

**EFFECTS OF TRANSFORMATIONAL
LEADERSHIP OF HEAD COACH AND
LEADERSHIP SUBSTITUTE VARIABLES ON
ASSISTANT COACH JOB SATISFACTION IN
THAILAND**

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By

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Chairman: Associate Professor Aminuddin bin Yusof, PhD

Faculty: Educational Studies

The purpose of this research was to determine the influence of transformational leadership behavior of head coaches and leadership substitute variables as determinants of assistant coaches' job satisfaction in Thailand. Questionnaires were given to 250 Thai assistant coaches in 30 sports. The questionnaire consists of the Transformational Leadership Inventory (TLI) developed by Podsakoff, et al., (1990), Leadership Substitutes Questionnaire (LSQ) developed by Kerr and Jemier, (1978) and the Job Satisfaction Survey (JSS) developed by Spector (1994). Study showed that there was a significant relationship between assistant coaches' perception of their head coaches' transformational leadership behavior and assistant coaches' job satisfaction.

There is no significant relationship between leadership substitute variables and job satisfaction of assistant coaches. The results also showed a positive relationship between Unambiguous Routine and Methodologically Invariant Tasks, Organizational Formalization, Advisory and Staff Functions, and Organizational Rewards not within the Leaders' control and assistant coaches' job satisfaction. There was a negative relationship between Ability Experience Training and Knowledge, Professional Orientation, Indifference toward Organizational Rewards, and Task Provided feedback Concerning Accomplishments and assistant coaches' job satisfaction. Spatial distance between superior and subordinates was discovered to be leadership enhancers, while intrinsically satisfying tasks to be a neutralizer of transformational leadership behaviours in Thailand. It was concluded that transformational leadership behaviours of head coaches have a direct relationship with assistant coaches' job satisfaction in the absence of a strong leadership enhancer or neutralizer. However, in the presence of leadership enhancer and neutralizer, it was concluded that transformational leadership behaviours of head coaches influenced assistant coaches' job satisfaction indirectly, through the moderating effects of the enhancers and neutralizer.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

KESAN KEPEMIMPINAN TRANSFORMASI KETUA JURULATIH DAN PEMBOLEHUBAH PENGGANTI KEPEMIMPINAN KE ATAS KEPUASAN KERJA PEMBANTU JURULATIH DI THAILAND

Oleh

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Kajian ini bertujuan untuk mengenalpasti pengaruh tingkah laku kepemimpinan transformasi ketua jurulatih dan pembolehkan pengganti kepemimpinan sebagai penentu kepuasan kerja pembantu jurulatih di Thailand. Soal selidik diedarkan kepada 250 pembantu jurulatih Thai dalam 30 jenis sukan. Borang kaji selidik ini terdiri daripada *Transformational Leadership Inventory* (TLI) yang dibangunkan oleh Podsakoff, et al., (1990), *Leadership Substitutes Questionnaire* (LSQ) yang dibangunkan oleh Kerr dan Jemier, (1978) dan *Job Satisfaction Survey* (JSS) yang dibangunkan oleh Spector (1994). Kajian menunjukkan terdapat hubungan yang signifikan antara persepsi pembantu jurulatih terhadap tingkah laku kepimpinan transformasi ketua jurulatih dengan kepuasan kerja pembantu jurulatih.

Tidak ada hubungan yang signifikan antara pembolehubah pengganti kepimpinan dan kepuasan kerja pembantu pelatih. Keputusan kajian juga menunjukkan hubungan positif antara Tugas Rutin dan Metodologi Tugas yang Berbeza, Formalisasi, Fungsi Penasihat dan Staf dan ganjaran organisasi tidak berada dalam kawalan pemimpin dan kepuasan kerja pembantu jurulatih. Terdapat hubungan negatif antara Kemampuan, Pengalaman, Latihan dan Pengetahuan, Orientasi Profesional, ketidakpedulian terhadap ganjaran organisasi, dan maklumbalas tugas tentang kejayaan dan kepuasan kerja pembantu jurulatih. Dalam kajian ini, jarak ruang antara orang atasan dan bawahan dikenalpasti menjadi *enhancer* kepimpinan, manakala tugas yang memberikan kepuasan dalaman menjadi *neutralizer* tingkah laku kepimpinan transformasi di Thailand. Kesimpulannya ialah tingkah laku kepimpinan transformasi ketua jurulatih mempunyai hubungan langsung dengan kepuasan pembantu jurulatih dalam ketiadaan *enhancer* atau *neutralizer* yang kuat. Namun, dengan kewujudan *enhancer* dan *neutralizer*, disimpulkan bahawa tingkah laku kepimpinan transformasi ketua jurulatih mempengaruhi kepuasan kerja pembantu jurulatih secara tidak langsung, melalui kesan moderasi *enhancer* dan *neutralizer*.