

# Impacts of Leadership Styles, Rewards Recognition on Quantity Surveyors' Job Satisfaction in Klang Valley

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**Abstract:** As a key professional in construction project, job dissatisfaction of quantity surveyors is currently a major concern. Factors including transformational leadership style, transactional leadership style, reward and recognition and their impacts on job satisfaction is significant in improving job satisfaction. This project is conducted to propose significant factors to improve job satisfaction of quantity surveyors working in Klang Valley. The sample of 150 professional and consultant quantity surveyors working in consultant firms and contracting firms Grade 7 is explored. Quantitative research methods are used, and data collected is analysed using SPSS software. Some of statistical analysis tests used are descriptive analysis, reliability test, linear regression analysis and multi-regression analysis. Results shown that all independent variables have significant and positive relationship with job satisfaction. Recognition is the strongest predictor of job satisfaction ( $B=0.531$ ,  $p<.01$ ) with 59% variance in job satisfaction. Current findings are aligned with previous findings. Some findings are in contrast due to insignificant relationship with job satisfaction.

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## 1. Introduction

Construction industry has made several contributions in the past to stimulate gross domestic product and national economic growth of Malaysia. Construction projects includes infrastructure, residential or commercial construction, civil engineering construction, dams, power stations and transportation projects offered job opportunities to raise the living standard of employees (Wan Muda et al., 2017). As one of the key players in delivering construction project,

quantity surveyor is important in ensuring the success delivery of a project. Lack of interest and organisational commitment (Manzoor et al 2015) may be the cause of job dissatisfaction. This may be the reason of employee leaving the job (Rusbult et al., 1988) and resulted disruption to the project delivery.

A leader or manager must be capable in leading, directing, controlling, managing, motivating and influencing employees to accomplish tasks within a specified time (Akafo & Boateng, 2015). A leadership

style is defined as a process in which a leader influences employees' behaviour and attitude towards job experiences and this may be leads by implementing, controlling, and directing strategies to manage groups and motivating employees to accomplish tasks and to achieve goals. While job satisfaction is a result from pleasurable or positive emotional state gain through the appraisal of one job's experiences (Ogunaike et al., 2014).

It is also referring to an individual perception or attitude towards the job experiences (Chi Keng et al., 2018b) that can be affected by intrinsic and extrinsic aspects. Intrinsic aspect of job satisfaction is considered as an individual's emotional feelings and perception towards the job while extrinsic aspect of job satisfaction takes into account rewards and bonus, relationship with co-workers and working environment (Siddique, 2015).

## 2. Methodology

Quantitative survey is used to conduct the research. Descriptive analyses were used to analyse the data using Statistical Programme for Social Science (SPSS) in order to seek impacts of leadership styles, reward and recognition to improve the job satisfaction among quantity surveyors in Klang Valley.

## 3. Literature Review

Job satisfaction defines as subjective evaluation of job experiences (Markiz, 2017). It also defines as an individual's perception or attitude towards the job experiences. Job satisfaction is evaluated by determining whether actual expectation of psychological needs, physiological needs, environmental needs have been fulfilled. Job satisfaction reflects an employee's emotional responses and behaviour towards internal and external factors which likely to affect their job satisfaction intrinsically and extrinsically (Famakin et al., 2014; Markiz, 2017). Low job satisfaction will affect the stability, discipline, and responsibility of a worker (Hajdukova & Klementova, 2015). It also defines as a pleasure derived from performing the job.

### 3.1 Relationship Between Transformational Leadership and Job Satisfaction

According to Khan et al. (2016), transformational leadership has a positive relationship with job satisfaction of construction project team members. It helps to satisfy emotional and motivational needs of employees working in project-based organization Pakistan. According to Imer Gaviria-Rivera & López-Zapata (2019), employees feel more satisfied when a transformational leader provides support and increase their motivation by considering each individual's needs which instils an employee's trust and respect towards the employer. Transformational leadership transforms strict, formal, directive procedures into employees' loyalty, trust and commitment (Wan Muda et al., 2017). A

transformational leader inspires, motivates, coaches employees, and gives them support needed to accomplish the tasks.

