



저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

Master's Thesis of Public Administration

**The Impact of Transformational Leadership
on Employee's Job Performance
in Cambodian Public Sector:
A Case Study of the Secretariat General of the Senate**

**변혁적 리더십의 캄보디아 공공부문 종사자
직업만족도 영향 분석:
상원 사무국 사례연구**

August 2018

**Graduate School of Public Administration
Seoul National University
Global Public Administration Major**

Mel Phanseyha

**The Impact of Transformational Leadership
on Employee's Job Performance in
Cambodian Public Sector:
A Case Study of the Secretariat General of the Senate**

Academic Advisor Kim, Bong Hwan

Submitting a master's thesis of Public Administration

April 2018

**Graduate School of Public Administration
Seoul National University
Global Public Administration Major**

Mel Phanseya

**Confirming the master's thesis written by
Mel Phanseya**

June 2018

Chair Kim, Jun Ki

Vice Chair Kwon, Illoong

Examiner Kim, Bong Hwan



Abstract

The Impact of Transformational Leadership on Employee's Job Performance in Cambodian Public Sector: A Case Study of the Secretariat General of the Senate

**Mel Phanseyha
Global Public Administration
Graduate School of Public Administration
Seoul National University**

In Cambodia, the parliament, which includes the Senate, increasingly plays important roles in national development, and the Senate requires employee support from the Secretariat General to effectively carry out its tasks. The literature shows that employee's job performance, which is often influenced by the leadership, has a great impact on the success of an organization. There is a general trend that believes transformational leadership assists employees to better performance. A large number of researches on the theory were conducted in the Western and African world, which are different from Cambodian contexts. Additionally, this research is distinct from previous studies because it took place in the legislative branch. Due to these factors, the question on the effect of transformational leadership on employee's job performance emerged. Therefore, the goal of this study is to examine the extent to which transformational leadership has been implemented and to examine the relationship between transformational leadership, as an independent variable, and employee's job performance, as a dependent variable, in the Secretariat General of the Cambodian Senate.

The study population amounts for all employees and leaders of offices working in 100 offices under 19 departments of the three General Directorates of the Secretariat General of the Senate of the Kingdom of Cambodia. The data was collected from 150 respondents – 50 office leaders and their 100 employees using two questionnaires, one for office leaders to evaluate their own transformational leadership style and one for employees to evaluate their own job performance. The sample match is, in one office, one leader and two of his/her employees were surveyed. The collected data was then analyzed using SPSS program. Pearson Correlation Coefficient and Regression were used to examine the relationship between independent and dependent variables.

The result of the study shows that the majority (64%) of office leaders at the Secretariat General of the Senate were effectively performing transformational leadership and they are more likely to be married because married people in Cambodian context are relatively more mature and tend to have a longer term of vision toward job that focusing on improving employees' capacities and team spirit that can bring them success in the future. Moreover, the result of statistical analysis of Pearson correlation coefficient illustrates that there is a significant and positive relationship between transformational leadership and employee's job performance at the Secretariat General of the Cambodian Senate. Three regression models show that transformational leadership has a significant and positive causal relationship with employee's job performance at the Secretariat General of the Cambodian Senate.

Key words: transformational leadership, employee's job performance, Cambodia, the Secretariat General of the Senate

Student number: 2016-22975

Table of Contents

Abstract	i
List of figures	v
List of tables	v
List of abbreviations	vi
Chapter 1 – Introduction	1
1- Background	1
2- Objective of the study	6
3- Research gaps:	6
4- Research question	7
5- Significance of the study	7
6- Research scope	8
7- Thesis structure	8
Chapter 2 – Literature Review	10
1- Definition of “leadership”	10
2- Definition of “transactional leadership”	11
3- Definition of “transformational leadership - TL”	12
4- Definition of “employee’s job performance - EJP”	15
5- Related studies on the relationship between transformational leadership and employee’s job performance:	20
6- Link between transformational leadership and employee’s job performance and theoretical framework of the study	27
Chapter 3 – Characteristics of the Cambodian Senate and regulations/policies to motivate employee’s job performance at the Secretariat General of the Cambodian Senate	30
1- Senate of the Kingdom of Cambodia and its Secretariat General	30
2- Regulations/policies to motivate employee’s job performance at Cambodian Senate	36
Chapter 4 - Research Methodology	39
1- Hypothesis	39
2- Research Design	40

3- Site of the Research	41
4- Population of the study	41
5- The study sample (respondents).....	41
6- Data Collection and Research Instruments	42
7- Validity and reliability of the instruments:	44
8- Analysis of the data.....	45
Chapter 5: Result and Discussion	47
1- Demographics of the leaders.....	47
2- Demographics of the employees	48
3- The extent to which transformational leadership has been implemented in the Secretariat General of the Cambodian Senate	50
4- The relationship between transformational leadership and employee's job performance	52
Chapter 6: Conclusion and limitations of the study	61
1- Conclusion	61
2- Recommendation	62
3- Limitations and further research of the study	63
Reference	64
Appendices	71
국문초록	79
Acknowledgement.....	81

List of figures

Figure 1: Theoretical framework for the study	28
Figure 2: Structure of the Senate in 1999.....	32
Figure 3: Structure of the Secretariat General of the Senate in 1999.....	33
Figure 4: Contemporary Structure of the Senate.....	34
Figure 5: Contemporary structure of the Secretariat General of the Senate...	35
Figure 6: Classification of grades and steps of employees ranks of the Secretariat General of the Senate	38
Figure 7: Scatterplot of the relationship between TL and EJP	55

List of tables

Table 1: Dependent and Independent Variables.....	29
Table 2: Sample.....	42
Table 3: Cronbach's alpha of the study	45
Table 4: Respondents	47
Table 5: Respondents' characteristics	49
Table 6: Average score of TL and its sub-variables.....	51
Table 7: Transformational leadership	51
Table 8: Correlations between TL and the control variables	52
Table 9: Correlations between TL and EJP	53
Table 10: Summary of the Correlations Table	55
Table 11: Analysis of the causal relationship between TL and EJP.....	57

List of abbreviations

ANOVA	Analysis of Variance
CP	Contextual Performance
CPP	Cambodian People's Party
DV	Dependent Variable
EJP	Employee's Job Performance
FUNCINPEC	The National United Front for an Independent, Neutral, Peaceful, and Cooperative Cambodia
IC	Individual Consideration
IIA	Idealized Influence (Attribute)
IIB	Idealized Influence (Behavior)
IM	Inspirational Motivation
IS	Intellectual Stimulation
IV	Independent Variable
KOICA	Korea International Cooperation Agency
MLQ	Multifactor Leadership Questionnaire
NEC	National Election Committee
OCQ	Organizational Commitment Questionnaire
PLS	Partial Least Square
SD	Standard Deviation
SEM	Structural Equation Modelling
SRP	Sam Rainsy Party
SGS	The Secretariat General of the Senate
SPSS	Statistical Package for the Social Sciences
TP	Task Performance
TL	Transformational Leadership
UNTAC	the United Nations Transitional Authority in Cambodia

Chapter 1 – Introduction

This chapter highlights the background and nature of Cambodian Senate, the importance of employee's job performance in the Cambodian Senate and the brief explanation of the relationship between leadership (especially transformational leadership) and employee's job performance. It also sets out the objective of the study, research gaps, research questions, significance of the study, research scope and the structure of the thesis.

1- Background

Cambodia, located in Southeast Asia, is a democratic country with the size of 181,035 square kilometers. Neighboring countries are Thailand, Laos and Vietnam. The country received its independence from France in 1953. From 1975 to 1979 the country experienced the "killing fields" genocide – led by the Khmer Rouge regime. In 1978, Vietnam invaded Cambodia to stop Khmer Rouge incursions across the border which eventually the end of the regime in the early of 1979, but the civil warfare continued throughout the 1980s. With the help of international community, the Paris Peace Accord in October 1991 had settled the unrest and the United Nations Transitional Authority in Cambodia (UNTAC) was authorized to enforce a ceasefire and arrange the first general election in May 1993. As a result, a coalition government was formed between two main political parties (FUNCINPEC – National United Front for an Independent, Neutral, Peaceful, and Cooperative Cambodia or Royalist Political Party, and CPP – Cambodian People's Party) with two Prime Ministers. In September 1993, the constitution – the fundamental principles on which all Cambodian laws are based – was promulgated in the framework of a parliamentary, representative democratic monarchy. According to the constitution, the state is divided into three branches – executive, legislative and judiciary. The three branches are independent from one another. The King shall be the Head of State for life. The Cambodian Monarchy is a designated regime. The King shall be appointed by the Royal Council of the Throne. The King

shall be the symbol of national independence, unity, sovereignty, territorial integrity, rights and freedom of the citizen and the guarantor of the international treaties. In particular, the King assumes the role of an arbitrator to ensure the faithful execution of public powers, but is neutral and not involved with any political affairs. The Prime Minister is appointed by the King, on the advice and with the approval of the National Assembly (the legislative). Prime Ministers and ministers exercise executive power¹.

Tension in the coalition government flared up in July 1997 and led to political violence that ousted the first Prime Minister who was also head of FUNCINPEC (Prince Norodom Ranariddh – son of King Norodom Sihanouk) and resulted in him leaving the country. However, under the coordination of Late King Norodom Sihanouk in the early 1998, the prince returned to the country and a second general election was carried out in July 1998. The final result of the election showed that CPP won the majority of votes, but it needed a two-thirds majority to form a new government. The result of the second election was CPP with 41% of the vote, followed by FUNCINPEC 32%, and the Sam Rainsy Party (SRP) 13%.² Due to political violence, intimidation, and lack of media access, many international observers did not recognize the result of this election. Tensions remained high and political deadlock became severe. In order to cope with these problems, through negotiations between the two largest parties (CPP and FUNCINPEC), a new structure of government structure was established through amending the constitution. Consequently, the Senate was established as the upper chamber³ in the legislative branch in 1999 along with the establishment of a coalition government between CPP and FUNCINPEC parties. The Senate was created with two main purposes: (1) to maintain political stability and cope with the political deadlock in 1998 after the second election and (2) to hold the government accountable regarding its

¹ The constitution of the Kingdom of Cambodia.

² Cambodia 1998 national assembly election result, National Election Committee (NEC).

³ In the legislative branch (the Parliament), the National Assembly is the lower chamber and the Senate is the higher chamber.

three main functions – (a) representation, (b) legislation and (c) oversight. In short, the legislative bodies (the National Assembly and the Senate) are the only legitimate organization that could question and oversee the executive⁴. The Constitution of the Kingdom of Cambodia states that the Senate is an organization that possesses legislative power and performs its duties as determined in the constitution and laws.

In the Senate, there are two organizational structures – the political structure (the Senate) and the administrative structure (the Secretariat General of the Senate). The administrative structure provides a number of services to the political one. Given the evolvement and development of Cambodian society, Cambodia is becoming more mature in terms of democracy. As part of the parliamentary bodies, the Senate increasingly plays crucial roles in national development, holds government accountable, monitors government implementation of programs and reviews draft laws submitted by the government. Therefore, the administrative structure of the Senate has also transformed accordingly. The role of the Secretariat General of the Senate (SGS) is to assist the political structure which includes the Standing Committee and Specialized Commissions of the Senate. The Secretariat General is responsible for operating all administrative work, security, parliamentary services and other external relations with external institutions under the leadership and monitoring of the President of the Senate.

As Cambodia is committed to democratic governance, it has put continuous efforts into promoting the principles of checks and balances between the executive and legislative branch in order to lift the country out of poverty. The legislative branch is the only legitimate organization that can question and oversee the executive. Thus, the legislative branch needs to have qualified personnel to carry out its functions in order to work well alongside the executive branch where expertise is widely available. The legislature is increasingly called upon to review various pieces of technical legislations that

⁴ www.senate.gov.kh retrieved on 13 July 2017

require staff support from the Secretariat General to effectively carry out the tasks. The utmost priority of the Senate is to make unbiased laws regardless of political environment while at the same time carrying out its three main functions as stated above. In implementing these functions, the Senate highly depends on support from the Secretariat General. For example, in term of its legislation function, when a draft law is submitted to the Senate, before its adoption, it is assigned to the competent commission of the Senate for study. The assigned commission will conduct a study based on technical assistance from the General Directorate of Legal Service of the Secretariat General of the Senate.

Tobin (2017) emphasizes that a good public organization is one that satisfies the needs of citizens for which it derives the legitimacy for its very existence. In this sense, the Secretariat General of the Senate can be regarded as a good effective organization if it can satisfy the political structure of the Senate by delivering good quality services. Tobin added that the fundamental feature of an organization is its human resources or 'People at work.' Human resources has great significant to the success of an organization. Organizations are formed with specific objectives and purposes which can be achieved with various inputs including labor forces, finance and materials. While all of these inputs are important, labor plays a key role compared to others due to its significant role in performing tasks for accomplishing the goals. Again, Tobin mentioned that, in a good effective organization, employees perform in accordance with the leaders' instructions and directions, and simultaneously leaders and followers coordinate with each other to achieve their goals. Additionally, leadership and employee's job performance are playing vital roles in enhancing the effectiveness of organizations (Tobin, 2017). This is also applicable for the Secretariat General of the Cambodian Senate where leadership and employee's job performance are key elements for institutional success, which will contribute to the economic and social development of the nations as a whole. Similarly, according to Samar, et al. (2015), employee's job performance is very important for the success of the organization and

organizations would not be able to operate effectively and achieve their goals without skilled employees.

There are multiple factors that affect employee's job performance such as: working conditions, location of work, rules and regulations, leadership approach, working environment and so on and so forth. McColl-Kennedy and Anderson said "...the leader of a company or organization plays an important role on the performance of his/her followers in his/her organization..." (McColl-Kennedy and Anderson, 2002). James MacGregor Burns in 1978 developed a theory of transforming leadership which referred to both leaders and followers assisting one another to advance in terms of morale and motivation which leads to better performance. Additionally, Bernard Bass (1985) extended this theory by stating that transformational leadership takes place when leaders alter their employees in three crucial ways such as: making employees believing in the leader, performing in a behavior that contribute to the achievement of organizational goals, and being more motivated to greater performance. In relation to these theories regarding increasing employee's job performance, the leadership approach has been chosen for this study.

There are various leadership theories to be considered ranging from authoritarian leadership, participative leadership, laissez-faire leadership, transactional leadership, transformational leadership, etc. In the case of the Secretariat General of the Cambodian Senate, the theory of transformational leadership has been applied since its establishment in 1999. The Secretariat General has adopted and enforced transformational leadership style ranging from the lowest to highest level of management. The Secretary General encourages employees to perform at greater effort and care more about self-development, while he has also acts as a role model to inspire and motivate employees, concerns about the needs of employees and encourages employees for innovation and creativity.

2- Objective of the study

The goal of this study is to examine the extent that transformational leadership has been implemented since its introduction in SGS, and to examine the relationship between the transformational leadership, as an independent variable, and the employee's job performance, as a dependent variable, in the Secretariat General of the Cambodian Senate in order to understand whether transformational leadership really increases employee's job performance in this context. It is really important to study the causal relationship between the two variables as it will continue to shape future success of the Cambodian Senate.

3- Research gaps:

There are a large number of relevant studies and researches focusing on the relationship between transformational leadership with employee's job performance, but they tend to focus on the relationship between various leadership styles (including different types of leadership such as: transformational leadership, transactional leadership, etc.) and employee's job performance. This study will only focus on the relationship between transformational leadership and employee's job performance.

Moreover, there is a lack of research on the impact of transformational leadership on the employee's job performance within Cambodia. Due to cultural differences, it is not practical to only apply some theories that are only based on other societies. In addition, few research has been conducted on transformational leadership and employee's job performance in Southeast Asia, not to mention that not even a single study has been conducted on the impact of transformational leadership on employee's job performance in Cambodia.

