LEADERSHIP STYLE OF PALAPES PROGRAMS
BY THE NATIONAL UNIVERSITY OF MALAYSIA AND JOB SATISFACTION IN SMART CAMPUS UNIVERSITY

Zaizul Ab Rahman*
Centre for Aqidah and Global Peace, Faculty of Islamic Studies
Universiti Kebangsaan Malaysia

Wan Hamidon Wan Badaruzzaman, Noor Ezlin Ahmad Basri, Sawal Hamid Md Ali
Faculty of Engineering and Built Environment
Universiti Kebangsaan Malaysia

Jalaluddin Abdul Malek
Centre for Social, Development & Environmental
Faculty of Social Science and Humanities
Universiti Kebangsaan Malaysia
*Corresponding Author

ABSTRACT
Leadership styles are seen to play a big role in the development and enhancement of PALAPES of the National University of Malaysia in the field of Defense Field in Mempaga, Bentong Pahang. Effective leadership styles often contribute to a high level of stability and vice versa. This paper examined the relationship between leadership style and job satisfaction of UKM PALAPES. Research was conducted on PALAPES National University of Malaysia and found that there was no significant difference in job satisfaction between gender. The findings also showed that the democratic leadership style contributes to high job satisfaction while the autocratic and laissez faire leadership styles contribute to low job satisfaction. This paper discussed several interventions that can be undertaken to enhance the satisfaction of PALAPES UKM's work in efforts to develop and improve the professionalism of PALAPES UKM.

Key words: PALAPES, leadership, job satisfaction

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Leadership Style of Palapes Programs by the National University of Malaysia and Job Satisfaction in Smart Campus University

1. INTRODUCTION
In the current trends and changes in the education process of the nation, the quality of sound and effective leadership is essential in ensuring the professionalism of educators. In ensuring the professionalism level of UKM PALAPES need to be aware that the appropriate leadership style is needed in ensuring the smooth running of an organization. Organization PALAPES UKM needs to realize that the challenges facing PALAPES organizations today and in the future are indeed huge in line with the progress and rapidity of the PALAPES education process. Leadership is seen as a dynamic relationship between individuals with group members in the group and its surroundings. It is also a process where other individuals are influenced to achieve goals in certain situations. Leadership style varies according to the leadership's suitability. There are leaders who emphasize leadership style that is very focused on the task while there are leaders who are more concerned with human relationships. However, Khan (1993) finds that most leaders exhibit a leadership style that combines a leadership style that emphasizes the work and human relationships. He also explained that UKM PALAPES who are willing to share their opinions, encourage the involvement of its members, encourage the freedom of work and give more opinion to a higher job satisfaction than those who are too rigid and in accordance with the rules. Many studies have distinguished between the autocratic, democratic and laissez-faire leadership styles. Khan (1983) defines autocratic leadership as a situation where leaders make all important decisions without referring to their subordinates. Democratic leaders are encouraging group or group discussions and making decisions. Owens (1970) has divided leadership styles into five namely autocratic, democratic, laissez-faire, bureaucratic and charismatic. He argues that leaders who carry out an extreme autocratic leadership style are the leaders in which all decisions and policies are performed by the administrator. Leaders who practice the laissez-faire leadership style encourage group discussions and decision-making. Most bureaucratic leaders combine all three leadership styles namely democratic, autocratic and laissez-faire. Jacobson, Logsdon and Wiegman (1973) have distinguished the democratic leadership style with autocratic leadership style and laissez-faire through 3 hypotheses that democratic leaders respect other individuals regardless of race or social status and emphasize the development of individual potential and focus on methods cooperate for public benefit (Zaizul Ab Rahman elt. al., 2012,2018; Mutsalim Khareng elt. al. 2016)

2. METHODOLOGY
The objective of this paper is to look at leadership style relationship with job satisfaction. In addition, the purpose of this paper is to see whether there is a difference between work satisfaction between the male cadet subject and the subject of the UKM PALAPES UKM cadet. Research design In this study, researchers used survey method through questionnaire. The subjects were 110 PALAPES, UKM, Bangi, Selangor Darul Ehsan cadets. In this study, the researcher uses information from a combination of Leadership Behavior Description Questionnaire and job satisfaction of PALAPES, UKM, Bangi. In the determination of leadership styles either high or low, researchers use the range of 1.00 to 3.00 mins as low and the range of mins 3.01 to 5.00 as high. While in determining the level of job satisfaction it is divided into three parts ie the mean range between 1.00 to 1.99 as dissatisfaction, the 2.00 to 2.99 range is moderately satisfied and the range between the 3.00 to 4.00 range is satisfied. The questionnaires were divided into three parts, one part consisted of a questionnaire related to the background of the respondents while the second part contained a questionnaire related to the leadership style of UKM PALAPES. The third part is the questions related to the job satisfaction of UKM PALAPES. Questionnaires on the background of the respondents consist of 7 items submitted, namely gender, age, marital status, approval status, cadet experience and...
long service in PALAPES UKM as well as the post where the subject was assigned to the platoon during the defense field session. The second part contains 40 items designed to look and determine the leadership style of UKM PALAPES in conducting their daily routine and determining leadership styles. There are three leadership styles being studied namely task-oriented style (autocratic style), leadership oriented judgment or human relation (democratic style) and Laissez-faire leadership style. The higher the score obtained the higher the leadership style gained. The third part contains 18 items of questions aimed at measuring the satisfaction of cadet work consisting of 8 positive items and 10 negative items. For negative items, scoring is changed. Each question item submitted using a likert scale consisting of 4 scales ie starting from the very agree (4), agreeing (3), disagree (2) and very disagreeing (1).

