

**ASSESSING THE MEDIATING EFFECT OF
TEACHER'S JOB SATISFACTION ON THE
RELATIONSHIP BETWEEN LEADERSHIP
BEHAVIOUR, WORK-LIFE ENRICHMENT AND
TEACHER'S QUALITY**

WAN NURFARAHYAH BINTI W. LIAH

**MASTER OF SCIENCE
UNIVERSITI MALAYSIA TERENGGANU**

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**Thesis Submitted in Fulfilment of the Requirements for the Degree of Doctor of
Philosophy in the Faculty of Business, Economics and Social Development
Universiti Malaysia Terengganu**

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DEDICATION

Dedicated this thesis to:

My supervisor, Azlinzuraini Ahmad, PhD.

*My beloved family, my parents, siblings and friends for
all their dedication, sacrifice and endless love.*

Abstract of thesis presented to the Senate of Universiti Malaysia Terengganu in fulfilment of the requirements for the degree of Master of Science

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Faculty : Faculty of Business, Economics and Social Development

The prominence on a teacher's quality is vital to improve and maintain students' achievement in international tests such as the Trends in International Mathematics and Science Study (TIMSS) and Program In International Student Assessment (PISA). It is found that 50 percent of teachers observed in a national study were classified as delivering unsatisfactory pedagogy. Therefore, various initiatives are carried out for producing high quality teachers including introductions of High Performance Schools and Trust Schools by increasing the level of their principal autonomies. With strong work culture in the school leadership of both schools, those factors could influence the teachers' job satisfaction and work-life enrichment. By using Path Goal Theory and Job Demand Resources model, this current study aims to see the relationship between those factors and explore the mediating effect of job satisfaction between the leadership behaviour and work-life enrichment on teachers' quality between both schools. The study involved 194 respondents of teachers from 44 schools in Wilayah Persekutuan, Selangor, Johor and Negeri Sembilan. PLS-SEM analysis has been used to test the hypotheses. The result indicates that leadership behaviour, work-life enrichment and job satisfaction directly associate with teachers' quality. On the contrary, leadership behaviour does not associate with job satisfaction while the mediator analysis indicates that job satisfaction only mediates the relationship between work-life enrichment and teachers' quality. The relationship between

leadership behaviour and teachers' quality shows there is no mediation involved. This study also provides a bright insight for the Malaysian education system specifically on teachers' quality performance as well as to the school management, policy makers and stakeholders.

Abstrak tesis yang dikemukakan kepada Senat Universiti Malaysia Terengganu
sebagai memenuhi keperluan untuk Ijazah Sarjana Sains

**KESAN PENGANTARAAN KEPUASAN KERJA GURU TERHADAP
HUBUNGAN ANTARA TINGKAH LAKU KEPIMPINAN, PENGKAYAAN
KEHIDUPAN-KERJA DAN KUALITI GURU**

WAN NURFARAHYAH BINTI W.LIAH

2019

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Sosial

Penekanan kepada kualiti guru adalah penting untuk meningkatkan dan mengekalkan pencapaian pelajar dalam ujian antarabangsa seperti *Trends in International Mathematics and Science Study (TIMSS)* and *Program In International Student Assessment (PISA)*. Sebanyak 50 peratus guru yang dinilai didapati tidak menyampaikan pedagogi yang memuaskan. Justeru, pelbagai inisiatif telah dilaksanakan untuk melahirkan guru berkualiti tinggi. Antara inisiatif yang dilaksanakan adalah memperkenalkan Sekolah Berprestasi Tinggi dan Sekolah Amanah dengan memberi kuasa autonomi kepada pengetua dalam menguruskan hal pentadbiran sekolah. Faktor budaya kerja dan kepimpinan sekolah yang cemerlang dikatakan dapat mempengaruhi kepuasan kerja dan pengkayaan kehidupan-kerja guru-guru. Dengan menggunakan teori *Path Goal* dan *Job Demand Resources*, kajian ini dijalankan bertujuan untuk melihat hubungan antara pemboleh ubah dan kesan antara pengantaraan kepuasan kerja dengan tingkah laku kepimpinan dan pengkayaan kehidupan-kerja terhadap kualiti guru bagi kedua-dua sekolah tersebut. Kajian melibatkan 194 responden yang terdiri daripada guru di 44 buah Sekolah Berprestasi

Tinggi dan Sekolah Amanah bagi Wilayah Persekutuan, Selangor, Johor dan Negeri Sembilan. Analisis PLS-SEM telah digunakan untuk menguji hipotesis. Hasil kajian menunjukkan bahawa tingkah laku kepimpinan, pengkayaan kehidupan-kerja dan kepuasan kerja dikaitkan dengan kualiti guru. Sebaliknya, tingkah laku kepimpinan tiada perkaitan dengan kepuasan kerja guru. Sementara itu analisis mediator menunjukkan bahawa kepuasan kerja hanya mengantara hubungan di antara pengkayaan kehidupan-kerja dan kualiti guru tetapi tidak menunjukkan apa-apa pengantaraan antara tingkah laku kepimpinan dan kualiti guru. Kajian ini juga dilihat dapat memberi sumbangan serta pandangan terhadap sistem pendidikan di Malaysia terutama kepada prestasi kualiti guru dan juga kepada pengurusan sekolah, penggubal dasar serta pihak berkepentingan.