Finally, while this type of research has been conducted across many sectors, it has not been done widely in public sector, especially with regard to the legislative branch. Therefore, this study intends to fill the gap by focusing on the relationship between transformational leadership and employee's job

performance in the public sector in Cambodia, particularly the Secretariat General of the Senate. It is also a case study examining the practical application of those theories in the Cambodian context because, to date, they are mainly seen in the Western and African contexts.

4- Research question

This study will endeavor to answer the following questions:

- To what extent has transformational leadership been implemented in the Secretariat General of the Cambodian Senate?
- What is the relationship between transformational leadership and employee's job performance in the Secretariat General of the Cambodian Senate?

5- Significance of the study

Firstly, when the study is completed, it will be used for a policy guidance by the Secretariat General of the Cambodian Senate to provide the leadership in the Senate with the necessary incentive and tools to increase employee's job performance for future organizational success. This study seeks to provide in-depth and practical information that will allow the management of the organization to increase effectiveness of the leaders and it will inform the employees about their roles and obligations within the organization. It will highlight the positive and negative reactions of employees to transformational leaders and set out components of transformational leadership that encourage employees to increase their performances.

Secondly, it will add knowledge to the theory of the relationship between transformational leadership and employee's job performance in a different setting and context than previous studies. As few studies about transformational leadership and employee's job performance have been conducted in Southeast Asia, this research will provide insights as a case study examining those theories in the Cambodian context.

Thirdly, while research on this topic has been conducted across many areas, it has been limited in public sector, especially on the legislative branch of government. Therefore, this study intends to fill the gap by focusing on the relationship between transformational leadership and employee's job performance in the Secretariat General of the Cambodian Senate.

6- Research scope

The study will be conducted at the Senate located in Phnom Penh, the capital city of the Kingdom of Cambodia. It will be a case study to emphasize the context of the relationship between transformational leadership and employee's job performance and to examine to what extent transformational leadership has been implemented since its introduction in 1999 in the Secretariat General of the Cambodian Senate. The study will focus on both leaders of office and their employees at the Secretariat General.

7- Thesis structure

This study is divided into six chapters. Chapter 1 focuses on explaining the background of study in relation to the development of Cambodian Senate, the importance of employee's job performance in the Cambodian Senate and the relationship between transformational leadership and employee's job performance. It also expands on the objective of the study, research gaps, research questions, significance of the study, research scope and the thesis structure.

Chapter 2 consists of a review of the literature on theoretical definitions of leadership, transactional leadership, transformational leadership and employee's job performance, as well as previous studies by various authors on the relationship between transformational leadership and employee's job performance. The literatures review provides crucial background for the hypotheses and the theoretical framework of the study.

Chapter 3 briefly outlines the characteristics of the Cambodian Senate

including regulations and policies to motivate employee's job performance which include the Law on the Statute of Employee of Legislative Bodies, the Internal Regulations of the Secretariat General of the Cambodian Senate and the Human Resource Management Policy of the Secretariat General of the Cambodian Senate.

Chapter 4 explains the research methodology used in this study including: research design, data collection, and analytical method. A triangulation study method has used to examine the extent that transformational leadership has been practically implemented since its introduction in the Secretariat General of the Cambodian Senate, and the relationship between transformational leadership and employee's job performance using survey questionnaires, and to gather relevant information from policy documents regarding employees motivation for better performance, and other resources ranging from journals, books, publications to online reliable sources.

Chapter 5 presents the findings and discussion of the study, and specifically describes the sample's demographics, analyses the transformational leadership that has been implemented in the Secretariat General of the Cambodian Senate and tests the hypothesis of the study.

Chapter 6 contains two parts. Firstly, a summary of the findings and discussion as they relate to the objective of the study and research questions, and the recommendation is emphasized. Secondly, limitations of this study are addressed.

Chapter 2 – Literature Review

This chapter presents definitions of leadership, transactional leadership, transformational leadership and employee's job performance, as well as previous studies on the relationship between transformational leadership and employee's job performance. The theoretical framework of the study was developed based on these literature studies.

1- Definition of “leadership”

Leadership has been given different definitions by many scholars. First of all, it has been defined as the interrelationship influence practiced by a man or people, through the procedure of communication, toward the accomplishment of an organization's objectives (Russell, 2005). Furthermore, Rue and Byars (2009) characterize leadership as the capacity to impact individuals to enthusiastically take after one's direction or hold fast to one's choices (Rue and Byars, 2009). Northouse (2012) characterizes leadership as a procedure whereby an individual impacts a group of people to accomplish a shared objective (Northouse, 2012).

Leadership is a function of management, and leadership styles have an impact on a group or individuals inside an organization, and is the way to initiate group activities toward goal setting and goal achievement. It is considered as a procedure where one individual or more influence a group of individuals to move toward certain paths. The term 'leadership' has been used in different areas, for example: politics, business, academics, and social networks. The leader of a company or organization plays an important role on the performance of his/her subordinates (McColl-Kennedy and Anderson, 2002).

Leadership is the utilization of power and influence to coordinate activities of subordinates toward objective accomplishment. Power is the capacity to impact individuals' conduct that made by human relations. Furthermore,

leadership is the capacity to influence others; influence and power have moderate positive effect on the performance. Therefore, leadership has an impact on the employee's job performance, when utilized viably. There are numerous theories of leadership tracked back to Lewin's leadership styles by Kurt Lewin in 1930, the Blake-Mouton Managerial Grid, the Path-Goal theory, the Flamholtz and Randle's leadership style matrix in 2007, transformational and transactional leadership by Burn in 1978, further developed by Bass in 1985, etc. However, for this study the transformational style is considered. The transformational leadership style is more innovative, productive, effective, and satisfying to employees as the two parties work toward the better of organization moved by collective visions and values as well as common trust and respect (Avolio et al., 1991).

2- Definition of “transactional leadership”

As initially depicted by Burns (1978), transactional leaders recognize the desires of their subordinates and react to them by building up a close connection between exertion and reward. Transactional leadership represents exchanges in which both leaders and employees influence on each other (Yukl, 1981). In simple terms, transactional leaders work with their subordinates so that they can be rewarded and praised (Kellerman, 1984). Effective transactional leaders satisfy the desires of their subordinates and get the desired results from them. Power is given to the leader to evaluate, correct and train subordinates when performance needs to be improved and to reward effectiveness when the required outcomes are achieved (Couto 2007). The basis of transactional leadership lies in expectancy theory (by Vroom, 1964), exchange/equity theory (by Adams, 1963; Homans, 1958, 1961), and reinforcement theory (by Luthans and Kreitner, 1985; Scott and Podsakoff, 1982). Representative behaviors of transactional leadership include (a) providing personal rewards, (b) providing material rewards, (c) managing by exception (active), and (d) managing by exception (passive).

3- Definition of “transformational leadership - TL”

The concept of transforming leadership was first introduced by James MacGregor Burns in 1978 which referred to a process where both leaders and followers assist one another to advance in terms of morale and motivation. According to Burn (1978), there are four components of transforming leadership:

1. Idealized influence – leader acts as a role model. Leaders with idealized influence earn trust and confidence from their followers who respect leader as a role model and his/her decisions.
2. Inspirational motivation (IM) – the leader has the ability to inspire and motivate followers. Transforming leader inspires his/her subordinates by inspirational motivation. They articulate shared goals, vision and mutual understanding of what is right and important so that the followers can see the meaning of their work. Inspirational leaders show their subordinates attainable vision and help them to realize it. They stimulate employee’s optimistic and enthusiastic imagination, and encourage team work by integrating themselves into institutional environment.
3. Individual consideration (IC) – the leader is concerned for the needs and feelings of his/her followers. Another important factor of transforming leadership is the leader’s ability to understand people and be able to coach people by considering employee’s talent and knowledge. They try to understand and share each employee’s concerns and developmental needs and treating them as individuals. Individualized consideration of the transforming leader not only focuses on the current needs, but also fulfills and strengthens those needs in order to maximize and develop the employee’s full potential. Additionally, transforming leaders provide opportunities and develop an institutional environment that is conducive for individual growth. They also assure fair work distribution and provide individual career advice.

4. Intellectual stimulation (IS) – the leader challenges followers by pushing them to be innovative and creative. They use intellectual stimulation to encourage employee to be innovative thinkers and guide them in solving problems using a variety of methods. They also urge employees to deal with old problems in new ways. They stimulate employees to challenge their own beliefs, assumptions, and values in the ways that the leader uses to solve current problems. By doing this, employees can strengthen their own capacity to deal with unforeseen problems in the future. Transforming leader through intellectual stimulation nurture and empower people to think and work independently. For this type of leader, learning is a value, where unexpected situations are learning opportunities. The employees are confident to ask, to think critically and to figure out better ways to execute their tasks.

The concept of transforming leadership was further developed by Bernard Bass in 1985. Bass extended the original concept of Burn and used the word “transformational leadership” rather than “transforming leadership”. Bernard Bass (1985) suggested that transformational leadership takes place when leaders alter their employees in three crucial ways which together make employees believe in their leaders, using behaviors that contribute to the achievement of organizational goals, and being more motivated to achieving greater performance. The three ways are: (1) increasing employees’ awareness about the value of their tasks and performance, (2) enabling their employees to understand about their needs for personal growth, development and accomplishment, and (3) enlightening their employees to value the good of the organization as a whole rather than exclusively for their own personal gain or benefit. In 1990, in order to increase the reliability of the Multifactor Leadership Questionnaire (MLQ) – a tool to measure transformational leadership – Bass and Avolio split one of the characteristics of transformational leadership – the idealized influence – into two: the idealized influence (attributes) and the idealized influence (behaviors).

The idealized influence attributes (IIA) describe leaders that can build trust in their employees. They earn influence and respect from their employees by giving up their own individual interests and focusing on the interests of the group and its members. Then they became a role model of their employees.

The idealized influence behaviors (IIB) refer to leaders that act with integrity. Such leaders have positive behaviors including dominance, consciousness, self-control, high moral judgment, optimism and self-efficiency. This type of leader exhibits their most important values and beliefs, focuses on a desirable vision, and always considers the moral and ethical consequences of their actions.

In addition to Bass's concept, Tichy and Devanna (1986) defined the characteristics of transformational leaders as follows:

- Transformational leaders regard his/herself as change agents,
- Transformational leaders are courageous.
- Transformational leaders have faith in people.
- Transformational leaders are value-driven.
- Transformational leaders always want to learn new things.
- Transformational leaders are capable of dealing with difficulties effectively.
- Transformational leaders are visionary thinkers.

At present, transformational leadership (TL) is one of the most popular studies in the field of management (Humayun, et al., 2015) due to its high positive impact on followers' job performance (Fasola, et al., 2013). As for Bass and Riggio (2006) and Avolio, et al. (2009), transformational leadership means that it stimulates and inspires followers in self-development and achieving the aligned goal among the individuals, groups and organizations. This type of leadership defines a leader who can change employee's personal perception regarding the job performance to simultaneously achieve personal and organizational goal (Samar, et al., 2015) and motivates employees to achieve for better performance and innovative ideas and take into consideration

individual needs (Schuster, 1994). One remarkable characteristic that separates transformational leadership from other leadership approaches is that it utilizes active involvement with personal values among employees (Jung, et al., 2009).

Based on the literature, in this study, transformational leadership in Cambodian context is a kind of leadership that acts as a role model and guidance for employees in terms of job performance. Transformational leader encourages and gives opportunities to employees for self-development and teaches employees about the significance of job performance and their individual contribution to organizational development and goals. TL understands his/her employees' potential and push them for creative thinking.

4- Definition of “employee’s job performance - EJP”

According to Campbell, performance is a set of behaviors or actions that aim to achieve organizational goals. These behaviors or actions can be measured in terms of the level of contribution by the employees in achieving those goals. He added that job performance is characterized only by the discrete behavioral episodes that make a measurable contribution to the achievement of goals. Campbell developed a model that consists of eight performance features to study individual performance at work, including (1) job-specific task proficiency, (2) non-job-specific task proficiency, (3) written and oral communication proficiency, (4) demonstration of effort, (5) maintenance of personal discipline, (6) facilitation of peer and team performance, (7) supervision/leadership, and (8) management/administration. He describes these performance features as functions of three direct determinants – declarative knowledge, procedural knowledge and skills, and motivation (Campbell, 1990 and 1999).

Borman and Motowidlo (1993) defined two types of job performance – task performance (TP) and contextual performance (CP). Task performance refers to actions or behaviors that help realize organizational goals through technical core tasks. There are two types of task performance. One is the sort

of activities that directly transform raw materials into goods and services that the organization produces. Examples are: operating a machine in a factory, attending a customer in a restaurant, teaching in a school, and counting money in a bank. The second sort is the activities that serve and maintain the technical core by replenishing its supply of raw materials, distributing its finished products, and providing important planning, coordination, supervising, and staff functions that enable it to function effectively and efficiently (Borman and Motowidlo, 1993).

Mostly, task performance is regarded as a crucial feature of individual work performance. It can be defined as the proficiency with which one performs core job tasks. Task performance are labeled as: job-specific task proficiency, technical proficiency, or in-role performance (Linda, 2014).

According to Murphy's, Campbell's and Viswesvaran's frameworks; task behaviors, job-specific task proficiency (core job tasks), non-job-specific task proficiency (tasks not specific to a given job, but expected of all employees), productivity, and quality of work and job knowledge can be considered task performance. Later individual work performance frameworks all included one dimension to describe task performance, except Renn and Fedor's framework that divided task performance into work quantity and quality (Linda, 2014).

Individual work performance is believed to be more than meeting prescribed work goals and sometimes job-specific frameworks also incorporate a few dimensions of contextual performance. Contextual performance is defined as actions or behaviors that contribute to organizational goals through supporting the broad social, organizational, and psychological environments in which the technical core must function (Borman and Motowidlo, 1993; Goodman and Svyantek, 1999; Linda, 2014). Contextual performance is sometimes called by different terms such as non-job-specific task proficiency, extra-role performance, and organizational citizenship behavior, or interpersonal relations. However, they all refer to behaviors, which overstep the prescribed work goals, including taking on extra work, showing initiative, or

coaching new employees (Linda, 2014). There are five features of contextual performance that include:

- (1) Following organizational rules and procedures,
- (2) Endorsing, supporting and defending organizational objectives
- (3) Helping and cooperating with others,
- (4) Volunteering to carry out task activities that are not formally part of the job, and
- (5) Exhibiting extra enthusiasm when necessary (Borman and Motowidlo, 1993; Goodman and Svyantek, 1999).

According to Motowidlo & Schmit, task performance and contextual performance can be distinguished through (1) task performance is more prescribed and constitutes in-role behavior, whereas contextual performance is more discretionary and extra role, (2) task performance is more related to individual ability, whereas contextual performance is more related to individual differences in personality and motivation, and (3) task performance activities are different from one job to another, while contextual performance activities are relatively similar across various jobs (Motowidlo and Schmit, 1999; Goodman and Svyantek, 1999).

Furthermore, Hasibuan discussed employee's job performance as the degree in which the employees in an organization can complete and execute their assigned jobs based on his/her sincerity, time, skills and experience (Hasibuan, 2012). Hasibuan also identified tangible and intangible indicators to evaluate employee's job performance as follow:

1. Loyalty refers to how dedicated and devoted employees are to an organization.
2. Work quality means an employee's perception of the work based on their skills and abilities.
3. Work quantity is the number of activities performed by an employee.
4. Honesty reflects the employee's sincerity to do the job and not to abuse his/her authority.

5. Discipline is the employee's compliance with the instruction and existing regulations.
6. Co-operation is the willingness of employees to participate in team work.
7. Leadership is the ability to lead, influence and motivate others to work effectively.
8. Personality means the employee's pleasant and positive character, good attitude, and supportive behavior.
9. Initiative is the ability to analyze and provide solutions to problems.
10. Skills refers to abilities to bring together various elements involved in policy making within the organization's management.
11. Responsibilities is the willingness of the employee to be responsible for their policies, behavior, performance, and facilities.