The job satisfaction index is calculated based on the score scores of all items. Scores 1 through 4 are given from very agree (4), agree (3), disagree (2) and strongly disagree (1). For a negative statement, scoring is changed where it is highly agreed with score (1), agree with score (2), disagree (3) and strongly disagree with score (4). Theoretical Framework Theoretical framework is modified from the Yukl model in Jaafar Sulaiman (1999) which demonstrates leadership style can influence the atmosphere or individual job satisfaction in the organization (Salina Nen elt. al. 2012; Nasir Omar elt. al. 2018; Rafiza Mohamad elt. al. 2017; J Wan Azreena elt. al. 2012).

![Figure 1 Theoretical model](source: Modified from Relationship model)

This paper will present some hypotheses that will help answer the problem. The hypotheses are:

- There is a significant difference in job satisfaction between male subjects and female subjects.
- There is a significant relationship between autocratic leadership and job satisfaction.
- There is a significant relationship between the democratic leadership style and the satisfaction of the PALAPES UKM cadet work.
- There is a significant relationship between Laissez-faire leadership style and UKAP PALAPES UKM job satisfaction.
4. DISCUSSION AND RESULTS

Table 1 Min Score Difference and Deviation of Job Satisfaction Standard between Male Subjects with Women.

<table>
<thead>
<tr>
<th>Variable</th>
<th>No</th>
<th>Min</th>
<th>Standard Deviation</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>50</td>
<td>42.461</td>
<td>6.96</td>
<td>0.48</td>
</tr>
<tr>
<td>Female</td>
<td>70</td>
<td>53.31</td>
<td>6.14</td>
<td></td>
</tr>
</tbody>
</table>

The table above shows the mean female job satisfaction score min (min = 53.31, SP = 6.14) is higher than the mean male score (min = 52.46, SP = 6.96). However, the test value t (0.47, k> 0.05) showed that there was no significant difference between the male subject and the female subject in the sub-scale of job satisfaction. It can be concluded that gender does not influence the satisfaction of research subjects. However, the findings of this study are not in line with the study conducted by Xia Ma and MacMillan (1999) and Nawi in Suraineh (2001) which say women are more satisfied in their work than men. The findings of this study were consistent with the study conducted by Mohd Dahalan Abdul Malek and colleagues (1998) and Esah Sulaiman (1998).

Table 2 Pearson Correlation Between Scale of Job Satisfaction Scale UKM With the Leadership Style of UKM PALAPES

<table>
<thead>
<tr>
<th>Variable</th>
<th>Job Satisfaction (N=120)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic Leadership Style</td>
<td>0.46</td>
</tr>
<tr>
<td>Democratic Leadership Style</td>
<td>0.27*</td>
</tr>
<tr>
<td>Laissez-faire Leadership Style</td>
<td>0.38</td>
</tr>
</tbody>
</table>

Based on the results of the above study, work is only seen positively correlated with democratic leadership style (0.30 *, k < 0.05). The autocratic leadership style and Laissez-faire were not positively correlated with job satisfaction in which the value (r = 0.16, k> 0.05) followed by (r = 0.22, k> 0.05). These studies are consistent with the findings of Khan's study (1993) where PALAPES cadets who practice democratic leadership patterns are more satisfied with their duties than the PALAPES cadet who adopt an autocratic leadership style. This study is also in line with the study of Morse and Reimer (1956) which found that democrats had higher levels of job satisfaction although not necessarily effective. Schuler (1976) found that participation had a significant impact on job satisfaction. This was agreed upon by Ralston (1986) which found that if a decision was made by one institution, the workers had a job satisfaction (Zaizul Ab Rahman et al. 2018). This is in line with the study of Morrissey (1988) which finds dependent or focused officials to be more satisfied with the achievement of their task objectives (Ahmad Sunawari Long et al. 2017; Jaffary Awang et al. 2016, 2017).

Based on the analysis of the job satisfaction, the subject satisfaction was high on job satisfaction with the overall score of 3.84. The findings are similar to the findings of Suraineh Suwhe (2005) at PALAPES University of Sabah which shows the satisfaction of working
PALAPES at moderate level. Similarly, Mohd Nor’s study in Shahru Arba’iah Othman (2007) finds that PALAPES University of Malaya has a high level of job satisfaction (Fauziah Ibrahim et al. 2017; Mohd Al Adib Samuri et al. 2012).

In order to enhance the professionalism of PALAPES cadets, the leadership style of UKM should always be tailored to current needs and requirements. This is especially important in planning to see all aspects of the PALAPES, UKM cadets' weaknesses and strengths, especially the PALAPES Senior UKM cadets to provide job satisfaction among PALAPES cadets, SMEs and general university students. Leadership within the PALAPES organization, SMEs should also care about the improvement of service quality by promoting cadets of PALAPES UKM to improve their level of professionalism. Incentives such as attending courses in service, pursuing higher education and providing opportunities to assume leadership positions within the organization of PALAPES UKM, are more beneficial to all parties, especially to the individual and to the PALAPES UKM itself.

5. CONCLUSIONS
In the country experiencing the rapid pace of education, leadership qualities need to be taken seriously. A strong leadership style and high job satisfaction are seen to play a big role in the development and enhancement of professionalism of UKM PALAPES at local institutes of higher learning (IPTA). Effective leadership styles are often seen to contribute to high levels of job satisfaction and vice versa. In parallel, this paper has seen the relationship between leadership style and job satisfaction. Democratic leadership style was found to contribute to high job satisfaction. However, the moderate level of job satisfaction experienced by the subjects of the study requires good action by the relevant parties. The findings also show that democratic leadership style contributes to high job satisfaction. Several proposals and interventions have been proposed in the effort to develop and improve PALAPES professionalism at local institutes of higher learning (IPTA).

REFERENCES


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