

**EMPLOYEE PERCEPTION OF LEADERS' TRANSFORMATIONAL AND  
TRANSACTIONAL LEADERSHIP BEHAVIOR:  
A COMPARISON BETWEEN HIGH AND LOW PERFORMANCE ESTATES AT  
KUMPULAN LADANG PERBADANAN KEDAH**

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## **Abstract**

This study seeks to examine the manifestation and effects of transformational and transactional leadership across employees' perception in Kumpulan Ladang- Ladang Perbadanan Kedah Sdn Bhd. It also aims to investigate whether or not the employees' perception on transformational and transactional leadership outcomes are contributes to the performance of the plantation units. A total of 65 employees which is selected randomly 5 from each operation units rated their leaders' behaviors and the behaviors they expect of their leaders. The selected sample are 5 respondents from each estate with composed of 13 estates that in production modes and makes a total number of 65 respondent. The 5 respondents were expected to represent the whole 107 population of plantation staffs in Kumpulan Ladang Perbadanan Kedah Sdn Bhd . A total of 62 usable questionnaires were returned, giving a response rate of 95 per cent.

This study found that those leadership behaviors that perceived by the employees had no significance difference to the performance of the estate. On the other words there is no contribution to the performance of the estate than those superior that not practice the behaviors.

## **Abstrak**

Penyelidikan ini bertujuan untuk meneliti kesan manifestasi dan kepimpinan berbentuk transformasi dan transaksi hasil dari persepsi kakitangan keatas ketua dalam Kumpulan Ladang-Ladang Perbadanan Kedah Sdn Bhd yang menyumbang terhadap prestasi ladang. Kajian ini juga untuk mengetahui persepsi pekerja terhadap hasil-hasil kepimpinan ladang. Sebanyak 65 pekerja dengan jumlah 5 orang setiap ladang yang dipilih secara rawak dari berbagai tahap jawatan di 13 buah ladang yang sama dari fizikal pengeluaran telah diminta penilaian mereka terhadap gaya kepimpinan ketua (pengurus ladang) . Lima orang pekerja dari setiapladang yang dipilih ini diharapkan dapat mewakili seluruh kakitangan berjumlah 107 orang di dalam Kumpulan Ladang Perbadanan Kedah Sdn Bhd. Tetapi hanya 62 borang tinjauan sahaja yang dikembalikan memberikan kadar maklumbalas sebanyak 95 peratus. Setelah dijalan analisis perbezaan dan tahap kaitan, kajian ini mendapati bahawa gaya kelakuan kepimpinan yang dirasakan oleh pekerja bawahan dengan mempraktikkan amalan kepimpinan transformasi atau transaksi telah tidak memberikan sumbangan kepada pencapaian tahap prestasi ladang.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

The plantation industry today is a thriving, diverse and highly competitive industry where keeping abreast of developments and technologies is a must. The strong growth in the plantation business in a short span as achieved not just through technologies, but also because of its distinctive plantation management practices and leadership that emphasize greatly on continuous improvement in yields and in cost efficiencies which enable this industry to be one of the most cost effective industry in Malaysia. Achievements in productivity are the result of years of concerted effort and commitment to good plantation management practices. It is believed that this helps to ensure the high yields and helps to ensure optimum sustainability of the plantation business (Plantation Business as Cashflow Generator, Sindora Berhad).

Noting the role of leaders in the performance of plantations, selecting leaders with the right qualities are essential, but this is not an easy task. The search for solutions to this leadership dilemma leads us to thousands of leadership studies, most of which are contradictory of one another and inconclusive. Based on the leadership theories, there is not a consistent definition of a successful leader. People keep studying leadership because there are differences among individuals in leadership effectiveness, and researchers strive to identify, quantify, and determine the differences. Leadership effectiveness also may vary in different nature of business and activities.

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