Fransisca and Abelio discussed employee's job performance as the employee outcome during a period of time, based on the responsibilities assigned by the company (Fransisca & Abelio, 2016). As for Samar, et al., (2015), they believe that employee's job performance is highly necessary for the success of an organization. It would not be able to operate without employees whose job performance is based on the set of activities carried out to achieve the organization's goals. Similarly, Jason A et al. (2015) echoed that employee's job performance is the set of employee behaviors that positively or negatively contribute to the organizational goal. Employee's job performance is the degree to which employees accomplished work requirements and the efficiency of the organization is reflected by employee's job performance at all levels (Abdikarin, et al., 2013).

According to Rae (2008), Kinicki (2013) and Jason (2015), job satisfaction moderately impacts on employees' job performance. Supported by Yahaya (2012), the companies that have more satisfied employees tend to be more productive than those that have less satisfied employees. As for Insan (2013), the study found that job satisfaction has a positive and significant impact on employee's performance. In short, there are many studies that indicate that

when the employees are more satisfied with their job, they tend to have better work performance.

According to Baraim and Werner (2003), highly motivated employees tend to demonstrate higher level of effort than unmotivated employees in terms of work. Therefore, it is important for leaders to understand what is going to motivate their employees. Their findings show that motivated employees tend to have the following characteristics:

- They are enthusiastic to be at work,
- They yearn to take part in teamwork,
- They are ready to provide assistance and support for other people at work, and
- They strive to provide greater effort in fulfilling and delivering their tasks and to provide more inputs at work.

Motivation can be divided into two types: (1) intrinsic motivation which means the behavior needed to perform work that arises from within the person because it is intrinsically rewarding, and (2) extrinsic motivation which means the behavior needed to perform work in order to earn external rewards or avoid punishments (Porter and Lawer, 1968). Khurram Zafar (2012) suggested that employees that are satisfied by one or both of the afore mentioned motivation categories will improve their performances. Still, there are many theories that show employee's job performance might be influenced by many types of motives (Mullin, 1996).

Based on the literature, employee's job performance in Cambodian context is defined as a degree of job productivity that an employee produces while executing his/her job duties. Employee's job performance is one of the most crucial components for organizational success.

5- Related studies on the relationship between transformational leadership and employee's job performance:

There are numerous studies on the relationship between transformational leadership (TL) and employee's job performance (EJP). Most studies found positive relationship between the former and latter (Piccolo and Colquitt, 2006; Lowe et al., 1996). For instance, Durga and Prabhu (2011) examined the relationship between effective leadership and employee's performance. They found that transformational leadership has a significant relationship with employee's job performance outcomes, including effectiveness in work, satisfaction, extra effort and dependability by using descriptive statistics, Garrett Scores, Correlations and Regression Analysis. The study is a comparison between public and private sector enterprises with data from 43 middle-level managers and 156 employees encompassing three hypotheses including, (1) that there is a significant positive relationship between transformational leadership and employee's job performance, (2) there is a significant positive relationship between transactional leadership and employee's job performance, and (3) there is a negative relationship between laissez-faire leadership and employee's job performance.

Bizhan, et al., (2013) studied the relationship between leadership style and employee's job performance in a case study of a real estate registration organization in Tehran province, that looked at the impact of transformational leadership on increasing staff performance. The study used descriptive correlation method with a population of 1000 people and 277 samples from Tehran Real Estate Registration. The research hypotheses were: (1) there is a significant relationship between transformational leadership and employee's job performance, (2) there is a significant relationship between pragmatic leadership and employee's job performance, and (3) there is a significant relationship between laissez-faire leadership and employee's job performance.

Similarly, the studies conducted by Fasola, et al., (2013) on exploring the relationship between transformational, transactional leadership style and organizational commitment among Nigerian banks employees showed that there are positive relationships between transformational leadership and organizational commitment among Nigerian banks employees. The study was done with 80 samples from 10 banks using the Multifactor Leadership Questionnaire (MLQ) and the Organizational Commitment Questionnaire (OCQ). The hypotheses included: (1) that there is no significant relationship between transformational leadership style dimensions and organizational commitment and (2) there is no significant relationship between transactional leadership style dimensions and organizational commitment.

Moreover, research on the influence of leadership behaviors on employee's job performance in the context of software companies in Vietnam showed that among the four main components of transformational leadership, individualized consideration is found to be the highest positive influence on individual job performance, followed by idealized influence, and intellectual stimulation. On the other hand, inspirational motivation is not a significantly influence on individual job performance. Multiple regression methodology was used to analyze data set collected from a sample of 304 individuals (Nguyen, Tran, 2014).

According to Humayun's, et al., (2015) research on the leadership styles and its impact on employee's job performance in health sector of Pakistan, transformational leadership is the dominant leadership technique in the health sector of Pakistan and the relationship between transformational leadership and employee's job performance is high. The Multifactor Leadership Questionnaire and the modified version of Paul Spector Job Performance Questionnaire were used to measure leadership style and employee's job performance respectively. The hypotheses are (1) transactional leadership has a positive relationship with employee's job performance but the strength of relationship is not stronger when compared to transformational leadership, (2) transformational leadership is most prevalent leadership style in the health sector organizations, and (3)

there is a positive relationship between transformational leadership and employee's job performance.

Similarly, Somaye (2015) confirmed that the effects of transformational leadership and job satisfaction are high. In his study, survey questionnaires were used and the hypotheses was that: there is a significant relationship between transformational leadership and job satisfaction, there is a significant relationship between transactional leadership and job satisfaction, and there is a significant relationship between the relationship-oriented leadership and job satisfaction. The data set was analyzed using the Structural Equation Modeling (SEM) Method using Lisrel software.

Chavunduka, et al., (2016) conducted a study of leadership style and employee's job performance in Parastatals in the transportation sector. The study aimed to determine the relationship between leadership styles and employee's job performance in the transport sector in Parastatals. The data was measured through the Multifactor Leadership Questionnaire (MLQ) for the leadership and analysis of employee's job performance appraisal records with 178 respondents (34 leaders and 144 employees). The collected data was analyzed using SPSS. The findings showed that there are two leadership styles – transformational and transactional – available in this sector and both leadership styles have a positive correlation with employee's job performance, while transactional leadership style tends to have a stronger correlation than transformational leadership (Desderio, Piason et al. 2016).

Samar, et al., (2015) also discovered that with the moderation effect of power distance, the relationship between transformational leadership on employee's job performance is positive and significant. Their hypotheses are (1) leadership styles (transactional, transformational, charismatic, autocratic, democratic and laissez-faire) are significantly related to employee's job performance (2) employee's job performance is significantly related to leadership style and (3) power distance moderates the relationship between leadership styles and employee's job performance.

Klinsontorn (2005) conducted research on the influence of leadership styles on organizational commitment and employee's job performances by using transformational leadership, transactional leadership and laissez-faire leadership as independent variables while the employee's outcome performance was the dependent variable. The data was collected using Multifactor Leadership Questionnaire (MLQ-5X) from 400 respondents. The descriptive statistics such as correlation and multiple regression methods were used to assess the relationship between the independent and dependent variables. The result showed that there were some positive linear relationships between transformational leadership (including idealized influence (attributed), inspirational motivation, intellectual stimulation, individual consideration,) and the employee's outcome performance (employee's extra effort, leader's effectiveness and satisfaction with leadership) (Klinsontorn 2005).

As for Chowdhury's (2014) study on the impact of leadership styles on employee motivation and commitment, transformational leadership is positively co-related and highly significant with employee commitment and motivation. Data sets were analyzed using correlation and regression method.

The research on the impact of transformational and transactional leadership styles on employees' performance by Avinash Advani and Zuhair Abbas was conducted in 2015 in the Banking Sector in Pakistan. Transactional and transformational leadership are defined as independent variables while the dependent variable is employee's job performance. The author developed eighteen questions with five Likert scale and assured the reliability and validity of those questions through pilot test. SPSS was used to analyze the data. The study sample was 172 employees. Ultimately, the study concluded that there is a strong relationship between independent variables and the dependent variable (Advani and Abba, 2015).

Grace Akoth Dola (2015) conducted a study on "the effect of transformational leadership on the performance of employees in Kenya: a case study of Kenya Wildlife Service". This study investigated the effects of

transformational leadership on employee's job performance at Kenya Wildlife Service. The population of the study are the employees that has been worked for Kenya Wildlife Service more than ten years. The collected data was analyzed using SPSS, and correlation was used to identify the relationship between transformational leadership, independent variable, and employee's job performance, dependent variable, as well as to look for a significant relationship between IV and DV. The analysis concluded that there is a strong and positive, significant relationship between transformational leadership and employee's job performance at Kenya Wildlife Service.

Fransisca Andreani and Abelio Petrik (2016) from PT Anugerah Baru in Denpasar undertook a study to determine the impact of transformational leadership on job satisfaction using employee's job performance as a mediating variable in PT. The study population are all 68 employees of PT Anugerah Baru and the samples are employees with more than two years' experiences. The collected data are analyzed using Partial Least Square (PLS). The findings show that there is a positive and significant impact between transformational leadership and employee's job performance as well as a positive and significant impact between transformational leadership and job satisfaction, and also a positive but insignificant impact of job satisfaction on employee's job performance.

In contrast, there were also studies that showed a different conclusion regarding the relationship between transformational leadership and employees' job performance. Hayward, et al., (2008) who examined employee's job performance, leadership style and emotional intelligence: an exploratory study in a South African parastatal, found that there is a weak, non-significant, negative relationship between employee's job performance and transformational leadership. But a positive relationship between emotional intelligence and transformational leadership is very strong. This research revealed a weak, insignificant, negative linear relationship between employee's job performance and transformational leadership ($r = -0.1159$, $n = 276$, $p = 0.054$). The findings do not support the claim that employee's job performance are

associated with high levels of transformational leadership. The research was done using the Multifactor Leadership Questionnaire and Emotional Competency Profiler measurement.

Sribenjachot, et al., (2013) studied the Impact of Leadership Style on Follower Performance in the Direct Selling Industry in Thailand with transactional and transformational leadership as independent variable, performance as the dependent variable and another variable being the leader outcome. Research found that there is no relationship between transformational leadership and follower performance. In this study, a survey research was conducted using MLQ-5X and data was analyzed by “Analysis of Moment Structure”. The hypotheses of the study were: (1) transformational leadership has no effect on follower performance, (2) transactional leadership has no effect on follower performance, (3) transformational leadership has no effect on leader outcome, (4) transactional leadership has no effect on leader outcome and (5) leader outcomes have no effect on follower performance (Sribenjachot, Chan et al. 2013).

Elgelala and Noermijatib (2014) examined the effect of direct transformational leadership on three different variables including employee’s job performance, job satisfaction and employee motivation. The research was done under the jurisdiction of the Faculty of the Economics and Business of the University of Muhammadiyah Malang in Indonesia and all employees of the faculty were chosen to be subjects. This research showed that transformational leadership does not have a significant effect on employee’s job performance, however, it has a positive and significant effect on employee job satisfaction and employee motivation (Elgelala and Noermijatib, 2014).

The study conducted by Tobing and Syaiful investigated the influence of transformational leadership, organizational culture, and work motivation on employee’s job performance at the State Property Service Office and Auction in East Java Province. It showed that the transformational leadership has no significant influence on employee’s job performance. The study sampled 114

employees in KPKNL and Structural Equation Modelling (SEM) was used to analyze the data (Tobing and Syaiful).

Sakiru (2013) conducted a study on the relationship between employee's job performance, leadership styles and emotional intelligence in an organization looks into the relationship between worker performances, leadership styles and emotional intelligence. Data was collected using three instruments from a sample of 30 leaders and 150 raters. Leadership style was measured using the Multifactor Leadership Questionnaire, employees' performance using organization's performance evaluation process and emotional intelligence by the ECP factors. The employees' performance was the dependent variable and the leadership and emotional intelligence were the independent variables. The findings indicate that there is a substantial relationship between worker performance and emotional intelligent, and transactional leader, but no significant linear relationship between worker performance and emotional intelligent, and transformational leader (Sakiru, Enoho et al. 2013).

In summary, it is likely that leadership is one of the most important factors that affects employee's job performance. There are various types of leadership, but over the years, transformational leadership has gotten a lot of scholastic attentions. To date, among other types of leadership, it is believed to be the most effective leadership in increasing employee's job performance. This idea has been proved by a number of research such as: Bass (1985), Tichy and Devanna (1986), Klinsontorn (2005), Durga and Prabhu (2011), Bizhan et al. (2013), Humaryun et al. (2015), Chavunduka et al. (2016), etc. They found that transformational leadership has a positive impact on employee's job performance. This support the transformational leadership theory that leaders and employees are like to grow and succeed together. However, there are also studies concluded differently. Research conducted by Hayward et al. (2008), Srinbenjachot et al. (2013), Sakiru (2013), Elgelala and Noermijatib (2014) found an insignificant negative relationship between transformational leadership and employee's job performance. Therefore, it is unclear to claim,

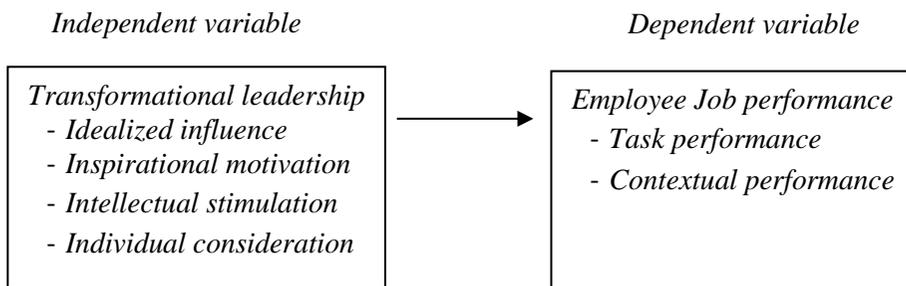
in this context, whether transformational leadership has positive impact on employee's job performance or not.

6- Link between transformational leadership and employee's job performance and theoretical framework of the study

Research revealed that the most valuable asset of an organization is its human resources. To keep them motivated, an organization requires leaders who can lead human resources efficiently. Despite the availability of various leaderships, transformational leadership is one of the most popular leadership in terms of making change (Jeevan and Sonia, 2015). As defined by Bass (1990), the purpose of transformational leaders is to encourage employees to perform beyond what they think they can do. Transformational leaders motivate employees to perform at higher level and with more commitment. They support and assist employees for their personal development and self-confidence. Given this fact, transformational leaders and employees are likely to grow and succeed together. Transformational leaders seem to be succeed in aligning their employee's and organization's goals and showing an inspiring vision of the future to their employees. Basically, employees seem to benefit from such influence and achieve higher levels of performance. According to the review of literature, the theoretical framework for this study is (shown in figure 1) shows the relationship between the defined variables including transformational leadership (TL) as an independent variable and employee's job performance (EJP) as dependent variable.

Therefore, this study proposes that transformational leadership potentially affect employees to perform better.

Figure 1: Theoretical framework for the study



Logically, the above figure shows the relationship and interaction of the two theories: transformational leadership leads to better employee's job performance.

According to the review of the literature, in this study, transformational leadership (TL) will be measured using the Multifactor Leadership Questionnaire (MLQ-5X) by looking at four sub-variables defined by Burn (1978) and Bass (1985) such as: (1) idealized influence (dividing into two – idealized influence attribute (IIA) and idealized influence behavior(IIB)), (2) inspirational motivation (IM), (3) individual consideration (IC) and (4) intellectual stimulation (IS). The employee's job performance (EJP) will be measured through a job performance questionnaire with two sub-variables – task performance (TP) and contextual performance (CP) – developed by Goodman and Svyantek in 1999. There are various components determining transformational leadership and employee's job performance, however, the components of the two variables using in this study are chosen following the Bass's concept on transformational leadership and employee's job performance by Goodman and Svyantek due to their high reliability and validity; and because they are widely used and recognized in the field of leadership and job performance research. Bass developed the Multifactor Leadership Questionnaire (MLQ) to measure transformational leadership. The questionnaire has been revised from time to time in order to test the theory. Finally, Bass and Avolio (1997) modified the MLQ to MLQ-5x (short), the latest and most recognized version of the questionnaire to test transformational leadership theory many research studies using it (Klinsontorn 2005). In addition,

Goodman and Svyantek (1999) have created a questionnaire measuring the two sub-variables of employee's job performance and it is widely recognized and used by various scholars. Moreover, Cronbach's alpha of the questionnaire ranged high in between 0.8 - 0.9 in the previous studies.