### 3.2 Relationship between Transactional Leadership and Job Satisfaction

Transformational leadership has a positive relationship with job satisfaction (Khan et al., 2016) within construction project team members. It helps to satisfy emotional and motivational needs of employees working in project-based organization. According to Imer Gaviria-Rivera & López-Zapata (2019), employees feel more satisfied when a transformational leader provides support, this help to increase their motivation by considering each individual's needs and eventually instils an employee's trust and respect towards the employer. While transformational leadership transforms strict, formal, directive procedures into employees' loyalty, trust and commitment (Wan Muda et al., 2017) and this will inspire, motivates, coaches employees and gives them support needed to accomplish the tasks.

Transactional leadership style in Construction Project Pakistan improves job satisfaction as it meets basic physical or security needs of employees (Khan et al., 2016). However, several researchers disagreed that transactional leadership improve employee's job satisfaction because it involves exchange process and bargain. From another previous research finding revealed that transactional leadership style demotivates employees in making commitment in a complex project or working with multi-discipline project teams and reduces their job satisfaction (Nidadhavolu, 2018). Besides that, transactional leadership has negative relationship with job satisfaction as the leader is more focused on granting rewards or punishment to achieve goals and does not consider improving the motivational level of members (Saleem, 2015).

### 3.3 Relationship between Reward and Recognition with Job Satisfaction

Employees are motivated by rewards such as salary, remuneration and financial incentives as an acknowledgment for their achievement which improve their job satisfaction (Thomas, 2011). According to Onukwube (2012), employees will feel dissatisfied when receiving unreasonable pay for their services. Reward is an important factor in satisfying economic needs and physiological needs of an individual. High performer receiving more extrinsic reward are more satisfied towards the job.

Reward increase job satisfaction of blue-collar employees in contracting and printing sector in Lebanon significantly (Zaraket & Saber, 2017). Reward is significant factor improving job satisfaction of quantity surveyors in Sri Lanka. Reward acts as a motivational factor to improve job satisfaction of an employee (Ogunnaike et al., 2014). According to Ngonde (2015), construction workers are dissatisfied if the rewards are not reasonable and unequitable based on the amount of

work done. However, according to Noor & Zainordin (2018b), intrinsic and extrinsic rewards have no significant impact on job satisfaction of employees in consultant firm.

Equitable reward and recognition fulfil intrinsic needs and extrinsic needs of employees which improves their job satisfaction (Aghayeva & Ślusarczyk, 2019). Absence of recognition will not necessarily lead to job dissatisfaction. However, Oyewobi et al. (2012) and Thomas (2011) revealed that recognition is the most important factor compared to rewards. Without adequate recognition, it does not increase job satisfaction of quantity surveyors. Another result of study supported that in construction supply chain in Ghana, recognition is the most significant factor and employees who receive recognition and appreciation from the leader and peers are more satisfied with the job compared to salaries (Anin et al., 2015).

#### 4. Results and Findings

##### 4.1 Reliability Analysis and Regression model

**Table 1- Reliability analysis**

Reliability Analysis Code	Variables	No. of Items	Cronbach's Alpha
IV1	Transformational Leadership	4	0.812
IV2	Transactional Leadership	3	0.740
IV3	Rewards	3	0.818
IV4	Recognition	3	0.856

Reliability analysis was conducted to measure internal consistency of data collected which are measured using five-point Likert scale. Reliability of the data is validated by the Cronbach's Alpha coefficient more than 0.7 which indicates high reliability of the research.

**Table 2 - Model coefficients of transformational leadership and job satisfaction**

Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.680	.400		4.202	.000
	Transformational Leadership	.533	.103	.391	5.166	.000

a. Dependent Variable: Job Satisfaction

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.314	.288		4.561	.000
	Transactional Leadership	.644	.076	.574	8.517	.000

a. Dependent Variable: Job Satisfaction

**Table 3 - Model coefficients between transactional leadership and job satisfaction**

**Table 4 - Model coefficients between recognition and job satisfaction**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.895	.236		3.799	.000
	Recognition	.784	.064	.710	12.259	.000

a. Dependent Variable: Job Satisfaction

Table 2, it was discovered that transactional leadership (Beta = 0.644,  $p < .01$ ) was significant for predicting employee job satisfaction, while in Table 3, it was discovered that rewards (Beta = 0.681,  $p < .01$ ) was a significant for predicting job satisfaction of quantity surveyors and Table 4 recognition (Beta = 0.784,  $p < 0.01$ ) was a significant predictor for predicting employee job satisfaction.

