis is for
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