Table 1: Dependent and Independent Variables

	Main Variables	Sub-Variables	Indicators
Independent variable	Transformational Leadership (Questionnaire on Leadership adapted from MLQ-5X)	Idealized influence (attributed)	Q5, Q9, Q11, Q13
		Idealized influenced (behavior)	Q2, Q7, Q12, Q19
		Inspirational motivation	Q4, Q6, Q14, Q20
		Intellectual stimulation	Q1, Q3, Q16, Q18
		Individualized consideration	Q8, Q10, Q15, Q17
Dependent variable	Employee's job performance (Questionnaire on performance by Goodman and Svyantek, 1999)	Task performance	Q2, Q4, Q6, Q8, Q10, Q12, Q14, Q15, Q16
		Contextual performance	Q1, Q3, Q5, Q7, Q9, Q11, Q13,

Chapter 3 – Characteristics of the Cambodian Senate and regulations/policies to motivate employee’s job performance at the Secretariat General of the Cambodian Senate

This chapter provides an understanding about the natures and characteristics of the Secretariat General of the Cambodian Senate and outlines the relevant regulations and policies that are in place in order to encourage and motivate employee’s job performance including the Law on the Statute of Employee of Legislative Bodies, the Internal Regulations of the Secretariat General of the Cambodian Senate and the Human Resource Management Policy of the Secretariat General of the Cambodian Senate.

1- Senate of the Kingdom of Cambodia and its Secretariat General

The Cambodian Senate was first established as the higher chamber⁵ in the legislative branch in 1999. The Senate was created with two main purposes including: (1) to maintain political stability and cope with the political deadlock in 1998 after the second election and (2) to hold government to account regarding its three main functions – (a) the representation function: the majority of the Senators are the representatives of the Commune/Sangkat Councils who are the regional voter (some Senators are also the representatives of the King and the National Assembly), (b) the legislation function: the legislation function of the Senate is delivered through reports writing, giving advice regarding laws and legislations, or on any other issues that have been submitted to the Senate for consideration, and law-making and (c) the oversight function: the Senate provides oversight on the performance of the government in a neutral manner.

⁵ In the legislative branch (the Parliament), the National Assembly is the lower chamber and the Senate is the higher chamber.

The Constitution of the Kingdom of Cambodia provides that the Senate is an organization that possesses legislative power and performs its duties as determined in the constitution and laws. As provided for in the Cambodian Constitution, the numbers of Senators shall not exceed half of those of the National Assembly which currently has 123 members. The first legislature of the Senate was an appointed body. From its second legislature onward the Senate was elected through a non-universal election for a term of six years. The Senate conducts two ordinary sessions a year, and between each session the Standing Committee shall be responsible for managing all parliamentary affairs so as to keep the Senate running smoothly. The Senate is currently in its third legislature. The Senate's third legislature comprises of 61 members including 10 females in which 57 members have been elected through non-universal election held on Sunday 29 January 2012 and two appointed by the King and another two appointed by the National Assembly. The total composition of the Senators consists of 46 members from the CPP, 11 from SRP, 2 appointed by the King and another 2 appointed by the National Assembly. The Senate's third legislature held its first session on 24 March 2012 under the Royal Presidency of Preah Bat Samdech Preah Boromneat Norodom Sihamony, King of the Kingdom of Cambodia.

In the Senate, there are two organizational structures – the political structure (the Senate) and the administrative structure (the Secretariat General of the Senate). The administrative structure provides services to the political one. Additionally, the Senate has two tiers, the Standing Committee and the Specialized Commission. The Standing Committee manages the work of the Senate between the Senate sessions and prepares the agenda for each plenary session. It is composed of 13 members including the President of the Senate, the two Vice Presidents and all 10 Chairs of Specialized Commissions. President of the Senate is also the chair of the Standing Committee. There are ten Specialized Commissions in the Senate dealing with various subjects. Each commission consists of five Senators. The ten Specialized Commissions include:

- Commission 1 on Human Rights and Complaints
- Commission 2 on Economy, Finance, Banking and Audition
- Commission 3 on Planning, Investment, Agriculture, Water Resource, Meteorology, Rural Development and Environment
- Commission 4 on Interior, National Defense and Public Functions
- Commission 5 of Foreign Affairs, International Cooperation, Media and Information
- Commission 6 on Legislation and Justice
- Commission 7 on Education, Youth, Sport, Cult, Religion, Culture, Fine Arts and Tourism
- Commission 8 on Health, Social Affairs, Veterans, Rehabilitation, Work, Vocational Training and Woman Affairs
- Commission 9 on Public Works, Transportation, Aviation, Post, Telecommunication, Industry, Mine, Energy, Trade, Land Management, Urbanization and Construction
- Commission 10 on Investigation, Elimination and Anti-Corruption.

Figure 2: Structure of the Senate in 1999

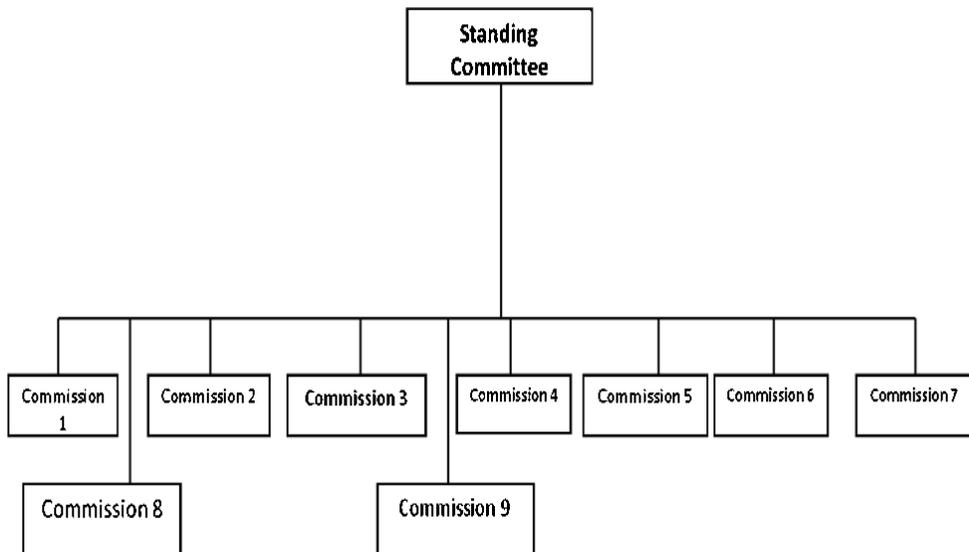
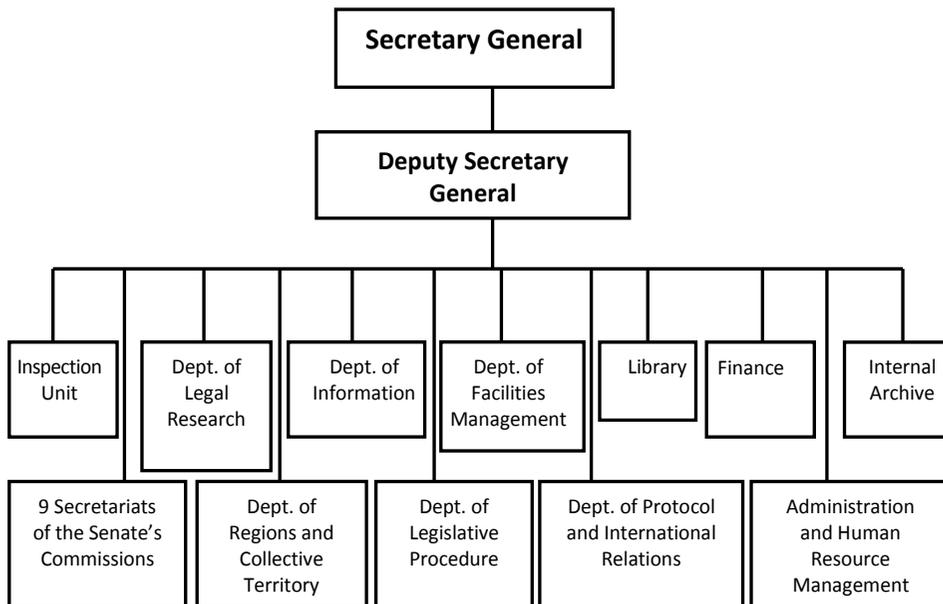


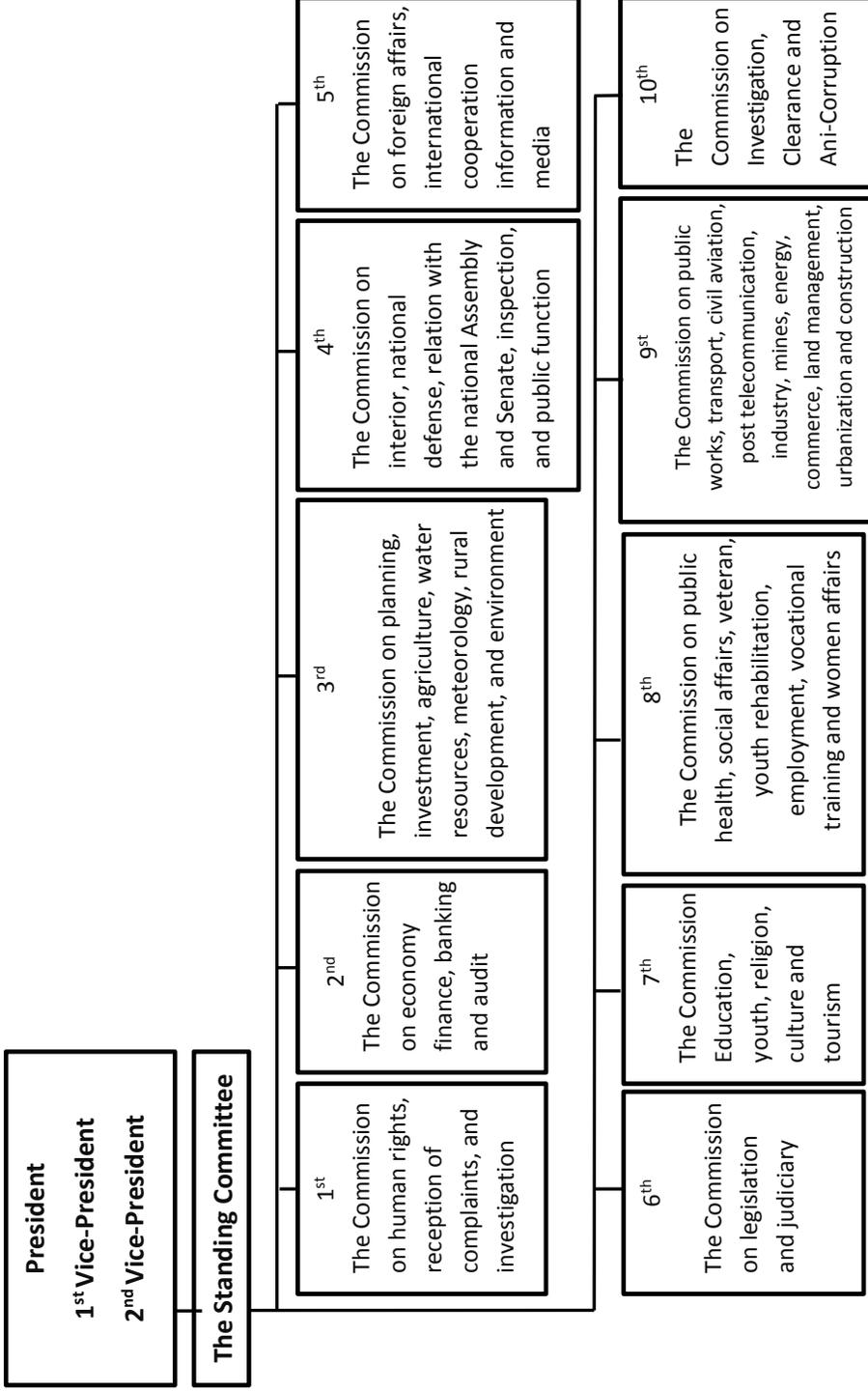
Figure 3: Structure of the Secretariat General of the Senate in 1999



The first type of structure of the Secretariat General of the Senate in 1999 (figure 3) was centralized and flatter. It functioned with clear job descriptions for each individual and those job descriptions were to comply with the Internal Regulations of the Secretariat General of the Senate which are the rule that govern all employees and parliamentary procedures at the Secretariat General of the Cambodian Senate. The average span of control of a supervisor was around 20 employees.

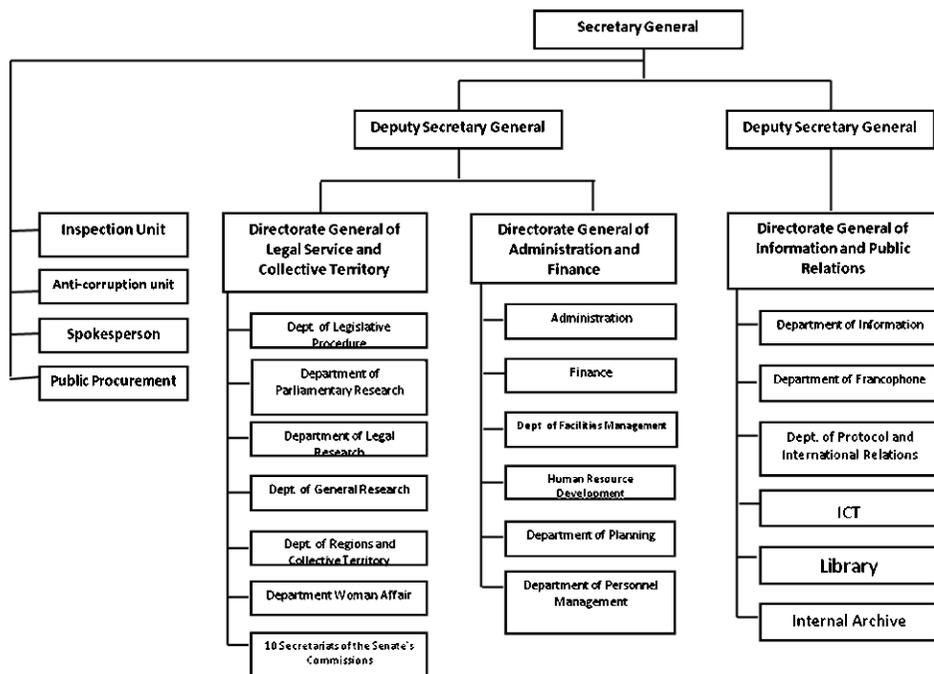
Over time, the society has evolved and developed and Cambodia is becoming more mature in terms of democracy. The parliament – the National Assembly and the Senate – increasingly play key roles in national development and become more and more crucial in holding government to account, monitoring government implementation and reviewing draft laws submitted by the government. In response to this, the administrative structure of the Senate has also transformed accordingly.

Figure 4: Contemporary Structure of the Senate



The roles of the Secretariat General are to assist the Standing Committee and Specialized Commissions of the Senate. It is responsible for all administrative work, security, parliamentary services and other external relations with outside institutions under the leadership and monitoring of the President of the Senate. The Secretariat General of the Senate has separate statute, which allow it to operate as a permanent and neutral mechanism that ensures the sustainability of work and independence of the Senate for every legislature, from government officials. As of 25 November 2014, the Secretariat General is led by a Secretary General assisted by two Deputy Secretaries General. Employees of the Secretariat General enjoy separate status from the government and govern under a different statute from other government officials. They are appointed by the President of the Senate in accordance with the Law on the Statute of Employee of Legislative Bodies. The Secretariat General has three General Departments and 19 Departments under the supervision of the Secretary General (figure 5). The new organizational structure has different characteristics from the one in 1999 – it is taller and more decentralized.

Figure 5: Contemporary structure of the Secretariat General of the Senate



2- Regulations/policies to motivate employee's job performance at Cambodian Senate

Regulations and policies to motivate employee's job performance at the Cambodian Senate started to appear clearly after the adoption of the Law on the Statute of Employee of Legislative Bodies in 2003, which governs all employees of three different institutions including the Secretariat General of the National Assembly, the Secretariat General of the Senate and the Secretariat General of the Constitutional Council. Since then, a series of policies to motivate employee's job performance were drafted, adopted and implemented by the Cambodian Senate. These policies include the Law on the Statute of Employee of Legislative Bodies, the Internal Regulations of the Secretariat General of the Cambodian Senate and the Human Resource Management Policy of the Secretariat General of the Cambodian Senate.

The first mandate of the Cambodian Senate commenced on 25th March 1999. However, since 1993, officials of the legislative branch in Cambodia did not have clear legal status or any specific regulations to govern them, except the Internal Regulations of the Secretariat General. These officials were mostly transferred from different institutions or organizations of the government. To insure their development and independence, the Legislative Bodies and the Constitutional Council established a joint-commission to draft a Law on the Statute of Employees to govern its officials in 2001 and in 2003 it was adopted and promulgated. After the adoption of this statute, the Secretariat General of the Senate amended its Internal Regulations accordingly and initiated the Human Resource Management Policy which includes Policy on Encouraging and Motivating Legislative Officials of the Secretariat General of the Senate in compliance with its Internal Regulations and the Law on the Statute of Employee of Legislative Bodies. Both documents were finalized and officially adopted in November 2005.

The first major document that provides fundamental platform to motivate legislative officials for better performance is the Law on the Statute of

Employee of Legislative Bodies. Article 30 of this statute emphasizes four criteria for the promotion of ranking grade of the legislative officials such as: (1) having at least 2-years seniority at work, (2) having good performance at work, (3) having good discipline and (4) having strong solidarity spirit. However, if there is any legislative official displays exceptionally good work performance, he/she can be promoted automatically regardless of his/her seniority. According to the Law on the Statute of Employee of Legislative Bodies and the Internal Regulations, there are four grades of legislative officials of the Secretariat General of the Senate, highest grade is A followed by B, C and D, respectively. Article 32 further states that if any legislative official having very good work performance, when it is time for his/her promotion, he/she can move up from current grade to another grade regardless of the order. For example, he/she can move from grade A311 to A210. Grade A311 is normally supposed to move up to A310, but if he/she found out to be very good at work performance, he/she can jump from A311 to A210 (please refer to figure 6). But this case only applies for those in grade A27, A311, B27, B311, C27, C311, D27, D311, as highlighted in figure 6. Moreover, article 39 states that any official that did good performance and achieved good result can receive decoration.

The second policy document is the Internal Regulations of the Secretariat General of the Senate. Article 32 indicates that in order to improve officials' motivation for better contribution and performance, the Secretariat General, beside basic salary, provides its officials extra remunerations through its welfare system such as: remuneration for duty, living, responsibility, risk and so on. Article 49 mentions about supplement allowance for marriage, childbirth, new year days, etc. This article also provides for rewards of decoration, promotion of ranking grade and promotion of ranking position for good work performance.

The third policy document is the Human Resource Management Policy of the Secretariat General of the Senate. This document is divided into eight different sub policies one of which, dealing with encouraging and motivating

legislative officials of the Secretariat General of the Senate to actively carry out their tasks. This policy stipulates in details about principles, procedures and criteria of how the reward-winners will be evaluated and how the procedure will be undertaken. This policy emphasizes that any legislative official who exhibits good work performance shall be appraised, rewarded and decorated according to their achievements in line with the regulations stated in the Law on the Statute of Employee of Legislative Bodies. This process is to carried out under defined procedures and criteria as well as with transparency, neutrality, non-partisan and non-discrimination. It shall apply to all legislative officials of the Secretariat General of the Senate. To uphold all these principles, the Secretariat General established a commission to assess and evaluate qualifications of all selected officials. The commission consists of the Secretary General (or representative) as head of the commission, the director of finance department (or representative), the director of personnel management department (or representative) and the director of the department of the selected officials.

Figure 6: Classification of grades and steps of employees ranks of the Secretariat General of the Senate

Type	Grade	Functional step													
A	A1									6	5	4	3	2	1
	A2					10	9	8	7	6	5	4	3	2	1
	A3	14	13	12	11	10	9	8	7	6	5	4	3	2	1
B	B1									6	5	4	3	2	1
	B2					10	9	8	7	6	5	4	3	2	1
	B3	14	13	12	11	10	9	8	7	6	5	4	3	2	1
C	C1									6	5	4	3	2	1
	C2					10	9	8	7	6	5	4	3	2	1
	C3	14	13	12	11	10	9	8	7	6	5	4	3	2	1
D	D1									6	5	4	3	2	1
	D2					10	9	8	7	6	5	4	3	2	1
	D3	14	13	12	11	10	9	8	7	6	5	4	3	2	1

Chapter 4 - Research Methodology

This chapter explains the research methodology including: research design, data collection, and data analysis. A triangulation method was undertaken to examine the extent that transformational leadership has been implemented; the relationship between transformational leadership and employees' job performance in the Cambodian Senate using survey questionnaires for employees and leaders of office at the SGS; policy documents regarding with the employee's motivation for better performance; and other resources such as journals, books, publications and online reliable sources of information.

1- Hypothesis

According to the review of the literature, transformational leadership is one of the most popular leadership approach that can improve employee's job performance. It is widely known for its significant, positive relationship with employee's job performance (Bass, 1990; Durga and Prabhu, 2011; Bizhan, et al., 2013; Fasola, et al., 2013). However, other studies conducted by Hayward et al. (2008), Sribenjachot et al. (2013), and Sakiru et al. (2013) concluded differently by showing insignificant and negative relationship between TL and EJP. As the case of SGS, given the different societal context from other countries, TL seemingly may not have any effect on EJP in the Cambodian public sector due to some reasons. Instances are low salary for Cambodian government officials, looseness of employee's management in public sector, security of job in public sector, and cronyism. For low salary of Cambodian government officials, the average salary is approximately 250 USD, which is not enough to support one's livelihood and family. Therefore, many government officials tend to neglect the job, find another part time job, and/or run their own businesses to earn more income. As for looseness of employee's management in public sector, even if there are many laws and regulations in Cambodian government in regards regulating its public officials, the practice is always loosed and the practitioners are always neglected the principles in place and let it go. For security of job in public sector, the job is relatively more

secured compared to the private sector. This leads to carelessness in their work and workplace because there are less benefits. It means that poor performance and/or carelessness at work will not lead to firing, unless one government official commits crimes or perform in a way that jeopardizes the organizational reputation. Additionally, cronyism is a rampant disease in Cambodian public sector. Similar to corruption, it spreads like cancer in the working structure systematically and across sectors. To sum up, in Cambodian public sector including SGS, these existing problems might hinder the effectiveness of TL on EJP because although the leaders perform TL, employees might misconduct themselves due to the inadequacy of income, inequality at work, corruption, and so on so forth.

However, supporting the literature review and the framework of study, the hypothesis of this study is:

H1: There is a significant positive relationship between transformational leadership and employee's job performance in the Secretariat General of the Cambodian Senate

2- Research Design

The research design is a plan and strategy of inquiry to gather information that will answer the research questions (Ogula, 2005). Jonathan (2007) argued that research design is the structure of an inquiry into a research problem that will produce a persuasive, valid and demonstrably useful argument in the eyes of the researcher's audience. This study adopted a survey research design. According to Umar (2015), survey research is a type of research to obtain information by gathering data from a particular sample of a given population, through personal (the interviews) or impersonal (questionnaires, mails, telephone, etc.) means, to study its characteristics. The finding will be generalized to the targeted population (Umar, 2015).

3- Site of the Research

The study was carried out at the Cambodian Senate located in Phnom Penh, the capital city of the Kingdom of Cambodia. The purpose sampling was utilized on the site due to its significance to national development as well as to insure the principles of checks and balance in the country.

4- Population of the study

According to Neil (2012), population is the collection of all individuals or items under consideration in a statistical study. The targeted population of this study is all employees and leaders of offices working in 100 offices of 19 different departments under three General Directorates of the Secretariat General of the Senate of the Kingdom of Cambodia. They are main sources of information for this research.

5- The study sample (respondents)

Neil (2012) describes study sample as the part of the population from which information is obtained. This study used a mixed sampling method including random and purposive sampling methods. This was done to guarantee the representativeness of the population and the success of the survey since the survey questionnaire was in English and some employees have limited English proficiency. The study chose to measure impact of TL style on EJP by testing 50 offices sample. The sample match is, in one office, one leader and three of his/her employees were matched (01 office = 01 leader + 03 employees). Due to constraints on both time and resources, the research tested 50 leaders of office out of 100 offices, so the number of employees for the designated sample was 150 out of a total of 400 employees. Therefore, the total size of the designated sample was 200 respondents for both office leaders and employees (50 offices = 50 leaders + 150 employees). All respondents were selected out of the three General Directorates – 20 leaders of office and their 60 employees from the Directorate General of Legal Service and Collective Territory, 15 leaders of office and their 45 employees from the Directorate General of

Administration and Finance, and 15 leaders of office and their 45 employees from the Directorate General of Information and Public Relations – of the Cambodian Senate.

Table 2: Sample

Affiliation	Leaders	Employees
General Directorate of Legal Service (20 offices)	20	60
General Directorate of Administration and Finance (15 offices)	15	45
General Directorate of Information and Public Relations (15 offices)	15	45
Total sample (50 offices)	50	150

6- Data Collection and Research Instruments

Triangulation is often used to indicate that two (or more) methods are used in a study in order to check the results of one and the same subject (Rothbauer, 2008). Triangulation was carried out as a technique to collect data for this research. This approach consisted of two methods, including survey questionnaires and secondary data. Survey questionnaire was undertaken to examine the extent to which transformational leadership has been implemented, and the relationship between transformational leadership and employees' job performance. The survey instruments included a questionnaire on TL adapted from the Multifactor Leadership Questionnaire (MLQ-5X), the latest version of multifactor leadership questionnaire developed by Bass and Avolio (1995), and a job performance questionnaire by Goodman and Svyantek (1999). The two survey questionnaires were used respectively to collect data from leaders of offices and their employees. The study chose to measure the impact of transformational leadership on employee's job performance by testing 50-office sample. The sample match is, in one office, one leader and two of his/her employees were surveyed, which is different from the original designed plan, due to their work burdens. Additionally, the study was planned initially to

survey employees for their leaders' transformational leadership style, and leaders for their employees' job performance. However, in Cambodian context, when employees are asked to evaluate their leaders, they tend to provide good rating due to their bosses' influence which might cause bias in the study. In order to prevent such bias and influence of leaders over employees' rating on their leaders, another survey method was chosen. The method is employees are asked to rate their own job performance, and leaders are asked to rate their own transformational leadership style because it is believed to be more accurate than the initial method. Despite of this trade-off, the method still has its weakness as the self-rated responses might contain subjective judgement on their self-evaluation. However, the level of bias in the latter method is believed to be smaller. Ultimately, the researcher chose the latter survey method. The survey questionnaire was conducted in the forms of hardcopy and online version. In addition, the secondary research was conducted to gather relevant information and data regarding previous studies and policies of the Secretariat General of the Cambodian Senate.

TL Survey Questionnaire:

The first questionnaire measured transformational leadership (TL) using the Multifactor Leadership Questionnaire (MLQ-5X), which measures five sub-variables of transformational leadership: idealized influence-attribute (IIA), idealized influence-behavior (IIB), inspirational motivation (IM), intellectual stimulation (IS) and individual consideration (IC). The transformational leadership survey questionnaire was adapted according to the direction and the needs of the study, meaning that it measured only transformational leadership. It targeted office leaders, and consisted of two parts: the demographics, and leaders' perception about their own transformational leadership style. The demographics part looked at five variables: sex, age, years in service, education level, and marital status of the respondents. For the transformational leadership part, it used five-scale of Likert type measurement, ranking from "0 = Not at all" to "1 = Once in a while" to "2 = Sometimes" to "3 = Fairly often" to "4 = Frequently or always." The questionnaire adapted from MLQ-5X by selecting

only twenty items that measuring five sub-variables of transformational leadership. Each sub-variable was measured by four items. Samples of the items include “I re-examine critical assumptions to question whether they are appropriate,” “I spend time teaching and coaching,” “I treat others as individuals rather than just as a member of a group,” “I help others to develop their strengths,” and “I express confidence that goals will be achieved.” The Multifactor Leadership Questionnaire by Bass and Avolio (1995) has been widely tested which tend to confirm its high reliability and validity regarding the measurement of transformational leadership (Pruijn & Boucher 1994, Botha 2001, Hayward et al. 2003, BA, TL et al. 2008).

Employee’s job performance Survey Questionnaire:

The second survey questionnaire, developed by Goodman and Svyantek in 1999, was used to measure the employee’s job performance (EJP). This questionnaire targeted employees, and consisted of two parts: the demographics, and the job performance of the respondents. The demographic part looked at five variables: sex, age, years in service, education level, and marital status. As for the employee’s job performance part, it was a four Likert-scale questionnaire, ranking from “1 = Strongly disagree” to “2 = Disagree” to “3 = Agree” to “4 = Strongly agree.” This questionnaire measured two sub-variables of the employee’s job performance, including task performance (TP) and contextual performance (CP). In the questionnaire, there are 16 items. Seven items measured contextual performance, and nine items measured task performance. Sample items for contextual performance are “You help other employees with their work when they have been absent,” and “You willingly attend functions not required by the organization, but helps in its overall image.” Regarding task performance, the samples are “You meet the criteria for performance,” and “You can manage more responsibility than typically assigned.”

7- Validity and reliability of the instruments:

Validity and reliability are highly crucial for the research. Therefore, this

study used adopted questionnaires that were widely tested by previous researchers to ensure the instrument's validity and reliability. The MLQ has been used and tested by many researchers in the field, and the results have shown its high validity and reliability. MLQ-5X has been used in past studies and has proven reliable and valid (Tracey & Hinkin 1996, Bass et al. 2003, Piccolo & Colquitt 2006). The researcher also employed Cronbach alpha to check reliability, and the internal consistency of the instruments.

Table 3: Cronbach's alpha of the study

Reliability test of the study				
No	Variables	N	Items	Alpha
1	Transformational Leadership	50	20	0.85
2	Employee's job performance	100	16	0.79

Table 3 shows the value of Cronbach's alpha for the variables. The reliability for this study is between 0.79 to 0.85, and transformational leadership received a Cronbach's alpha of 0.85, which means "good," while the employee's job performance obtained a Cronbach's alpha of 0.79, which means "acceptable."

8- Analysis of the data

In this study, SPSS Version 20.0 was used for all data analysis. First, data was screened, coded and entered into the program. Then, the researcher calculated the Cronbach's alpha for instruments' reliability, and summarized demographics of all the respondents by using frequency and percentage. Finally, descriptive statistics, Pearson's correlation coefficient and regression model were used for all items to interpret and analyze the data, and to test the hypothesis.