##### 4.2 Multiple Regression Model

Table 5 showed the most important to improve job satisfaction of QS working in Klang Valley using multiple regression model.

**Table 5 - Model coefficients between independent variables and job satisfaction**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.700	.295		2.368	.019
Transformational Leadership	-.209	.101	-.153	-2.067	.041
Transactional Leadership	.221	.088	.197	2.510	.013
Rewards	.303	.076	.294	3.989	.000
Recognition	.531	.093	.481	5.701	.000

a. Dependent Variable: Job Satisfaction

Multiple regression analysis was used to determine whether Transformational Leadership, Transactional Leadership, Rewards and Recognition could significantly predict Job Satisfaction. It was discovered that the model explained 59% of the variance and that the model was a significant predictor of Job Satisfaction,  $F(4,145) = 51.88$ ,  $p < 0.01$ . Transformational Leadership (Beta = -0.209,  $p < 0.05$ ), Transactional Leadership (Beta = 0.221,  $p < 0.05$ ), Rewards (Beta = 0.303,  $p < 0.01$ ), Recognition (Beta = 0.531,  $p < 0.01$ ) contributed significantly to the model.

In summary, total of 150 respondents with 53 females and 47 males gathered for this research. 46% of respondents are within category of age between 26 and 29 years old and 36% of respondents have 1 to 5 years of working experience. Most respondents are professional quantity surveyors (78%). There is an even distribution of respondents working in private consultant firms and respondents working in contractor firms.

Analysis shown positive and significant relationship between transformational leadership style and job satisfaction, transactional leadership style and job satisfaction, reward and job satisfaction and recognition and job satisfaction. All independent variables for this research significantly predict quantity surveyors' job satisfaction in Klang Valley.

Rewards and recognition are the strongest in predicting quantity surveyors' job satisfaction when compared to other independent variables. Next chapter will discuss current findings and compare with previous research findings.

## 5. Conclusion

Transformational leadership is the most significant factor when compared to transactional leadership in

affecting employee's job satisfaction (Khan et al., 2016; Salemm, 2015). The employees are more satisfied with a transformational leader who has admirable personality or attributes to influence employees' behaviour and moral value, a transformational leader who has clear vision and goals to communicate with employees and provides them encouragement and support needed to employees. A transformational leader will satisfy each individual's self-actualized needs and improve their personal development. Hence the employees trust and respect towards the leader who considers their needs and encourages them to solve the problem creatively and innovatively.

Reward is the most significant factor affecting job satisfaction of civil engineers working in construction industry (Marzuki et al., 2012; Chi Keng et al., 2018b; Shrestha et al., 2018). The employees are dissatisfied when rewards received not based on amount of work done. Without fair and equitable pay, it demotivates the employees and causes job dissatisfaction. To improve job satisfaction of employees working in construction industry, the organization should focus on giving better rewards. If financial reward increases, it helps satisfying basic economic needs and physiological needs of employees. Rewards is more significant than recognition. (Samarasinghe, 2016).

According to Anin et al. (2015), Thomas (2011) and Oyewobi et al. (2012), recognition is the most significant factor affecting job satisfaction. The employees who receive recognition, appreciation and praise for their achievement improves job satisfaction of employees. An employee who is more satisfied with the job has high self-esteem and productivity. Self-satisfaction of employees can be derived from performing the work itself with adequate recognition and reward.

To conclude, the most significant factor affecting job satisfaction depends on each individual's desired needs to fulfil before improving his or her job satisfaction as each individual has difference in fulfilment of desired needs. Most significant factor affecting job satisfaction cannot be determined for now as there is no recent study on all these four factors: transformational leadership, transactional leadership, reward and recognition. The most significant factor affecting job satisfaction will be derived from the result of this proposed study after distributing questionnaires and data analysis using SPSS software.

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