

**ASSESSING THE RELATIONSHIP BETWEEN
TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES AND
EMPLOYEE PERFORMANCE:
A CASE STUDY AMONG EVENT STAFF AT INNER SANCTUM SERVICES**

By

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ABSTRAK

Kepimpinan adalah isu penting di dalam setiap organisasi kerana keputusan-keputusan yang dibuat oleh pentadbir di dalam organisasi boleh menyumbang ke arah kejayaan atau kegagalan sebuah perniagaan. Tujuan utama penyelidikan ini adalah untuk mengenalpasti hubungan di antara gaya kepimpinan transformasional dan transaksional dan pencapaian pekerja di kalangan staf sokongan unit seminar korporat dan pengurusan acara di Inner Sanctum Services. Adalah amat penting bagi pihak pengurusan syarikat ini untuk mengenalpasti jenis gaya kepimpinan yang boleh meningkatkan prestasi pekerja mereka di samping mengetahui kekuatan pengaruh gaya kepimpinan terbabit. Terdapat dua objektif bagi penyelidikan ini iaitu (i) mengenalpasti hubungkait di antara gaya kepimpinan transformasional dan prestasi pekerja di Inner Sanctum Services (ii) mengenalpasti hubungkait di antara gaya kepimpinan transaksional dan prestasi pekerja di Inner Sanctum Services. Untuk mengenalpasti hubungkait di antara pembolehubah-pembolehubah tersebut, sebanyak 69 borang soal selidik telah diedarkan, diisi dan dianalisis menggunakan teknik penyelidikan data secara deskriptif dan inferens. Keputusan penyelidikan ini mendapati terdapat hubungan positif di antara kedua-dua gaya kepimpinan terhadap pencapaian pekerja. Namun gaya kepimpinan transformasional mempunyai pengaruh yang lebih signifikan ke atas prestasi pekerja dan cadangan – cadangan berkaitan telah dikemukakan di bahagian akhir penyelidikan ini.

Kata kunci : gaya kepimpinan, gaya kepimpinan transformasional, gaya kepimpinan transaksional, prestasi pekerja

ABSTRACT

Leadership is a vital issue in every organization primarily because the decisions made by the leaders could lead to success or business failure. The main purpose of this research is to examine the relationship between transformational and transactional leadership styles and employee performance among the event staff at Inner Sanctum Services. It is crucial for the management of Inner Sanctum Services to identify which leadership styles could enhance their employee performance and additionally, to understand the extent of such influence as well. Thus, the objectives of this research are twofold (i) to examine the relationship between transformational leadership style and employee performance at Inner Sanctum Services (ii) to examine the relationship between transactional leadership style and employee performance at Inner Sanctum Services. In assessing the relationship between the variables, a total of 69 questionnaires were distributed, completed and analysed using descriptive and inferential data analysis technique. The findings of this research reveal that both transformational and transactional leadership styles have positive relationship with employee performance. However, transformational leadership has significant influence on employee performance and further recommendations are made at the end of this research.

Keyword : leadership style, transformational leadership, transactional leadership, employee performance

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Success of an organization is dependent on many factors ranging from external to internal factors and workforce is considered to be one of the most important determinants of organizational competitiveness. Capability of an organization to properly utilize the workforce put the organization on competitive edge (Riaz, Akram & Ijaz, 2011). In this respect, leadership can affect many work related behaviours such as employee's attitude, employee motivation and employee performance all of which can affect the levels of organizational commitment (Bass, 1985 & Stogdill, 1963). Leadership should be differentiated from management. Managers are concern with short term problems within an organization, leaders adopt a much broader perspective (Burns, 1978).

Leadership is perceived as a central feature of organizational performance. It is an essential part of people management activities in directing employee efforts towards the goals and objectives of the organization. As a matter of fact, leadership is the moral and intellectual ability to visualize and work for what is best for the organization and its employees (Shadare & Hammed, 2009). Organizations that are over-managed and under-led will impede business growth and innovation (Darling & Capowski, 1994).

Good management and effective leadership help to develop strong teams by integrating different individual objectives with group goals. Leaders are duty bound to sustain organizational performance by finding ways to grow with the employees within the

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