To answer the first research question about, "to what extent that transformational leadership has been practically implemented in the Secretariat General of the Cambodian Senate," the researcher analyzed and examined the data using descriptive statistics. For transformational leadership, there are five sub-variables: idealized influence (attribute), idealized influence (behavior),

inspirational motivation, individualized consideration, and intellectual stimulation. Each sub-variable was measured by four items (indicators). The researcher calculated the average score of each sub-variable of TL from the four items, and then further calculated the average score of all five sub-variables, and that score is the average score of TL at the Secretariat General of the Cambodian Senate. The researcher calculated the average score of TL and the Standard Deviation (SD) of all 50 office leaders. After that, the researcher examined all the average scores of TL with the suggested average score by Bass and Avolio (2003) who suggested that the average scores of 3.00 or above for all transformational leadership factors was needed for effective transformational leadership.

To answer the second research question on, “what is the relationship between transformational leadership and employee’s job performance,” the researcher first calculated the average score of employee’s job performance of every employee, which was divided into task and contextual performance. Task performance was measured by nine items, and contextual performance was measured by seven items. The researcher calculated an average score for each sub-variable and then calculated the average score of job performance for every employee. When the researcher had all the average scores of TL and EJP of all office leaders and employees, the Pearson’s correlation coefficient test and regression models were used to find out the correlation between TL and EJP and the significant value (p-value) to test the hypothesis. Three regression models were conducted to find out the causal relationship between TL and EJP. Model 1 is the simple linear regression between TL and EJP. Model 2 is the multiple regression between TL and EJP with three control variables, including: employee marital status, employee sex, and employee age. Model 3 is the multiple regression between TL and EJP with five control variables, including: employee marital status, employee sex, employee age, employee education level, and employee year in service.

Chapter 5: Result and Discussion

This chapter presents the findings of the study, specifically describes the sample's demographics, analyses the transformational leadership that has been implemented in the Secretariat General of the Cambodian Senate and tests the hypothesis.

Of the 100 offices in the SGS, 50 leaders and 100 employees from 50 offices participated in the survey. This means that in one office, only three people participated in the survey, one office leader and two employees. This equaled to 75% response rate of the designated sample. According to Mugenda & Mugenda (1999), a 50% response rate is reasonable to do the analysis and reporting while 60% is good, and 70% and over is excellent. This implies that the 75% response rate of this study was excellent to conduct the analysis. The leaders were asked to rate their individual leadership style in terms of transformational leadership, and employees were asked to rate their individual job performance. The success of the survey was due to the approval of the Secretary General of the Senate, and then the surveys were sent to the chosen offices.

Table 4: Respondents

Affiliation	Leaders	Employees
General Directorate of Legal Service(20 offices)	20	40
General Directorate of Administration and Finance (15 offices)	15	30
General Directorate of Information and Public Relations (15 offices)	15	30
Total respondents (50 offices)	50	100
Designated sample	50	150

* 75% of the designated sample

1- Demographics of the leaders

The demographics of the leaders of this study can be seen in Table 5. There

are relatively more male leaders (52%) compared to female (48%). As for the age range, the majority of respondents are 25-34 years old (which is 48% of the sample), those aged 35-45 years old (also 48%), and followed by those aged 45-54 years old (which is 4%). The most common number for years in service of leaders is 5-10 years representing 56% of the total, followed by 36% with more than 10 years in service and 8% for those that have served in the organization for 3-5 years. Additionally, the respondents were asked to indicate their educational level with the result showing that the majority (58%) have obtained bachelor's degree while the other 42% have master's degree. Lastly, most of the leaders are married (80%).

2- Demographics of the employees

The demographics of the employees of this study can also be seen in Table 5. There are relatively more male employees (51%) compared to female (49%). As for age, the majority of respondents are aged 25-34 years old (49%), followed by 23% aged 18-24 years old, 22% aged 35-45 years old, and 6% aged 45-54 years old. The most common number of the years in service of employees is 5-10 years representing 43% of the total, followed by 28% with 3-5 years in services, 16% with more than 10 years in service, and 13% with less than 3 years in service. The majority of employees have a bachelor's degree (71%) followed by a master's degree (27%), and high school or below (2%). Lastly, employees who are married is 48%, and single is 52%.

Table 5: Respondents' characteristics

	Leader		Employee	
	n	%	n	%
Sex				
Male	26	52%	51	51%
Female	24	48%	49	49%
Age				
18-24	0	0%	23	23%
25-34	24	48%	49	49%
35-44	24	48%	22	22%
45-54	2	4%	6	6%
55-64	0	0%	0	0%
Years in service				
Less than 3 years	0	0%	13	13%
3-5 years	4	8%	28	28%
5-10 years	28	56%	43	43%
More than 10 years	18	36%	16	16%
Education level				
High school or less	0	0%	2	2%
Bachelor degree	29	58%	71	71%
Master degree	21	42%	27	27%
Doctorate degree	0	0%	0	0%
Marital status				
Married	40	80%	48	48%
Single	10	20%	52	52%
Other	0	0%	0	0%
Total	50	100%	100	100%

3- The extent to which transformational leadership has been implemented in the Secretariat General of the Cambodian Senate

For research objective number one, Transformational leadership was examined and calculated using SPSS. The number is shown in descriptive statistics. There were 50 office leaders at the Secretariat General of the Cambodian Senate who responded to 20 questions of the Multifactor Leadership Questionnaire covering five sub-variables of transformational leadership such as: idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation and individual consideration. Each sub-variable was measured by four questions. After the collected data was coded and computed into SPSS, the new variables were computed and created. These new variables included all five sub-variables of transformational leadership and the transformational leadership by means of average score. The score of each sub-variable was the average score of the four questions. Also, the score on transformational leadership was the average score of its five sub-variables. According to the collected data, among the five sub-variables, idealized influence (attribute) got the highest average score of 3.18 (SD = 0.4899), individual consideration was 3.055 (SD = 0.59308), inspirational motivation was 3.05 (SD = 0.47673), idealized influence (behavior) was 2.97 (SD = 0.45682), and intellectual stimulation was 2.915 (SD = 0.63883), respectively, which resulted in an average score of 3.034 for the transformational leadership.

Table 6: Average score of TL and its sub-variables

	N	Mean	Std. Deviation
Idealized Influence (attribute)	50	3.1800	.48990
Idealized influence (behavior)	50	2.9700	.45682
Inspirational Motivation	50	3.0500	.47673
Intellectual Stimulation	50	2.9150	.63883
Individual Consideration	50	3.0550	.59308
Transformational Leadership	50	3.034	.41298
Valid N	50		

According to Bass and Avolio (2003), the midpoint of the scale used on the whole MLQ is an average score of 1.5. If the average score is above 1.5, it is indicating a positive attitude to this style while a score below 1.5 would indicate a negative attitude to the style. Bass and Avolio (2003) stated that average scores of 3.00 or above for all transformational leadership factors would suggest effective transformational leadership. The result of this study (Table 7) showed that 2% of the leaders had an average score of 1-1.99 and 34% had an average score of 2-2.99, which are under the suggested average score of 3.00. However, 64% of the leaders had an average score of 3-4. This means that 36% of the office leaders at the Secretariat General of the Cambodian Senate are not really demonstrating transformational leadership while 64% of them are performing transformational leadership. The average score for Transformational leadership average score in this study was from 1.7 to 3.8.

Table 7: Transformational leadership

Range of average score	1.00-1.99	2.00-2.99	3.00-4.00	Total
Frequency	1	17	32	50
Percentage	2	34	64	100

Furthermore, Table 8 shows that, among the five control variables, TL did not have a correlation with control variables of sex, age, years in service and education level, except the marital status of the leaders, which has a correlation

coefficient (r) equaled to 0.226 at 5% significant level of alpha and significant value (2-tailed) or p-value equaled to 0.024. The value of $r = 0.226$ implied that there is a weak positive correlation between TL and the leader's marital status. As for the $p\text{-value} = 0.024$ which is smaller than $\alpha = 0.05$, it means that there is strong evidence that there is a significant positive relation between TL and the leader's marital status. Therefore, the results show that at the Secretariat General of the Cambodian Senate the leaders, who are married, are more likely to be Transformational Leaders.

Table 8: Correlations between TL and the control variables

		Leader's sex	Leader's age	Leader's year in service	Leader's education level	Leader's marital status
TL	Pearson Correlation	.018	.064	.038	.063	.226*
	Sig. (2-tailed)	.859	.529	.705	.535	.024
	N	50	50	50	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

4- The relationship between transformational leadership and employee's job performance

H1: There is a significant positive relationship between transformational leadership and employee's job performance in the Secretariat General of the Cambodian Senate.

In order to answer research question number two which is to examine the relationship between transformational leader and employee's job performance in the Secretariat General of the Cambodian Senate, the Pearson correlation coefficient test and regression model by SPSS were carried out for testing the hypothesis.

Table 9: Correlations between TL and EJP

		IIA	IIB	IM	IS	IC	TP	CP	TL	EJP
IIA	r	1	.481**	.334**	.376**	.526**	.341**	.248*	.688**	.324**
	Sig. (2-tailed)		.000	.001	.000	.000	.001	.013	.000	.001
	N	100	100	100	100	100	100	100	100	100
IIB	r			.430**	.632**	.570**	.308**	.277**	.794**	.320**
	Sig. (2-tailed)			.000	.000	.000	.002	.005	.000	.001
	N			100	100	100	100	100	100	100
IM	r				.578**	.370**	.357**	.240*	.690**	.328**
	Sig. (2-tailed)				.000	.000	.000	.016	.000	.001
	N				100	100	100	100	100	100
IS	r					.646**	.377**	.189	.857**	.313**
	Sig. (2-tailed)					.000	.000	.060	.000	.002
	N					100	100	100	100	100
IC	r						.261**	.127	.823**	.215*
	Sig. (2-tailed)						.009	.207	.000	.032
	N						100	100	100	100
TP	r							.680**	.423**	.924**
	Sig. (2-tailed)							.000	.000	.000
	N							100	100	100
CP	r								.270**	.909**
	Sig. (2-tailed)								.007	.000
	N								100	100
TL	r									.382**
	Sig. (2-tailed)									.000
	N									100
EJP	r									1
	Sig. (2-tailed)									
	N									100
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

Table 9 illustrates the correlation coefficient (r) between employee's job performance (EJP) and five sub-variables of transformational leadership (TL). The highest correlation coefficient (r) between EJP and the five sub-variables of TL was IM (0.328), followed by IIA (0.324), IIB (0.320), IS (0.313) and IC (0.215), respectively. First, the correlation coefficient between EJP and IM was

0.328 at the significant level of alpha (2-tailed) equaled to 1% and the p-value is 0.001 (smaller than alpha = 0.01). This shows a strong evidence of significant and positive relationship between IM and EJP at the Secretariat General of the Cambodian Senate. Second, the correlation coefficient between EJP and IIA was 0.324 at the significant level of alpha (2-tailed) equaled to 1% and the p-value is 0.001 (smaller than alpha = 0.01). Again, this proves a strong evidence of significant and positive relationship between IIA and EJP at the Secretariat General of the Cambodian Senate. Third, the correlation coefficient between EJP and IIB was 0.320 at the significant level of alpha (2-tailed) equaled to 1% and the p-value is 0.001 (smaller than alpha = 0.01). This also shows a strong evidence of significant and positive relationship between IIB and EJP at the Secretariat General of the Cambodian Senate. Fourth, the correlation coefficient between EJP and IS was 0.313 at the significant level of alpha (2-tailed) equaled to 1% and the p-value is 0.002 (smaller than alpha = 0.01). It shows a strong evidence of significant and positive relationship between IS and EJP at the Secretariat General of the Cambodian Senate. Fifth, the correlation coefficient between EJP and IC was 0.215, the lowest among other sub-variables, at the significant level of alpha (2-tailed) equaled to 5% and the p-value is 0.032 (smaller than alpha = 0.05). This shows a strong evidence of significant and weak positive relationship between IC and EJP at the Secretariat General of the Cambodian Senate.

Table 9 also indicates the correlation coefficient between TL and sub-variables of EJP. The highest correlation coefficient was between TL and TP equaled to 0.423 at the significant level of alpha (2-tailed) equaled to 1% and the p-value is 0 (smaller than alpha = 0.01), meaning that there is strong evidence that there is a significant and somewhat strong positive relationship between TL and TP at the Secretariat General of the Cambodian Senate. As for CP, the correlation coefficient between TL and CP equaled to 0.270 at the significant level of alpha (2-tailed) equaled to 1% and the p-value is 0.007 (smaller than alpha = 0.01), meaning that there is strong evidence that there is a significant and weak positive relationship between TL and CP at the Secretariat General of the Cambodian Senate.

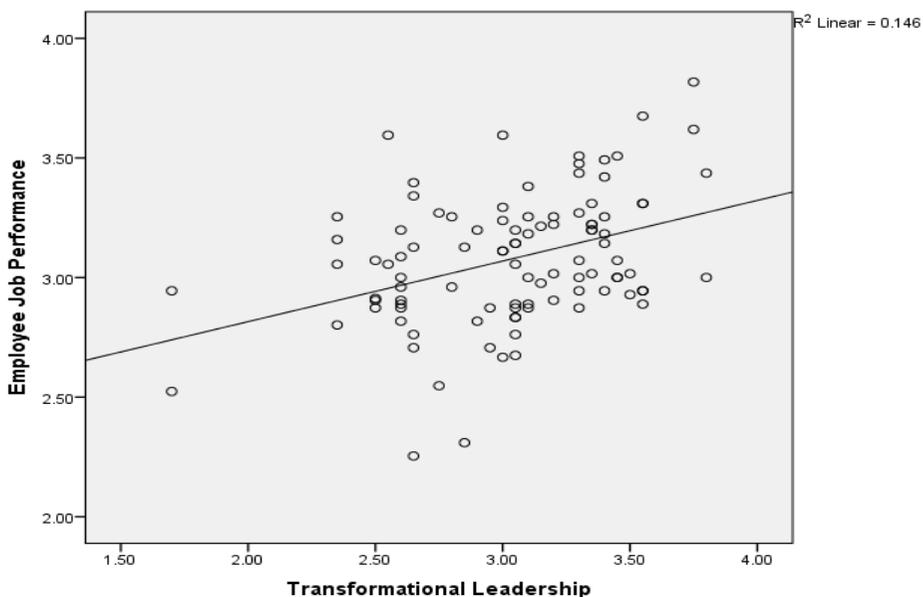
Table 10: Summary of the Correlations Table

		Employee's job performance
Transformational Leadership	Pearson Correlation	.382**
	Sig. (2-tailed)	.000
	N	100

** . Correlation is significant at the 0.01 level (2-tailed).

The second objective of the study was to examine the relationship between transformational leadership and employee's job performance in the Secretariat General of the Cambodian Senate. According to the finding in Table 10 above, the correlation coefficient (r) between TL and EJP was 0.382 at significant level of alpha (2-tailed) equaled to 1% and p-value = 0. Therefore, this means that the null hypothesis (H0) is rejected due to the p-value (0.00) is smaller than the alpha (0.01), and with $r = 0.382$ the study can conclude that at 1% significant level there is a very strong evidence that there is a significant and somewhat strong positive relationship between Transformational Leadership and Employee's Job Performance at the Secretariat General of the Cambodian Senate (please refer to Figure 7 below for visualized picture of the relationship). This finding implies that the two variables are correlated in positive direction – if the TL increase, the EJP increase.

Figure 7: Scatterplot of the relationship between TL and EJP



Furthermore, the study further looked for a causal relationship between TL and EJP using regression model in order to find out whether TL really has an impact on EJP at the Secretariat General of the Cambodian Senate by considering five control variables included in the regression model (employee marital status, employee sex, employee education level, employee year in service, and employee age). Regression was carried out in three models – Model 1 for simple linear regression between TL and EJP, Model 2 for multiple regression between TL and EJP with three control variables, including employee marital status, employee sex, and employee age, and Model 3 for multiple regression between TL and EJP with five control variables, including employee marital status, employee sex, employee age, employee education level, and employee year in service.

Table 11: Analysis of the causal relationship between TL and EJP

Dependent Variable (Employee's Job Performance)															
Model 1 (Bivariate Analysis)						Model 2 (Multivariate Analysis)			Model 3 (Multivariate Analysis)						
3 control variables						5 control variables			5 control variables						
Unstandardized Coefficients	Standardized Coefficients		t	Sig.	Unstandardized Coefficients	Standardized Coefficients		t	Sig.	Unstandardized Coefficients	Standardized Coefficients		t	Sig.	
	B	Std. Error				Beta	B				Std. Error	Beta			B
Constant	2.309	.190	12.168	.000	2.590	.260		9.980	.000	2.440	.294		8.290	.000	
Transformational Leadership	.253	.062	4.089	.000	.252	.064	.379	3.932	.000	.268	.065	.403	4.134	.000	
Employee's Sex					-.115	.050	-.210	-2.282	.025	-.105	.050	-.193	-2.083	.040	
Employee's age					-.019	.037	-.058	-.527	.600	-.055	.042	-.165	-1.295	.199	
Employee's marital status					-.043	.060	-.078	-.718	.474	-.020	.061	-.037	-3.329	.743	
Employee's years in service										.063	.038	.209	1.657	.100	
Employee's education level										-.016	.053	-.029	-3.310	.757	
N											100				
R²											.195				
R² Change											.131				
Adjusted R²											.161				
Sig. in ANOVA											.000				
F											F(1-98) =16.72				
											F(4-95) =5.755				
											F(6-93) =4.331				

Table 11 indicates that Model 1 for the simple linear regression between TL and EJP is fit according to the value of Sig. in ANOVA is 0.000, smaller than alpha (0.05), which means the model is significant in order to predict the Dependent Variable (EJP). The value of R square equaled to 0.146, meaning that the Independent Variable (TL) of the study accounts for 14.6% of the variance in the Dependent Variable (EJP). Table 11 also shows the intercept equaled to 2.309 and slope of the TL equaled to 0.253, thus the regression line is $EJP = 2.309 + 0.253TL$. The regression equation shows that EJP will increase by 0.253 for every 1-unit increased in TL. The p-value of 0.000 is smaller than alpha of 0.05, which means that the Independent Variable (TL) makes a statistically contribution to the model. This result shows that TL positively affects EJP at the Secretariat General of the Cambodian Senate.

As for Model 2 for multiple regression between TL and EJP with three control variables (employee marital status, employee sex, and employee age), Table 11 shows that the model is significant to predict the DV by the value of Sig. in ANOVA is 0.000, smaller than alpha (0.05). The value of R square change equaled to 0.131, meaning that the Independent Variable (TL) of the study accounts for 13.1% of the variance in the Dependent Variable (EJP) when the effect of control variables has been statistically controlled. In Model 2, the intercept equaled to 2.590 and slope of the TL equaled to 0.252, thus the regression line is $EJP = 2.590 + 0.252TL + \text{employee marital status} + \text{employee sex} + \text{employee age}$. The regression equation shows that EJP will increase by 0.252 for every 1-unit increased in TL. The p-value of 0.000 is smaller than alpha of 0.05, which means that the Independent Variable (TL) makes a statistically unique contribution to the model, and the value of 0.252 represents the unique contribution of TL to the Dependent Variable (EJP) when effect of other variables has been statistically removed. This result shows that TL positively affects EJP at the Secretariat General of the Cambodian Senate. This model also shows that only one control variable, Employee's sex, among the three control variables, has a significant and negative contribution by -0.115 to EJP at the p-value of 0.025, which is smaller than alpha of 0.05. This means that male employees are likely to have higher performance than female

employees, given the fact that male employees at the SGS are more committed to work than female, and the female employees are not so enthusiastic about work and they tend to perform effectively only in less-pressure job.

Table 11 further indicates that the Model 3 for multiple regression between TL and EJP with five control variables, including employee marital status, employee sex, employee age, employee education level, and employee year in service, has the value of the Sig. in ANOVA equaled to 0.001 which is smaller than alpha (0.05). Therefore, it is significant to predict the Dependent Variable (EJP). The value of R square change equaled to 0.144, meaning that the Independent Variable (TL) of the study accounts for 14.4% of the variance in the Dependent Variable (EJP) when the effect of control variables has been statistically controlled. The intercept equaled to 2.440 and the slope of the TL equaled to 0.268, thus the regression line is $EJP = 2.440 + 0.268TL + \text{employee marital status} + \text{employee sex} + \text{employee age} + \text{employee education level} + \text{employee year in service}$. The regression equation shows that EJP will increase by 0.268 for every 1-unit increased in TL. The p-value of 0.000 is smaller than alpha of 0.05, which means that the Independent Variable (TL) makes a statistically unique contribution to the model, and the value of 0.268 represents the unique contribution of TL to the Dependent Variable (EJP) when effect of other variables has been statistically removed. This result shows that TL positively affects EJP at the Secretariat General of the Cambodian Senate. This model also shows that there are two control variables, Employee's sex and Employee's years in service, that have significant contribution to EJP at significant level of alpha 5% and 10%, respectively. The control variable Employee's sex has a significant and negative contribution by -0.105 to EJP at the p-value of 0.040, which is smaller than alpha of 0.05. This means that male employees are likely to have higher performance than female employees, given the fact that male employees at the SGS are more committed to work than female. As for control variable Employee's years in service, it has significant and positive contribution by 0.063 to EJP at the p-value of 0.100, which equaled to alpha of 0.100 (10%). This means that the longer the employees work for the SGS, the better job performance the employees perform.

In conclusion, these findings from Pearson's Correlation Coefficient found significant and somewhat strong positive relationship between TL and EJP, which confirmed the hypothesis. Additionally, the three regression models proved that there is a significant and positive causal relationship between TL and EJP. TL uniquely, significantly and positively contributes to EJP at the Secretariat General of the Senate. These findings imply that the more the leaders perform transformational leadership style, the more employee's job performance increases in the Secretariat General of the Cambodian Senate. The results of this study support the theory of transformational leadership by Burn (1978) and Bass (1985) as well as prior researches. Similar prior results are from Klinsontorn (2005) who found that there were some positive linear relationships between transformational leadership and the employee's performance, Durga and Prabhu (2011) who discovered that there is a significant positive relationship between transformational leadership and employee's job performance, and Bizhan, Saeid and Vahid (2013) who concluded that there is significant relationship between transformational leadership and employee's job performance.

Chapter 6: Conclusion and limitations of the study

This chapter summarizes the result in relation to the objective of the study, provides recommendations, and presents the limitations of the study.

1- Conclusion

The study aims to discover the degree to which transformational leadership has been implemented in the Secretariat General of the Senate. The result of the study shows that majority (64%) of the office leaders were effectively performing transformational leadership. It also reveals that the leader's marital status had a significant and weak positive relationship with transformational leadership, which meant that married leaders are more likely to be transformational leaders. Being married and promoted based on merit implies that every office leader is an effective job performer who are seen as a role model. Moreover, in the Cambodian context, being married means people are relatively more mature and tend to have a long term vision toward jobs that focuses on improving employee's capacities, and team spirit.

Furthermore, the second objective of the study is to examine the relationship between transformational leadership and employee's job performance, which has a great significance to shape future success of the Cambodian Senate. The result of the statistical analysis of correlation coefficient shows that there is a significant and strong positive relationship between transformational leadership and employee's job performance, which confirmed the hypothesis. It also concludes that transformational leadership had a higher positive impact on task performance than contextual performance. Through three regression models, the researcher also found that transformational leadership had positive causal relationship with employee's job performance. Employees showed signs of not being able to believe in pure scientific management. Everything involves individual feeling, including job performance. People tend to concern themselves more about individual relationship between one another and the way people treat each other, that's

why transformational leaders as defined above can play a significant role in employee's job performance.

The study shows that transformational leadership uniquely accounts for approximately 14% of variance in employee's job performance; and with every 1-unit increased in transformational leadership, employee's job performance will increase by approximately 0.260. There is no doubt that transformational leadership is extremely crucial in the Secretariat General of the Cambodian Senate because transformational leaders are respectful and trustworthy individuals who have inspiring and motivating influence over employees for better job performance. Transformational leaders can develop a sense of belongings in employees at work. Additionally, transformational leaders in practice regard their employees and team members as friends and families. Transformational leaders offer opportunities to their employees to learn, to experience, and to grow. At the same time, they teach and give guidance for effective and efficient job performance. Their open-mindedness allows contributions, opinions, and critics to constructively complete the job. Therefore, those who are long-term visionary, open minded, trustworthy, diligent, humble, and creative are ideal for performing transformational leadership. Finally, the study concludes that transformational leadership positively affects employee's job performance in the Secretariat General of the Senate. The more the leaders perform transformational leadership style, the more employee's job performance increases. Therefore, the objectives of the study were confirmed.

2- Recommendation

For long-term organizational success and better employee's job performance in the Secretariat General, employees should be motivated. According to the conclusion, TL is able to influence EJP in a positive direction. Therefore, the Secretariat General should provide trainings on transformational leadership to leaders at all levels, and further enforce implementation of transformational leadership vertically and horizontally in all departments. The

organization should also legitimize transformational leadership's disciplines into staffing rules and regulations for utmost practice at workplace. Besides, leaders should consider guiding employees toward effective job performance, and simultaneously teaching them the significance of their job performances and contributions to organizational success. Leaders should be open and encouraging toward employees, who are inspired to further their capacity building. Leaders should also be aware of their employees' potential and help push them toward greater job performance and creativity.

3- Limitations and further research of the study

Despite of the accomplishment of its objectives, this study had some limitations. First of all, there were time and financial constraints. The research timeframe was scheduled for only six months due to the official schedule of the University and KOICA program, and the researcher did not have sufficient resources to conduct additional data collection on a bigger sample. Moreover, the designated samples were not fully achieved: only 75% of the total sample responded. In addition, to avoid bias and influence of leaders on employees' evaluation on leaders' transformational leadership, the employees were asked to rate their own performance and the leaders were asked to rate their own transformational leadership style. Hence, this might contain subjective judgment on their evaluation in rating themselves. On top of that, this study was a case study research in the Secretariat General of the Cambodian Senate; thus, the results may not be generalizable to the entire Cambodian public sector. Consequently, further studies should include a larger sample size that represents more of the Cambodian public sector and/or across other sectors in the country.

Reference

- Abdikarin Sheikh Abdulahi Ali, Hussein Osman Elmi, Ali Ibrahim Mohamed. (2013). "The effect of leadership behaviors on staff performance in Somalia". Educational Research International.
- Advani A., and Z. Abbas. (2015). "Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Banking Sector in Pakistan". Global Journal of Management and Business Research 15(5).
- Avolio B., Waldman D., and Yammarino F. (1991). "Leading in the 1990's: The four I's of transformational leadership". Journal of European Industrial Training, 15(4), pp. 9–16.
- Avolio B.J, Walumbwa F.O., and Weber T.J. (2009). "Leadership: Current theories, research, and future directions". Annual Review of Psychology, 60, 421-449.
- Bass B.M. (1985). "Leadership: good, better, best". Organizational Dynamics, 3(3): 26-40.
- Bernard M. Bass and Ronald E. Riggio. (2006). "Transformational leadership". 2nd edition, Lawrence Erlbaum Associates, US.
- Bizhan Shafie, Saeid Baghersalimi, and Vahid Barghi. (2013). "The relationship between leadership style and employee's job performance: Case study of real estate registration organization of Tehran province". Singaporean journal of business economics and management studies.
- Burns J.M. (1978). "Leadership". New York: Harper & Row.
- Ba H., et al. (2008). "Employee's job performance, leadership style and emotional intelligence: an exploratory study in a South African Parastatal". Employee's job performance, Leadership Style and Emotional Intelligence: 26.
- Borman W. C., and Motowidlo S. J. (1993). "Expanding the criterion domain to include elements of contextual performance". In N. Schmitt & W. Borman (Eds.), Personnel selection in organizations (pp. 71–98). New York: Jossey-Bass.

- Bagraim J., and Werner A. (2003). "Organisational behaviour: A contemporary South African perspective". Van Schaik.
- Chowdhury R. G. (2014). "A study of the Impact of Leadership Styles on Employee Motivation and Commitment an empirical study of selected organisations in Corporate sector". Department of Business Management. India, Padmashree Dr D. Y. Patil University. Doctor of Philosophy: 426.
- Campbell J. P. (1990). "Modelling the performance prediction problem in industrial and organizational psychology". In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (Vol. 1, pp. 687–732). Palo Alto: Consulting Psychologists Press.
- Campbell J. P. (1999). "The definition and measurement of performance in the new age". In D. R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of performance. Implications for staffing, motivation, and development* (pp. 399–429). San Francisco: Jossey-Bass.
- Dola G. A. (2015). "The effect of transformational leadership on the performance of employees in Kenya: The case of Kenya Wildlife Service".
- Desderio C. M., et al. (2016). "Leadership style and employee's job performance in Parastatals: A case of the transport sector." *Journal of Business Management Science* 2(1).
- Durga Devi Pradeep, and N.R.V. Prabhu. (2011). "The relationship between effective leadership and employee's job performance". 2011 International Conference on advancements in information technology, Singapore.
- Elgelala K. S. K., and Noermijatib. (2014). "The Influences of Transformational Leaderships on Employees Performance (A Study of the Economics and Business Faculty Employee at University of Muhammadiyah Malang)." *Asia-Pacific Management and Business Application*.
- Fasola O.S, Adeyemi M.A, and Olowe F.T. (2013). "Exploring the relationship between transformational, transactional leadership style and

- organizational commitment among Nigerian banks employees". *International Journal of Academic Research in Economics and Management Sciences*.
- Fransisca Andreani. and Abelio Petrik. (2016). "Employee's job performance as the impact of transformational leadership and job satisfaction in PT Anugerah Baru Denpasar". *JURNAL MANAJEMEN DAN KEWIRAUSAHAAN* 18: 25-32.
- Goodman S. A., and Svyantek D. J. (1999). "Person-organization fit and contextual performance: Do shared values matter". *Journal of Vocational Behavior*, 55(2), 254-275.
- Hayward Ba, Amos TL, and Baxter J. (2008). "Employee's job performance, leadership style and emotional intelligence: an exploratory study in a South African parastatal". Rhodes University, South Africa.
- Humayun Faiz Rasoon, Irfan Ullah Arfee, Wahbeeah Mothi and Usman Aslam. (2015). "Leadership styles and its impact on employee's job performance in health sector of Pakistan". *City University Research Journal*.
- Im Tobin. (2017). "Public Organizations in Asia". Taylor & Francis.
- Insan A.N., Astuti E.S., Raharjo K., and Hamid D. (2013). "The effect of transformational leadership model on employees' job satisfaction and performance at perusahaan listrik negara (pln persero) in south sulawesi, indonesia". In: *Information and Knowledge Management*, volume 3, pp. 135–142.
- Jeevan Jyoti and Sonia Bhau. (2015). "Impact of Transformational Leadership on Job Performance: Mediating Role of Leader–Member Exchange and Relational Identification." *SAGE Open* 1(13).
- Jung D., Yammarino F. J., and Lee J. K. (2009). "Moderating role of subordinates' attitudes on transformational leadership and effectiveness: A multi-cultural and multi-level perspective". *The Leadership Quarterly*, 20, 586-603.

- Jonathan B Justice. (2007). "Handbook of Research Methods in Public Administration: Chapter 6 - Purpose and Significance of Research Design". CRC Press.
- Jason A. C., Jeffery A. L. and Wesson, M. J. (2015). "Organizational behavior: Improving performance and commitment in the workplace". New York, NY: McGraw-Hill Education.
- Klinsontorn S. (2005). "The influence of leadership styles on organizational commitment and employee's job performances". H. Wayne Huizenga School of Business and Entrepreneurship. United States, Nova Southeastern University. Doctor of Business Administration 220.
- Kinicki A. (2013). "Management: A Practical Introduction, 6th Edition".
- Khurram, Zafar Awan, Ibn-E-Waleed Qureshi, and Sadiya Arif. (2012). "The Effective Leadership Style in NGOs: Impact of Servant leadership Style on Employees' work Performance and Mediation Effect of Work Motivation". International Journal of Economics and Management Sciences, Vol 1, No 11. Pakistan.
- Kellerman B. (1984). "Leadership: Multidisciplinary perspectives". Englewood Cliffs, NJ: Prentice-Hall.
- Lowe K.B., Kroeh K. G., and Sivasubramaniam N. (1996). "Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. Leadership Quarterly, 7: 385-425.
- Linda Koopmans. (2014). "Measuring Individual Work Performance". The Netherlands Organisation of Applied Scientific Research TNO, Leiden, The Netherlands.
- McColl-Kennedy J. R., and Anderson, R. D. (2002). "Impact of leadership style and emotions on subordinate performance". The Leadership Quarterly, 13(5), 545-559.
- Motowidlo S. J., and Schmit, M. J. (1999). "Performance assessment in unique jobs". In D. R. Ilgen & E. D. Pulakos (Eds.), The changing nature of job performance: Implications for staffing, motivation, and development (pp. 56–86). San Francisco, CA: Jossey-Bass.

- Nguyen Minh Ha and Tran Viet Hoang Nguyen. (2014). "The Influence of leadership behaviors on employee's job performance in the context of software companies in Vietnam". *Advances in management and applied economics*.
- Neil A. Weiss. (2012). "Introductory Statistics 9th Edition". Arizona State University.
- Northouse P.G. (2012). "Introduction to leadership: Concepts and practice". Thousand Oaks, CA: Sage Publications.
- Ogula P. A. (2005). "Research Methods". Nairobi: CUEA Publications.
- Porter L. W. and Lawler, E. E. (1968). "Managerial attitudes and performance". New York: Irwin-Dorsey.
- Piccolo R.F. and Colquitt J.A. (2006). "Transformational leadership and job behaviors: the mediating role of core job characteristic". *Academic of Management Journal*, 49(2), 327-340.
- Rima Ghose Chowdhury. (2014). "A study on the impact of leadership styles on employee motivation and commitment: an empirical study of selected organizations in corporate sector". PhD Dissertation, Department of Business Management, Padmashree Dr D. Y. Patil University, India.
- Rue L. and Byars, L. (2009). "Management: Skills and Application". McGraw-Hill Education, ISBN 9780073381503.
- Rae A. (2008). "Organizational behavior: an introduction to your life in organizations". Pearson International edition, Pearson Education, Limited, ISBN 9780136037774.
- Rothbauer Paulette. (2008). "Triangulation." In Given, Lisa (Ed.). "The SAGE Encyclopedia of Qualitative Research Methods." Sage Publications. pp. 892-894.
- Samar Inderya, Kamran Khattak, Atif Ali Raza, Zohaib Hassan, and Alyami Nayef Mohammad. (2015). "The moderating role of power distance on the relationship between leadership styles and employees job performance on public health care sector of Pakistan". *International Journal of Scientific and Research Publications*.

- Somaye Bahmanabadi. (2015). "A case study of the impact of leadership styles on Bank employees' job satisfaction". The institute of social sciences, Sweden.
- Schuster J.P. (1994). "Transforming Your Leadership style". Association Management 46, no.1.
- Sakiru O. K., et al. (2013). "Relationship between employee's job performance, leadership styles and emotional intelligence in an organization." IOSR Journal Of Humanities And Social Science (IOSR-JHSS) 8(2): 53-57.
- Sribenjachot S., et al. (2013). "Impact Of Leadership Style On Follower Performance: Evidence From The Direct Selling Industry In Thailand." Leadership & Organizational Management Journal 2013(1): 146.
- Tichy N.M. and Devanna M.A. (1986). "The Transformational Leader: The Key to Global Competitiveness". John Wiley & Sons, Inc., New York, NY.
- Tobing D. S. K. and M. Syaiful. "The influence of transformational leadership and organizational culture on work motivation and employee's job performance at the state property service office and auction in East Java province." International Journal of Business and Commerce 5.
- The Constitution of the Kingdom of Cambodia. retrieved on 13 July 2017.
- The National Election Committee of Cambodia (NEC).
<https://www.neclect.org.kh/khmer/> retrieved on 13 July 2017.
- The Senate of the Kingdom of Cambodia. www.senate.gov.kh retrieved on 13 July 2017.
- Umar Farooq. (2015). "Survey research definition, steps and research design".
<http://www.studylecturenotes.com/social-research-methodology/survey-research-definition-steps-research-design>
- Vroom V. H. (1964). "Work and motivation". New York: John Wiley and Sons, Inc.
- Yukl G. A. (1981). "Leadership in Organizations". Englewood Cliffs, N. J.: Prentice-Hall, Inc.

Yahaya A., Yahaya N., Bon A.T., Ismail S., and Noor N.M. (2012). “The relationship between big five personalities with work motivation, competitiveness and job satisfaction”. *Elixir Psychology*, 44(a), pp. 7454–7461.

Appendices

Appendix A: Leadership Survey Questionnaire

1st September 2017

Leadership Survey Questionnaire
on the relationship between transformational leadership and employee's
job performance
in the Cambodian Senate

Dear Participant,

You are cordially invited to participate in a survey which aims to examine the relationship between the transformational leadership and the employee's job performance in the Cambodian Senate. Your given answers to the questions is highly and strictly confidential and could be used for academic purpose only. Your participation is highly valued to this study of the causal relationship between transformational leadership and employee's job performance as it will contribute to shape future success of the Cambodian Senate.

This survey contains two parts: 1) Demographic Questions and 2) Main Survey Questions about leadership.

Should you have any concern or query, please kindly contact me. Please answer all the questions. Your participation in the survey is highly appreciated.

Mel Phanseyha

Global Master of Public Administration
Graduate School of Public Administration
Seoul National University, Seoul, South Korea
Email: phanseyha_mel@yahoo.com

Part I: Demographic Questions of the respondents

Please answer the following questions by choosing the appropriate response.

THANK YOU!

1. What is your Sex? Male Female
2. What is your Age Group?
- 18-24 25-34 35-44
- 45-54 55-64
3. Years in service:
- Less than 3 yr 3-5 yr 5-10 yr
- More than 10 yr
4. What is your highest level of Education?
- High school or less Bachelor degree Master degree
- Doctorate degree
5. What is your marital status?
- Married Single Other _____

Part II: Main survey questions – Multifactor Leadership Questionnaire (MLQ 5x-short by Bass and Bruce, 1995)

This part of the questionnaire is aimed to describe your leadership style as you perceive it. Please answer all questions. Thank you in advance for your indispensable cooperation.

Directions: Please answer items below by circling a number from **0 to 4** that best reflects your perception using the following rating scale:

- 0= Not at all 1= Once in a while 2= Sometimes**
- 3= Fairly often 4= Frequently or always**

Description		Not at all	Once in a while	Sometimes	Fairly often	Frequently or always
1	I re-examine critical assumptions to question whether they are appropriate	0	1	2	3	4
2	I talk about my most important values and beliefs	0	1	2	3	4

3	I seek differing perspectives when solving problems	0	1	2	3	4
4	I talk optimistically about the future	0	1	2	3	4
5	I instil pride in others for being associated with me	0	1	2	3	4
6	I talk enthusiastically about what needs to be accomplished	0	1	2	3	4
7	I specify the importance of having a strong sense of purpose	0	1	2	3	4
8	I spend time teaching and coaching	0	1	2	3	4
9	I go beyond self-interest for the good of the group	0	1	2	3	4
10	I treat others as individuals rather than just as a member of a group	0	1	2	3	4
11	I act in ways that build others' respect for me	0	1	2	3	4
12	I consider the moral and ethical consequences of decisions	0	1	2	3	4
13	I display a sense of power and confidence	0	1	2	3	4
14	I articulate a compelling vision of the future	0	1	2	3	4
15	I consider an individual as having different needs, abilities, and aspirations from others	0	1	2	3	4
16	I get others to look at problems from many different angles	0	1	2	3	4
17	I help others to develop their strengths	0	1	2	3	4
18	I suggest new ways of looking at how to complete assignments	0	1	2	3	4
19	I emphasize the importance of having a collective sense of mission	0	1	2	3	4
20	I express confidence that goals will be achieved	0	1	2	3	4

Once again, thank you very much for your time.

Appendix B: Employee's job performance Survey Questionnaire

1st September 2017

Employee's job performance Survey Questionnaire on the relationship between transformational leadership and employee's job performance in the Cambodian Senate

Dear Participant,

You are cordially invited to participate in a survey which aims to examine the relationship between the transformational leadership and the employee's job performance in the Cambodian Senate. Your given answers to the questions is highly and strictly confidential and could be used for academic purpose only. Your participation is highly valued to this study of the causal relationship between transformational leadership and employee's job performance as it will contribute to shape future success of the Cambodian Senate.

This survey contains two parts: 1) Demographic Questions and 2) Main Survey Questions about employee's job performance.

Should you have any concern or query, please kindly contact me. Please answer all the questions. Your participation in the survey is highly appreciated.

Mel Phanseya

Global Master of Public Administration

Graduate School of Public Administration

Seoul National University, Seoul, South Korea

Email: phanseyha_mel@yahoo.com

Part I: Demographic Questions of the respondents

Please answer the following questions by choosing the appropriate response.

THANK YOU!

1. What is your Sex? Male Female
2. What is your Age Group?
- 18-24 25-34 35-44
- 45-54 55-64
3. Years in service:
- Less than 3 yr 3-5 yr 5-10 yr
- More than 10 yr
4. What is your highest level of education?
- High school or less Bachelor degree Master degree
- Doctorate degree
5. What is your marital status?
- Married Single Other _____

Part II: Main survey questions – Job Performance (Performance questionnaire by Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. Journal of Vocational Behavior, 55(2), 254-275.)

This part of the questionnaire is aimed to describe your job performance as you perceive it. Please answer all questions. Thank you in advance for your indispensable cooperation.

Directions: Please answer items below by circling a number from **1 to 4** that best reflects your perception using following rating scale:

- 1= Strongly disagree 2= Disagree**
- 3= Agree 4= Strongly agree**

CON = Contextual performance

TASK = Task performance

Description	Strongly disagree	Disagree	Agree	Strongly agree
-------------	-------------------	----------	-------	----------------

1	You help others employees with their work when they have been absent. (CON1)	1	2	3	4
2	You achieve the objectives of your job. (TASK1)	1	2	3	4
3	You volunteer to do things not formally required by the job. (CON2)	1	2	3	4
4	You meet the criteria for performance. (TASK2)	1	2	3	4
5	You take initiatives to orient new employees to the department even though not part of your job description. (CON3)	1	2	3	4
6	You demonstrate expertise in all job-related tasks. (TASK3)	1	2	3	4
7	You help others when their work load increases (assists others until they get over the hurdles). (CON4)	1	2	3	4
8	You fulfill all the requirements of the job. (TASK4)	1	2	3	4
9	You assist your colleagues with their duties. (CON5)	1	2	3	4
10	You can manage more responsibility than typically assigned. (TASK5)	1	2	3	4
11	You make innovative suggestions to improve the overall quality of the department. (CON6)	1	2	3	4
12	You appear suitable for a higher level role. (TASK6)	1	2	3	4
13	You willingly attend functions not required by the organization, but helps in its overall image. (CON7)	1	2	3	4
14	You are competent in all areas of the job, handle tasks with proficiency. (TASK7)	1	2	3	4
15	You perform well in the overall job by carrying out tasks as expected. (TASK8)	1	2	3	4
16	You plan and organize to achieve objectives of the job and meet deadlines. (TASK9)	1	2	3	4

Once again, thank you very much for your time.

국문초록

변혁적 리더십의 캄보디아 공공부문 종사자 직업만족도 영향 분석: 상원 사무국 사례연구

Mel Phanseya
서울대학교 행정대학원
글로벌행정전공

캄보디아에서는 상원을 포함한 의회가 점점 더 국가 발전에 중요한 역할을 담당하고 있으며, 상원은 사무국장의 업무 지원을 통해 효과적으로 직무를 수행해야 한다. 선행연구를 살펴보면 리더십의 영향으로 인해 직원의 직무 수행 능력이 조직의 성공에 큰 영향을 미치는 것으로 나타났다. 일반적으로 변혁적리더십은 직원들이 더 나은 성과를 거둘 수 있다고 한다. 이 이론에 관한 많은 선행연구가 캄보디아의 환경과는 다른 서구와 아프리카에서 수행되었다. 또한 이 연구는 입법부에서 진행되었기 때문에 이전에 연구와는 차이가 있다. 선행연구와의 환경적 차이와 입법부를 연구대상으로 했다는 점에서 변혁적 리더십의 효과성에 대한 연구문제를 선정했다. 따라서 본 연구의 목적은 변혁적리더십이 어느정도 구현되었는지 조사하고, 캄보디아 상원 사무총장의 변혁적 리더십의 정도를 독립변수로 선정하고, 근로자의 직무 수행간의 관계를 종속변수로 설정하여 분석을 수행하였다.

조사대상은 캄보디아 왕국 상원 사무국 3명의 사무총장과 19개 부서에서 근무하는 모든 직원이 대상이다. 본 데이터는 150명의 데이터를 취합하였다(사무실 리더 50명과 직원 100명, 각기 다른 설문지로 2개로 나누어짐). 하나는 사무실 리더가 자신의 변혁적 리더십 스타일을 평가하고 다른 하나는 직원이 자신의 직무성적을 평가하는 것이다. 샘플매치는 한 사무실에서 리더 한 명과 직원 2명을 대상으로 실시되었다. 수집된 데이터는 SPSS 프로그램을 사용하여 분석하였다. 피어슨 상관계수 및 회귀분석을 사용하여 독립변수와 종속변수 간의 관계를 분석하였다.

연구결과에 따르면 상원 사무국 지도자의 대다수(64%)가 효과적으로 변혁적 리더십을 발휘하고 있었으며, 대다수가 기혼자였다. 캄보디아의 결혼한 사람들은 상대적으로 성숙해지기 때문에 미래의 성공을 가져올 수 있는 직원의 역량과 팀 정신을 향상시키는데 중점을 두어 직무에 대한 장기비전을 제시하기 때문이다. 더욱이 피어슨 상관계수의 통계분석 결과는 캄보디아 상원의 사무국에서 변혁적 리더십과 직원의 직무수행 간에 유의미한 양의 관계가 있음을 확인하였다. 회귀분석 모델은 세 가지 모형으로 분석하였는데 변혁적 리더십이 캄보디아 상원의 사무국에서 직원의 직무 수행과 중요한 인과 관계를 맺고 있음을 확인하였다.

주제어 : 변혁적 리더십, 직무성과, 캄보디아, 상원사무국

학번 : 2016-22975

Acknowledgement

The completion of this Master's thesis is associated with the assistance and guidance of various persons. It would have been impossible for me to have written this paper without their help, and for this I would like to take this opportunity to convey and express my deepest appreciation and heartfelt thanks.

First and foremost, special thanks go to my family especially my parents, **Mr. Cheam Phan** and **Mrs. Tan Kimsroy**, for their endless love and continuous supports to me not only in my time in Korea but also since I was born.

Aside from this, I would like to express my heartfelt gratitude to my supervisor, Professor **Kim Bong Hwan**, who has always been helpful and available in supporting my thesis progression since the first stage. His support, encouragement and supervision have enabled me to develop a broad understanding of the subject. This paper could have never been accomplished without his utmost assistance and advices.

I am also very grateful to the Secretariat General of the Senate of the Kingdom of Cambodia which has provided assistance and privileges for me to undertake the education in Korea. Likewise, I would like to show my sincere gratitude to KOICA for the glorious scholarship opportunity for my study in Korea. Also I would like to express my sincere thanks to GSPA and GMPA for their warm hospitality and impressive academic performance.

Last but not least, I would also like to give applauses to all of my friends for their assistance and constructive comments and discussions.

December 06, 2017