

**Research
Paper**

Received 28 March'09/
Accepted 12 Sep'09
SAFA = 0.61

Relationship between the Full-Range Leadership and Insurance Salesperson's Job Satisfaction

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Abstract: The purpose of this paper is to use the Full-Range Leadership Theory to study the insurance salespersons' job satisfaction level. Data was collected using a self-administered questionnaire that was distributed and collected from 303 insurance salespersons from four major insurance organizations in Malaysia (response rate of 86.57 percent). The Multinomial Logistic Regression Analysis was applied to test the theoretical model and the relationship between the Full-Range Leadership Theory and insurance salespersons' job satisfaction. The results revealed a significantly positive relationship between the job satisfaction with some of the perceived transformational leadership and transactional leadership factors.

Keywords: Full-Range Leadership, Transformational and Transactional Leadership, Job Satisfaction, Insurance Salespersons

INTRODUCTION

Leadership is proven to have a significant impact on employee satisfaction that ultimately affects employees' performance and turnover intention (Kumara and Koichi, 1989; Savery, 1994; Arnold, Barling and Kelloway, 2001). This is applicable to employees of any organization or industry. Given the unique blend of vital responsibilities of insurance salespersons for most of the selling activities including promoting (pre-sale), selling and servicing (post-sale), it is therefore important for sales managers and supervisors to identify ways to stimulate positive behavioral responses from their salespersons, especially from the satisfaction and performance perspectives (Dubinsky and Yammarino, 1985). Several studies related to the impact of insurance sales supervisors on their salespersons' satisfaction level have been carried out in the 1980s and 1990s. Among those, are Dubinsky and Yammarino (1985), Dubinsky,

