A STUDY OF THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION: A CASE STUDY OF THE ROYAL UNIVERSITY OF PHNOM PENH, CAMBODIA

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ABSTRACT

Education has been defined by human capital theorists as one of the most productive resources of growth investment for decades. However, there are many challenging obstacles within less developed countries in reaching educational goals setting, such as lack of facilities, lack of technology, low budget, and there is low morale among highly skilled administrators, researchers, and professors due largely to the lack of financial and other incentives, inappropriate recruitment and promotion policies, and weak administrative support.

The purpose of this study was to examine the quality of higher education in Cambodia. The study was carried out to examine the level of department heads’ transformational leadership behaviors and academic staff’s level of job satisfaction through mean and standard deviations, and to determine the relationship between the department heads’ transformational leadership behaviors and academic staff’s level of job satisfaction through Pearson’s Product-Moment Correlation Coefficient.

This study was conducted at the Royal University of Phnom Penh, Cambodia, where the academic staff’s perceptions and judgments were used as the basis for the study findings. The sample group was composed of 192 academic staff members out of a total population of 294. This study was carried out by using a mixed method approach that included both survey questionnaires and in-depth interviews. The department heads’ transformational leadership behaviors was analyzed based on the concepts of Bass and Avolio, and the level of academic staff’s job satisfaction was determined through Herzberg’s Two Factor Theory. The findings indicated that the department heads behaved moderately in terms of transformational leadership as perceived by the academic staff, and the academic staff were found to be highly satisfied with their job. Moreover, the findings also indicated that there was a significant positive correlation between the department heads behavior in terms of transformational leadership and the level of academic staff’s job satisfaction. The findings of this study will be helpful to policy makers at both the university and ministry levels so they can improve leadership qualities in key supervisors and increase the level of job satisfaction of academic staff members. This will prevent job dissatisfaction and will lead to a better quality of higher education in Cambodia.

KEY WORDS: TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION.