

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE RELATIONSHIP BETWEEN LEADERSHIP STYLES,
COMMUNICATION COMPETENCE AND EMPLOYEES` JOB
SATISFACTION IN PRIVATE UNIVERSITIES OF THE UAE**



SHADI HIJAZI

UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2017**



Awang Had Salleh
Graduate School
of Arts And Sciences

Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

SHADI MOUSA MOHAMMAD HIJAZI

calon untuk Ijazah _____ PhD
(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**"THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, COMMUNICATION COMPETENCE AND
EMPLOYEES' JOB SATISFACTION IN PRIVATE UNIVERSITIES OF THE U.A.E"**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada : 16 Mac 2017.

*That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:
March 16, 2017.*

Pengerusi Viva:
(Chairman for VIVA)

Assoc. Prof. Dr. Yahya Don

Tandatangan
(Signature)

Pemeriksa Luar:
(External Examiner)

Prof. Dr. Mustafa Mamat

Tandatangan
(Signature)

Pemeriksa Dalam:
(Internal Examiner)

Dr. Ismail Hussein Amzat

Tandatangan
(Signature)

Nama Penyelia/Penyelia-penyelia:
(Name of Supervisor/Supervisors)

Assoc. Prof. Dr. Abd Latif Kasim

Tandatangan
(Signature)

Nama Penyelia/Penyelia-penyelia:
(Name of Supervisor/Supervisors)

Assoc. Prof. Dr. Yaakob Daud

Tandatangan
(Signature)

Tarikh:

(Date) March 16, 2017

Permission to Use

I'm presenting this thesis in fulfilment of the requirements for a doctorate from Universiti Utara Malaysia, I agree that the Universiti Library may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence, by the Dean of Awang Had Salleh Graduate School of Arts and Sciences. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:



Dean of Awang Had Salleh Graduate School of Arts and Sciences
Universiti Utara Malaysia

06010 UUM Sintok

Universiti Utara Malaysia

Abstrak

Kajian-kajian lampau telah mendokumentasikan kepentingan gaya kepimpinan dan kompetensi komunikasi pemimpin dan dikaitkan dengan kepuasan kerja pekerja. Walau bagaimana pun, terdapat pemahaman yang kurang mendalam terhadap hubungan tersebut dalam konteks pendidikan tinggi di United Arab Emirates. Tambahan pula, tidak banyak literatur yang membincangkan isu di atas. Gaya kepimpinan transformasional dikatakan mempunyai hubungan yang lebih kuat dengan kepuasan kerja berbanding dengan gaya kepimpinan transaksional tetapi dapatan kajian lampau dilaporkan masih bercanggah. Tujuan kajian ini adalah untuk mengenal pasti hubungan gaya kepimpinan, kompetensi komunikasi pemimpin dan kepuasan kerja pekerja universiti swasta di UAE. Di samping itu, kajian juga telah mengenal pasti pengaruh kompetensi komunikasi dan gaya kepimpinan terhadap kepuasan kerja. Kaedah kuantitatif telah digunakan dalam kutipan data. Teknik rawak mudah telah dilakukan dalam pemilihan sampel yang melibatkan 247 responden yang terdiri dari staf dan kakitangan yang dipilih dari tujuh universiti swasta di UAE. Tiga set instrumen kajian telah digunakan iaitu *Multifactor leadership (MLQ)*, *Communicative Competence Scale (CCS)* dan *the Minnesota Satisfaction Questionnaire (MSQ)*. Analisis deskriptif digunakan untuk menganalisis ciri-ciri sampel kajian dan Korelasi Pearson untuk mengkaji hubungan antara pemboleh ubah bebas dan pemboleh ubah bersandar. Regresi Pelbagai telah digunakan untuk menguji pengaruh terhadap faktor-faktor peramal terhadap kepuasan kerja. Hasil kajian menunjukkan terdapat hubungan yang positif dan signifikan antara gaya kepimpinan transformasional dan kompetensi komunikasi. Walau bagaimanapun, hubungan antara gaya kepimpinan transaksional dan kepuasan kerja telah dilaporkan negatif tetapi signifikan. Dapatan juga menunjukkan gaya kepimpinan transformasional dan gaya kepimpinan transaksional merupakan peramal kepada kepuasan kerja khususnya faktor-faktor intrinsik dan ekstrinsik. Kajian ini juga telah menyokong teori-teori yang terdahulu terhadap kepimpinan, komunikasi dan kepuasan kerja. Secara praktisnya pula, dapatan kajian menunjukkan bahawa gaya kepimpinan transformasional lebih sesuai untuk diamalkan dalam konteks pendidikan tinggi berbanding dengan kepimpinan transaksional kerana ia menjurus ke arah kepuasan kerja yang lebih tinggi. Pemimpin yang mempunyai kompetensi komunikasi yang berkesan telah meningkatkan kepuasan kerja para pekerja.

Kata kunci: Kepimpinan transformasional, Kepimpinan transaksional, kompetensi komunikasi, Kepuasan kerja.

Abstract

Previous studies have documented the importance of the leadership style and communication competence of the leaders and their relationship with employees' job satisfaction. However, there was a lack of leader insight regarding this relationship in the context of higher education in the United Arab Emirates and very few literature had discussed the issues. Transformational style has greater relationship with job satisfaction than transactional style but the results of previous studies were still contradictory. The purpose of this study was to examine the relationships between leadership styles, communication competence and the job satisfaction of the employees in the UAE private universities. Besides, the study had also identified the influence of communication competence and leadership styles toward job satisfaction. The quantitative method was used in data collection. A random sampling technique was conducted which comprised of 247 faculty members and staff from seven private universities in UAE. A total of three different sets of instruments were used, namely Multifactor leadership (MLQ), Communicative Competence Scale (CCS) and the Minnesota Satisfaction Questionnaire (MSQ). Descriptive statistics was used to describe the sample characteristics and Pearson correlation was used to examine relationship between the independent variables and dependent variable. Multiple Regression test was used to testify the influence of predictor factors on job satisfaction. The results of the study indicated that there was a positive and significant relationship between transformational style and communication competence. However, the relationship between transactional leadership style and job satisfaction was observed to be negative but significant. Findings had revealed that transformational and transactional leadership styles and communication competence were predictors of job satisfaction specifically on the intrinsic and extrinsic factors. The current study had provided support for the previous theories about leadership, communication and job satisfaction. Practically based on the current study findings, transformational leadership style is more appropriate in higher education context rather than transactional style as it led to higher job satisfaction. An effective leader's communication competence had increased the employee's job satisfaction.

Keywords: Transformational leadership, transactional leadership, Communication competence, Job satisfaction

Acknowledgements

In the name of Allah, The Most Merciful and Most Compassionate

Many special people and experiences accompany me on this doctoral journey. I take this opportunity to express my appreciation. Foremost gratitude is given to Allah. The journey has been a prayerful experience of transforming growth for me. I deeply thank Allah for his sustenance and generosity in making the completion of this research conceivable. I am grateful for Allah's abundant grace.

Profound gratitude is given to my dear father and my mother for their blessings, their strong work ethic, and for serving as living role models in my life. I would also like to thank my wife Lama as this study would not have been completed without her understanding and support. I would like to mention my three children, Hashim, Yara and Basil. All of them have been a continuous source of inspiration. Special thanks to my Uncle Issam Al Kitby for his full support, encouragement, and motivation during all the phases of my doctoral program.

I would also like to acknowledge Associate Professor Dr. Abd. Latif Kasim and Associate Professor Dr. Yaakob Daud, my supervisors who have been a source of inspiration for me. I am grateful for their support and guidance and am quite sure that they will pave the way towards success with their wisdom and erudition.

I dedicate this thesis to the memory of my late grandmother, Fatma. Allah bless her soul.

Table of Contents

Permission to Use	ii
Abstrak	iii
Abstract	iv
Acknowledgements	v
Table of Contents	vi
List of Tables	x
List of Appendices	xii
List of Abbreviations	xiii
CHAPTER ONE INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the study	3
1.2.1 Academic leaders in Higher Education Organization.....	65
1.2.2 Leadership in Arab Countries	7
1.2.3 Educational Leadership Styles in the UAE.....	8
1.3 Statement of the Problem.....	10
1.4 Objectives of the Study	13
1.5 Research Questions	14
1.6 Research Hypothesis	15
1.7 Research Theoretical Framework	15
1.8 Significance of the Study	26
1.9 Limitations of the Study.....	28
1.10 Terms and Conceptual Definitions	29
1.10.1 Leadership.....	29
1.10.2 Leadership style	29
1.10.3 Transactional Leadership style	30
1.10.4 Transformational Leadership style	30
1.10.5 Communication Competence.....	30
1.10.6 Competence.....	30
1.10.7 Job Satisfaction	30
1.11 Summary	31
CHAPTER TWO LITERATURE REVIEW	32

2.1 Introduction.....	32
2.2 Theoretical Foundation	32
2.2.1 Transformational Theory	33
2.2.2 The Two-Factor Theory	37
2.2.3 Social Exchange Theory	39
2.3 Leadership.....	42
2.3.1 Leadership Concept	42
2.3.2 Leadership Theories.....	44
2.3.2.1 Great Man Theories.....	45
2.3.2.2 Trait Theories	46
2.3.2.3 Behavioral Theory.....	47
2.3.2.4 Contingency Theory.....	49
2.3.2.5 Path - Goal Theory	50
2.3.3 Transformational Leadership Style	Error! Bookmark not defined.
2.3.3.1 Dimensions of Transformational leadership	55
2.3.4 Transactional Leadership Style	59
2.3.4.1 Dimensions of Transactional leadership.....	62
2.4 Higher Educational System in the UAE	5
2.5 Communication Competence.....	69
2.5.1 Concept of Communication Competence	74
2.5.2 Aspects of Communication Competence.....	76
2.5.3 Dimensions of Communication Competence	78
2.5.4 Effective Communication	83
2.5.5 Relationship at Work	84
2.6 Job Satisfaction	87
2.6.1 Definitions of Job Satisfaction.....	88
2.6.2 The Importance of Job Satisfaction	90
2.6.3 Theories related to Job Satisfaction	92
2.6.3.1 McClelland's Needs Theory.....	94
2.6.3.2 Equity Theory.....	95
2.6.3.3 The Expectancy Theory	96
2.6.4 Measurement of job satisfaction	96
2.7 Leadership and Employee Job Satisfaction	98

2.8 Communication Competence and Job Satisfaction.....	102
2.9 Summary	105
CHAPTER THREE METHODOLOGY	106
3.1 Introduction.....	107
3.2 Research Design.....	107
3.3 Population and Sampling Design.....	108
3.4 Research Instrumentation.....	112
3.4.1 Leadership Styles Questionnaire.....	112
3.4.2 Communication Competence Questionnaire	114
3.4.3 Job Satisfaction Questionnaire.....	115
3.5 Pilot study	116
3.6 Validity of the Questionnaires	116
3.7 Reliability of the Questionnaires	119
3.8 Data Collection Procedure	122
3.9 Data Analysis.....	124
3.10 Summary.....	126
CHAPTER FOUR RESEARCH FINDINGS AND ANALYSIS.....	128
4.1 Introduction.....	128
4.2 Description of Completed Questionnaires	128
4.3 Data Screening	129
4.3.1 Accuracy of Data Entry	130
4.3.2 Missing Data	130
4.3.3 Outlier	131
4.3.4 Normality	131
4.4 Profile of Sample	132
4.4.1 Gender.....	132
4.4.2 Age.....	132
4.4.3 Education Level	133
4.4.4 Length of experience.....	133
4.5 Correlations between Variables of the Study.....	134
4.6 Findings based on Research Questions.....	136
4.6.1 Research Question 1	136
4.6.2 Research Question 2	139

4.6.3 Research Question 3	141
4.6.4 Research Question 4	144
4.6.5 Research Question 5	146
4.6.6 Research Question 6	148
4.7 Summary	151
CHAPTER FIVE DISCUSSION, IMPLICATIONS AND SUGGESTIONS	153
5.1 Introduction	153
5.2 Research Summary	153
5.3 Discussion of Findings	156
5.3.1 Leadership Styles and Job Satisfaction	157
5.3.1.1 Transformational leadership style and Job Satisfaction	157
5.3.1.2 Transactional leadership Style and Job Satisfaction	163
5.3.1.3 Transformational and Transactional leadership	165
5.3.2 Communication Competence and Job Satisfaction	169
5.4 Implications for Theory and Practice	174
5.4.1 Theoretical Implications	174
5.4.2 Practical Implications	176
5.5 Recommendations for Future Research	179
5.6 Conclusion	181
REFERENCES	183

List of Tables

Table 2.1 Summaries of the Dimensions of Leadership Styles	64
Table 2.2 Dimensions of Job Satisfaction/Dissatisfaction by Frederic Herzberg	93
Table 3.1 Number of Employees in a Random Selected private University in the UAE	111
Table 3.2 Cronbach's Alpha for the Variables in Pilot study.....	117
Table 3.3 Cronbach's Alpha for the Variables	121
Table 3.4 Description of the Strength of the Correlation Coefficient (r).....	126
Table 4.1 Distribution of Sample by Gender	132
Table 4.2 Distribution of Sample by Age	133
Table 4.3 Distribution of Sample by Education Level	133
Table 4.4 Distribution of Sample by the number of years in terms of Experience....	134
Table 4.5 Correlation between Communication Competence, Job Satisfaction, Transactional and Transformational Leadership Style	135
Table 4.6 Correlation between factors in Transformation Leadership styles and Intrinsic Job satisfaction	137
Table 4.7 Correlation between factors in Transformation Leadership styles and Job Extrinsic Job Satisfaction.....	138
Table 4.8 Correlation between factors in Transactional leadership style and Intrinsic Job satisfaction.....	140
Table 4.9 Correlation between factors in Transactional Leadership Style and Extrinsic Job Satisfaction	141
Table 4.10 Correlation between factors in Communication Competence and Intrinsic Job Satisfaction	142
Table 4.11 Correlation between factors in Communication competence and Job satisfaction	143
Table 4.12 Stepwise regression analysis results: Transformational leadership style as a predictor of job satisfaction.....	144
Table 4.13 Step wise regression analysis Coefficients of Transformational Leadership and intrinsic Job Satisfaction	145
Table 4.14 Step wise regression analysis Coefficients of Transformational Leadership and Extrinsic Job Satisfaction	146

Table 4.15 Model Produced from Stepwise Regression Analysis of transactional and Job Satisfaction	147
Table 4.16 Stepwise Multiple Regression Analysis of transactional leadership and intrinsic Job Satisfaction	147
Table 4.17 Step wise regression analysis Coefficients of Transactional Leadership and Extrinsic Job Satisfaction.....	148
Table 4.18 Model produced from stepwise regression analysis as a result of Communication Competence and Job Satisfaction.....	149
Table 4.19 Step wise regression analysis Coefficients of Communication Competence and Intrinsic Job Satisfaction	149
Table 4.20 Step wise regression analysis Coefficients of Communication Competence and Extrinsic Job Satisfaction	150
Table 4.21 Summary of Hypothesis Analysis.....	151



List of Appendices

Appendix 1 Questionnaires	214
Appendix 2: Distribution of Items by Factors	220
Appendix 3: SPSS for Pilot Study	221
Appendix 4: Demographic Profile of Respondents	226
Appendix 5: SPSS Result for Data Analysis	227



List of Abbreviations

MLQ	Multifactor Leadership Questionnaire
MSQ	Minnesota Satisfaction Questionnaire
CCS	Communication Competence Scale
CC	Communication Competence
N	Sample Size
r	Correlation Coefficient
R	Coefficient of Determination
SPSS	Statistical Package for Social Sciences
UAE	United Arab Emirates



CHAPTER ONE

INTRODUCTION

1.1 Introduction

Most Universities across the world are undergoing changes that are considered profound through huge growth in a competitive atmosphere. At present they are facing a number of new challenges such as economic transformation, globalization and growth in science and technology and these in turn do have an impact on organizational goals. Universities usually try to achieve some set goals. The leader is the most important in order to achieve these goals and objectives. The leader who uses the human factor to guide employees to work effectively toward educational organization goals appears at the top. An effective leader plays an essential role in the accomplishment of these objectives and the majority of researchers recognize the leader's performance over the employees as an element for success or failure of the organization. A successful university in this millennium requires a leader who supports traits such as innovation and creativity; he must be ready to draw out the maximum potential of his subordinates and keep them satisfied. The success of an organization is usually dependent on the hard work, loyalty and dedicated managers as well as employees (Bushra & Naveed, 2011). According to (Yukl,2010), followers who perceive their leaders as effective are more confident in facing challenges, experience greater job satisfaction, demonstrate higher levels of commitment to the organization, and display healthier psychological well-being.

Leadership styles and communication are some of the main characteristics of an effective leader. According to Hashim and Yazdanifard (2014) communication

The contents of
the thesis is for
internal user
only

REFERENCES

- Aarons, G.A. (2006). Transformational and transactional leadership: Association with Attitudes toward evidence-based practice. *Psychiatric Services, 57*(8), 1162-1169
- Abubakari, A., & Mohammed. W. (2014). Assessment of leadership styles by gender *International Journal of Economics, Commerce and Management United Kingdom, 2*(6).
- Adam, K. (2003). *Women's empowerment and leadership in education: A key factor for emiratization in the United Arab Emirates*. (Master's thesis, University of South Africa, Pretoria, South Africa). Retrieved from <http://uir.unisa.ac.za/bitstream/handle/10500/1758/00>
- Adler, R., & Rodman, G. (2010). *Understanding human communication*. New York: Oxford University Press.
- Agho, A.O., Price, J.L., & Mueller, C.W. (1992). Discriminant validity of measures of job satisfaction, positive affectivity and negative affectivity. *Journal of Occupational and Organizational Psychology, 65*(12), 185–196
- Aguirre, J.A., & Martinez, R. (2002). Leadership practices and diversity in higher education: Transitional and transformational frameworks. *Journal of Leadership Studies, 8*(3), 53-62.
- Ahmad, A. R., Adi, M. N. M., Noor, H. M., Rahman, A. G. A., & Yushuang, T. (2013). The influence of leadership style on job satisfaction among nurses. *Asian Social Science, 9*(9), 172-178.
- Al-Adhab, Z.A. (1992). *Career education for young women in the United Arab Emirates*. Wisconsin: University of Wisconsin
- AL-Hussami, M. (2008). A study of nurses' job satisfaction: the relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. *European Journal of Scientific Research, 22*(2), 286-295.
- Al-Jafary, A., & Hollingsworth, A. (1983). An exploratory study of managerial practices in the arabian gulf region. *Journal of International Business Studies, 14*(2), 143-52.
- Ali, A.S., Sidow, M. A., & Guleid, H. S. (2013). Leadership styles and job satisfaction: empirical evidence from Mogadishu universities. *European Journal of Management Sciences and Economics, 1*(1), 1-10.
- Ali, A.J. (1989). A comparative study of managerial belief about work in Arab States *Advances in International Comparative Management, 4*(3), 96-112.

Greenwich: JAI Press

- Ali, A.J. (1993). Decision-making style, individualism, and attitudes toward risk of arab executives. *International Studies of Management and Organization*, 23(3), 53-73.
- Allen, R. R., & Brown, K. L. (1976). *Developing communication competence in children*. Skokie: National Textbooks
- Al-Omari, A. (2008). The relationship between leadership styles of hashemite university department chairs and job satisfaction as reported by department faculty members of University of Sharjah. *Journal for Humanities & Social Sciences*, 5(2), 101-124.
- Alshuaibi, A. S., (2013). The influence of human resource practices and leadership style on job satisfaction and cyber deviance amongst administrative employees in Jordanian universities (Unpublished doctoral thesis). Universiti Utara Malaysia, Sintok, Malaysia
- Amin, N.W. (2006) Higher education in Sudan and knowledge management applications. Retrieved on May 23, 2013 from <http://ieeexplore.ieee.org/xpl>
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261-295.
- Archbold, R. H. (2004). *The perception of leadership style: Effect on the work environmen*. (Doctoral dissertation). Available from ProQuest Dissertations & Theses database. (UMI No. 3132802)
- Arroyo, A., Segrin, C. (2011). The relationship between self- and other-perceptions of communication competence and friendship quality. *Common Stud*, 62,547-62.
- Ary, D., Jacobs, L. C., Razavieh, A., & Sorensen, C. (2006). *Introduction to research in education* (7th ed.). California: Thomson Wadsworth.
- Atkinson, I. (2012). Accuracy of data transfer: double data entry and estimating levels of error. *Journal of Clinical Nursing*, 21(19pt20), 2730-2735.
- Avolio, B.J. (1990). *Full leadership development: building the vital forces in organizations*. Thousand Oaks, CA: Sage Publications.
- Avolio, B.J. (2007). Promoting more integrative strategies for leadership theory-building. *American Psychologist*, 62(1), 25-33
- Avolio, B. J., & Bass, B. M. (2002). *Developing potential across a full range of leadership cases on transactional and transformational leadership*. New York, Lawrence Erlbaum Associates.

- Avolio, B.J. & Bass, B.M. (2004). *MLQ survey set*. Retrieved from <http://mindgarden.com>
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1995). *MLQ Multifactor leadership questionnaire: Technical Report*. Redwood City, CA: Mindgarden.
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organizational Psychology*, 72(4), 441- 462.
- Avolio, B.J., Waldman, D.A., Yammarino, F.J. (1991). Leading in the 1990s: the four I's of transformational leadership. *Journal of European Industrial Training*, 15(4), 9-16.
- Awad, T.A., & Al Hashami, S.E. (2012). Assessing the effect of interpersonal communications on employees' commitment and satisfaction International. *Journal of Islamic and Middle Eastern Finance and Management*, 5(2),134-156
- Awamleh, R., & Al-Dmour, H. H. (2005). Transformational leadership in Jordanian banks: A study of job satisfaction and self-perceived performance of employees *Dirasat Journal*, 32(1), 217-229.
- Awamleh,R., Evans,J., & Mahate,A. (2005), A Test of Transformational and Transactional Leadership Styles on Employees' Satisfaction and Performance in the UAE Banking Sector, *Journal of Comparative International Management*, 8(1), 3-19.
- Aydin, A., Sarier, Y., & Uysal, S. (2013). The effect of school principals' leadership styles on teachers' organisational commitment and job satisfaction. *Educational Sciences Theory and Practice*, 13(2), 806-811
- Backlund, P. M. (1977). Speech communication correlates of perceived communication competence (Doctoral dissertation, University of Denver). Dissertation Abstracts International, 38, 3800A.
- Bahgat, G. (1999). Education in the gulf monarchies: Retrospect and prospect. *International Review of Education*, 45 (2), 127-136
- Baldrige, J. V., Curtis, V. D., Ecker, G., & Riley, L. G. (1991). Alternative models of governance in higher education. *Organization and governance in higher education*(4th ed.) MA: Simon and Schuster Custom Publishing
- Barbuto, J., & Burbach, E. (2006). The emotional intelligence of transformational leaders:A field study of elected officials. *Journal of Social Psychology*, 146(1), 51-64
- Barnett, A., Marsh, H., & Craven, R. (2005).What type of school leadership satisfies

teachers? A mixed method approach to teachers' perceptions of satisfaction.
Retrieved on 4, September 2012 from [http // www .aare .edu.au /bar05419.pdf](http://www.aare.edu.au/bar05419.pdf)

- Barnett, K., McCormick, J., & Conners, R. (2001). Transformational leadership: Panacea, placebo, or problem?. *Journal of Educational Administration*, 39(1), 24-46.
- Bass, B. M. (1985). *Leadership and performance beyond expectation*. New York: The Free Press.
- Bass, B.M. (1990). From Transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18 (3), 19-31.
- Bass, B. M. (1997). Does the transactional-transformational paradigm transcend organizational and national boundaries?. *American Psychologist*, 22, 130-142.
- Bass, B. M. (1998). *Transformational leadership: Industrial, military, and educational impact*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Bass, B. M. (1999a). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32
- Bass, B. M. (1999b). On the taming of charisma: A reply to Janice Beyer. *Leadership Quarterly*, 10(4), 541
- Bass, B. M. (2003). Face to Face — Power to change: A conversation with Bernard M. Bass. *Leadership in Action*, 23(2), 9-11. Retrieved from Academic Search Complete database.
- Bass, B. M. (2008). *The Bass handbook of leadership. Theory, research and managerial applications*, 4. New York: Free Press.
- Bass, B. M., & Avolio, B. J. (1990). The implications of transactional and transformational leadership for individual, team, and organizational development. In R. W. Woodman & W. A. Pasmore (Eds.), *Research in organizational change and development*, 4: 231-272. Greenwich: JAI Press.
- Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public Administration Quarterly*, 17(1), 112-121.
- Bass, B. M., & Avolio, B. J. (Eds.). (1994). *Improving organizational effectiveness through transformational leadership*. SAGE Publications, Incorporated.
- Bass, B.M., & Avolio, B.J. (1995). *The Multifactor leadership questionnaire (MLQ)*. Redwood City, CA: Mind Garden

- Bass, B. M., & Avolio, B. J. (1997). *Full range leadership development: Manual for the multifactor leadership questionnaire*. Palo Alto, CA: Mindgarden
- Bass, B. M., & Avolio, B. J. (1999). *Training full range leadership*. Redwood City, CA: Mindgarden.
- Bass, B. M., & Avolio, B. J. (2004). *Multifactor Leadership Questionnaire: Manual and Sampler Set* (3rd ed.) Mind Garden, Redwood City, CA
- Bass, B., & Riggio, R. (2006). *Transformational Leadership*. (2nd ed.) New Jersey: Lawrence Erlbaum Associate, Inc.
- Bass, B., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *Leadership Quarterly*, *10*(2), 181-218.
- Bass, B., Avolio, B., Jung, D. & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership, *Journal of Applied Psychology American Psychological Association*, *88*(2), 207-218
- Baskan G & Erçetin, S.S. (2000). Personal and Organizational Visions of the Deans in The Turkish Universities for The New Millennium. 25th International Improving University Teaching and Learning Conference, 17-20 July 2000, Johann Wolfgang Goethe University, Frankfurt, Germany.
- Basset-Jones, N. & Lloyd, G.C. (2005). Does Herzberg's motivation theory have staying power?, *Journal of Management Development*, *24*(10), 929 – 943
- Baxter, L.A., & Braithwaite, D.O. (2007). Social dialectics : The contradiction of relating in explaining communication. *Contemporary theories and exemplars* NJ: Erlbaum
- Behling, O., Labovitz, G., & Kosmo, R. (1968). The Herzberg controversy: a critical reappraisal. *Academy of Management Journal*, *11*(1), 99-108.
- Berman, S. J., & Hellweg, S. A. (1989). Perceived supervisor communication competence and supervisor satisfaction as a function of quality circle participation. *Journal of Business Communication*, *26*, 103-122.
- Berson, Y., & Linton, D. (2005). An examination of the relationships between leadership style, quality, and employee satisfaction in R&D versus administrative environments. *R&D Management*, *35*(1), 51-60.
- Bernstein, D. A., & Nash, P. W. (2008). *Essentials of psychology* (4th ed.). Boston: Cengage Learning. Retrieved from <http://books.google.com/books?id=4DobFrt9tUC>.
- Bernard, L. L. (1926). *An introduction to social psychology*. New York: Holt

- Bess, J. L., & Goldman, P. (2001). Leadership ambiguity in universities and K-12 schools and the limits of contemporary leadership theory. *The Leadership Quarterly*, 12(4), 419-450.
- Birnbaum, R. (1992). *How academic leadership works: Understanding success and failure in the college presidency*. San Francisco, Jossey-Bass
- Blau, P. (1964). *Power and exchange in social life*. New York: Wiley & Sons
- Blumstein. & Schwartz, P. (1983). *American Couple: Money, work* New York: Morrow
- Boerner, S., Eisenbeiss, S., & Griesser, D. (2007). Follower behavior and organizational performance: The impact of transformational leaders. *Journal of Leadership and Organizational Studies*, 13(3), 15-26.
- Bochner, A. P., & Kelly, C. W. (1974). Interpersonal competence: Rational, philosophy, and implementation of a conceptual framework. *Speech teacher*, 23, 279-301.
- Bolden, R., (2004). *What is leadership? Research Report 1 from the Centre for Leadership Studies* Exeter: University of Exeter.
- Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2013). Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *The Leadership Quarterly*.
- Brown, F. W., & Moshavi, D. (2002). Faculty reactions to transformational and contingent reward leadership by department chairs. *Journal of Leadership Studies*, 8(3), 79-93.
- Bryman, A. (1992). *Charisma and leadership in organizations*. London: Sage
- Bryman, A. (2007). Effective leadership in higher education: a literature review. *Studies in Higher Education*, 32(6), 693-710.
- Budhwar, P., & Mellahi, K. (2007). Human resource management in the Middle East. *International Journal of Human Resource Management*, 18(1), 2-10.
- Buitendach, J.H., & Rothmann, S. (2009). The validation of the minnesota job satisfaction questionnaire in selected organisations in South Africa. *Journal of Human Resource Management*, 7(1), 1-8.
- Burgoon, J. K., Stern, L. A. & Dillman, L. (1995). *Interpersonal adaptation: Dyadic interaction patterns*. New York: Cambridge University Press.
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Bush, T., & Glover, D. (2003). *School leadership: Concepts and evidence*.

Nottingham, UK: National College for School Leadership.

- Bushra, F., Usman, A., & Naveed, A. (2011). Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). *International Journal of Business and Social Science*, 2(18), 261-267.
- Carnes, K. (2007). *Credentials for change: A descriptive analysis of perceptions of transformational leadership and job satisfaction in the secondary school setting*. (Doctoral dissertation). Available from ProQuest Dissertations & Theses database. (UMI No. 304719843)
- Charles, R., & Emery, K. J. (2007). The effect of transactional and transformational leadership styles on the organizational commitment and job satisfaction of customer contact personnel. *Journal of Organizational Culture, Communications and Conflict*, 11(1), 77-90.
- Cegala, D.J. (1981). Interaction involvement: A cognitive dimension of communication competence. *Communication Educator*, 30(2), 109-121.
- Chen, Z.X., Aryee, S. & Lee, C. (2005). Test of a mediation model of perceived organizational support. *Journal of Vocational Behavior*, 66(3), 457-470.
- Chen, X. (2008). *The relationship between manager's leadership style and employee job satisfaction in selected Beijing computer software companies*. (Doctoral dissertation) Available from ProQuest. (UMI No. 3304529)
- Clabaugh, C.A., Monroe, G.S., & Soutar, G.N. (2000). Supervisory factors affecting job satisfaction in public accounting firms. *Australian Accounting Review*, 10(1), 65-72
- Clark, A.E., (1998) *Measures of job satisfaction - What makes a good job? Evidence From OECD countries*, Labour Market and Social Policy Occasional Paper No. 34, OECD, Paris
- Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12(4), 637-647.
- Cooley, R. E., & Roach, D. A. (1984). A conceptual framework. In R. N. Bostrom (Ed.), *Competence in communication: A multidisciplinary approach* (pp. 11-32). Beverly Hills, CA: Sage.
- Cooper, C. R., & Schindler, P. S. (2008). *Business research methods*. (10th ed.). Boston: McGraw-Hill.
- Cox, P.L. (2001). Transformational leadership: a success story at Cornell University. *Proceedings of the ATEM/aappa 2001 conference*. Retrieved on March 27,

2014 from http://www.anu.edu.au/facilities/atem_aappaa/fullpapers/Coxkeynote.html

- Creswell, J. W. (2003). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. (2nd ed). Sage Publications, Inc, California.
- Creswell, J. W. (2005). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*. (2nd ed.). NJ: Pearson.
- Cropanzano, R., and Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900
- Crossman, A. (2003). The relationships of age and length of service with job satisfaction: An examination of hotel employees in Thailand. *Managerial Psychology*, 18,(7), 745–758.
- Crum, K. & Sherman, W. (2008). Facilitating high achievement: High school principals' reflections on their successful leadership practices. *Journal of Educational Administration*, 46(5), 562-580.
- Cummings, G. G., Macgregor, T., Davey, M., Lee, H., Wong, C. A., Lo, E., Muise, M., & Stafford, E. (2010). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. *International Journal of Nursing Studies*, 47, 363-385.
- Curtis, D. B., Winsor, J. L., & Stephens, R. D. (1989). National preferences in business and communication education. *Communication Education*, 38,(4) 6-14.
- Cupach, W. R., & Spitzberg, B. H. (1983). Trait versus state: A comparison of dispositional and situational measures of interpersonal communication competence. *Western Journal of Speech Communication*, 47, 364-379.
- Cushman, D. P., & Craig, R. T. (1976). Communication systems: Interpersonal implications. In G. R Miller (Ed.) *Exploration in interpersonal communication* (pp. 37-58). CA: Sage.
- Czech, K., & Forward, G.L. (2013). Communication, leadership, and job satisfaction: Perspectives on supervisor-subordinate relationships. *Studies in Media and Communication*, 1(2), 1-14.
- Daft, R. L. (2002). *The leadership experience* (2nd ed.). Fort Worth: Harcourt College
- Dagnan, D., Disley, P., & Hatton, C. (2009). Applying equity theory to staff working with individuals with intellectual disabilities. *Journal of Intellectual and Developmental Disability*, 34(1), 55-66.

- Dawson, B. (2005). Motivating leaders to better results. *Journal of Rubber and Plastics*, 37, 11–15.
- DeConinck, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research*, 63(4), 1349-1355.
- Den, H. N., Muijen, J. J., & Koopman, P. L. (1997). Transactional versus transformational leadership: An analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70(1), 19-34.
- Devito, J.A (1997) *Human communication: the basic course* (7th ed) NY: Longman
- Devito, J.A (2009) *The interpersonal communication book* NY:Pearson
- DeYoung, A. J. (1977). Classroom climate and class success: a case study at the university level. *The Journal of Educational Research*, 70(5), 252-257.
- Dillman, D. A. (1991). The design and administration of mail surveys. *Annual Review of Sociology*, 17, 225–249
- DiMeglio, F. (2007). New role for business school research. *Business Week Online*. Retrieved on April 15, 2015 from <http://www.businessweek.com/stories/new-role-for-businessschool-researchbusinessweek-business-news-stock-market-and-financial-advice>
- Dixon, M., & Hart. L. (2010). The Impact of Path-Goal Leadership Styles on Work Group Effectiveness and Turnover Intention. *Journal of Managerial, XXII, 10*, 52-69.
- Dubrin, A. (2012). *Leadership: Research findings, practice, and skills* (7th ed) New York: Houghton Mifflin Company.
- Duck, S. (1994). *Meaningful relationships: Talking, sense, and relating*. CA: Sage Publications.
- Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2002). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. In B. J. Avolio & F. J. Yammarino (Eds.), *Transformational and charismatic leadership: The road ahead* (pp. 35-66). UK: Elsevier.
- Dunn, D. (2001). *Statistics and analysis for the behavioral sciences*. Boston: McGraw-Hill Publishers
- Duran, R. L. (1983). Communicative adaptability: A measure of social communicative competence. *Communication Quarterly*, 31, 320-326.

- Duserick, F., Huang, W., & Dai, Z. (2007). The impact of effective strategic planning and leadership on employee satisfaction. *Competition Forum*, 5(1), 243-252. Retrieved from <http://search.proquest.com/docview/214846812?accountid=45262>
- Edmond, B. F., & Perez, G. A. (2013). Job design. Retrieved from: <https://wikispaces.psu.edu/display/PSYCH484/10.+Job+Design>
- Edy, S. (2009). *Human resource management*. Jakarta: Penerbit Kencana
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment and job satisfaction. *Journal of Applied Psychology*, 82(5), 812–820.
- Eisenberg, N., & Strayer, J. (1987). *Empathy and its development, Cambridge studies in social and emotional development*. New York, NY: Cambridge University Press.
- Emery, C. R., & Barker, K. J. (2007). The Effect of Transactional and Transformational Leadership Styles on the Organizational Commitment and Job Satisfaction of Customer Contact personnel. *Journal of Organizational Culture, Communication and Conflict*, 11 (1), 77-90.
- Falcione, R. L., McCroskey, J.C., & Daly, J. A. (1977). Job satisfaction as a function of employees' communication apprehension, self-esteem and perceptions of their immediate supervisors. *Communication Yearbook 1*, 363-375
- Fatima, B. (2010). Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). *International Journal of Business and Social Science*, 2, 261-267
- Fernandes, C., & Awamleh, R. (2004) The impact of transformational and transactional leadership styles on employee's satisfaction and performance: an empirical test in a multicultural environment, *International Business and Economics Research*, 3(8), 65-76.
- Fiedler, F. E., & Chemers, M. M. (1974). *Leadership and effective management*. Glenview, IL: Scott, Foresman and Company.
- Fisher, C. D. (2003) Why do lay people believe that satisfaction and performance are correlated? Possible sources of a commonsense theory, *Journal of Organizational Behavior*, 24(6), 753-77.
- Foa, U. G., & Foa, E. B. (1975). *Resource theory of social exchange*. NJ: General Learning Press.
- Friedrich, G. (1994). *Strategic communication in businesses and other professions*. Boston, MA: Houghton Mifflin.

- Gaertner, S. (2000). Structural determinants of job satisfaction and organizational commitment in turnover models. *Human Resource Management Review*, 9(4), 479–493.
- Gallagher, T., Hartung, P., & Gregory, S. (2001). Assessment of a measure of relational communication for doctor-patient interactions. *Patient Education and Counseling*, 45(3), 211-218
- Galang, A. P.(2010). Environmental education for sustainability in higher education institutions in the Philippines. *International Journal of Sustainability in Higher Education*, 4(2), 138-150.
- Gao, C. (2006). *The role of face-to-face interpersonal communication with different social networks in the development on intercultural communication competence.*(Master's thesis, Wake Forest University, North Carolina). Retrieved from <https://wakespace.lib.wfu.edu/bitstream/handle/10339/33472>
- Gardenswartz, L., Rowe, A., Digh, P., & Bennett, B. (2003). *The global diversity desk reference: managing an international workforce*. NJ: Wiley Publishers.
- Gratton, C., & Jones, I. (2004). *Research methods for sport studies*. Routledge Publishing.
- Gay, L.R. & Airasian, P. (2000). *Educational Research: Competencies for Analysis and Application*. NY: Upper Saddle River, Prentice Hall.
- Gayeski, E. (1993). *Corporate communications management: The renaissance communicator in information-age organizations*. Boston: Focal.
- Gellis, Z. D. (2001). Social Work Perceptions of Transformational and Transactional Leadership in Health Care. *Social Work Research*, 25(1), 17-25.
- George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference. 11.0 update* (4th ed.). Boston: Allyn & Bacon
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H., Jr. (1994). *Organization: Behaviour. structure. processes* (8th ed.). Burr ridge : Invin.
- Gibson, J., & Hodgetts, R.(1996). *Organization Communication: A Managerial Perspective*. Florida: Academic Press Inc.
- Goldhaber, G., Yates, M., Porter, D. & Lesniak, R. (1978). Organizational communication: State of the art. *Human Communication Research*, 5, 76-96.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161-178.

- Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. In L. L. Cummings & B. M. Staw (Eds.), *Research in Organizational Behavior*, 9, 175-208. Greenwich: JAI Press.
- Griffin, J. (2004). Relation of principal transformational leadership to school staff job satisfaction, staff turnover and school performance. *Journal of Educational Administration*, 42, 333-356
- Griffin, R. W., & Bateman, T. S. (1986). Job satisfaction and organizational commitment. In C. L. Cooper & I. Robertson (Eds.), *International review of industrial and organizational psychology* (157-188). New York: Wiley.
- Grip, A., Sieben, I., & Stevens, F. (2006). *Vocational versus communicative competencies as predictors of job satisfaction : pharmacy assistants at the interface of professional and commercial work*. Retrieved on May 15,2015 from <https://cris.maastrichtuniversity.nl/portal/files/619744/guid-8f4d259b-b647-41c2-93b4-21455b36d051-ASSET1.0>
- Gruneberg, M. M. (1979). *Understanding job satisfaction*. New York: John Wiley & Sons
- Hackman, M. Z., & Johnson, C. E. (2004). *Leadership, a communication perspective* (4th ed.). Prospect Heights, IL: Waveland Press.
- Hair, J. F. (2010). *Multivariate data analysis: A global perspective* NY: Pearson Education.
- Hair, J., Anderson, R. Tatham, R.L& Black, W. (2005). *Multivariate data analysis* (5th ed.). India: Pearson Education
- Hair, J., Black, W., Babin, B., & Anderson, R. (2009). *Multivariate data analysis* (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- Hallinger, P. (2004). Leading educational change: Reflections on the practice of instructional and transformational leadership. *Cambridge Journal of Education*, 33(3), 329–351.
- Halpin, A. W., & Winer, B. J. (1957). *A factorial study of leader behavior descriptions*. NY: McGraw hill
- Hamidifar, F.,(2010) A study of the relationship between leadership styles and employee job satisfaction at Islamic Azad University Branches in Tehran, Iran. Retrieved from <http://www.graduate.au.edu/Journal/Journal%204/4.pdf>

- Hashim, S. & Yazdanifard, R. (2014). The impact of transactional leadership style on employees job satisfaction and how to sustain the employees motivation. Retrieved from <https://www.academia.edu/7777225/>
- Hawkins, K. W., & Fillion, B. P. (1999). Perceived communication skill needs for work groups. *Communication Research Reports*, 16, 167-174.
- Hawkins, B. L., & Preston, P. (1981). *Managerial communication*. CA: Goodyear.
- Hay, J. (1990). Managerial competences or managerial characteristics? *Management Education and Development*, 5, 305-315.
- Hay, I. (2006). Transformational Leadership: Characteristics and Criticisms, *Organizational Learning and Leadership*, 5, 1-22.
- Heller, H. W. (1993). The relationship between teacher job satisfaction and principal leadership style. *Journal of School Leadership*, 3(1), 74-86.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. New York: John Wiley & Sons.
- Herzberg, F. (1966). *Work and the nature of man*. Cleveland : World Publishing Company.
- Herzberg, F. (1968). One more time: How do you motivate employees? In S. J. Ott (Ed.), *Classical readings in organizational behavior*. 2nd Edition. Orlando, Florida: Harcourt Brace & Company.
- Herzberg, F. (1987). One more time: How do you motivate employees? *Harvard Business Review*, 65(5), 109-120.
- Hicks, H. and Gullett, C., (1987). *Management* (4th Ed) NY: McGraw-Hill, Inc
- Hilgerman, R. (1998). Communication satisfaction, goal setting, job satisfaction, concertive control, and effectiveness in self-managed teams. *Dissertation Abstracts International*, 59, 1661-1662.
- Hindua, Z. R., Wilson, E. E., Moss, S., & Scannell, E. (2009). Leadership, work outcomes and openness to change following an Indonesian bank merger. *Asia Pacific Journal of Human Resources*, 47(1), 59-78.
- Hirschfeld, R.R. (2000). Validity studies: Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire Short Form make a difference. *Educational Psychological Measurement*, 60, 255-270
- Hooijberg, R., & Choi, J. (2001). The Impact of Organisational Characteristics on Leadership Effectiveness Model: An Examination of Leadership in

- Public and a Private Sector Organisation. *Administration and Society*, 33(4), 403-431
- Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology* 63(6), 597-606.
- House, R. J (1992). Charismatic leadership in service-producing organization. *International Journal of Service Industry Management*, 3, 5–16.
- House, R. J (1971) A Path-Goal Theory of Leader Effectiveness. *Administrative Science Quarterly*, 321-328
- House, R. J., & Wigdor, L. A. (1967). Herzberg's dual factor theory of job satisfaction and motivation: A review of the evidence and a criticism. *Journal of Personnel Psychology*, 20, 369–390.
- Howell, J. P., & Dorfman, P. W. (1986). Leadership and substitutes for leadership among professional and non professional workers. *Journal of Applied Behavioral Science*, 22, 29-46.
- Huber, S.G. & West, M. (2002). Developing school leaders: A critical review of current practices, approaches and issues, and some directions for the future. In K. Leithwood & P. Hallinger (Eds.), *International handbook of educational leadership and administration*. Dordrecht: Kluwer Academic Press.
- Huffman-J, G. (1992). *The role of the dean: Fostering teaching as scholarship in the School of Education learning community*. Paper presented at the Annual Meeting of the American Association of Colleges for Teacher Education. San Antonio, TX, 37 (4).
- Hukpati.C, (2009). Transformational Leadership and Teacher Job Satisfaction: A Comparative Study of Private and Public Tertiary Institutions in Ghana.(Master's thesis, University of Twente, The Netherlands.) Retrieved on March 21,2014 from http://essay.utwente.nl/60599/1/MSc_Hukpati_C.A..pdf
- Hume, J., & Leonard, A. (2013). Exploring the strategic potential of internal communication in international non-governmental organizations. *Public Relations Review*, 40(2), 294-304.
- Humphreys, J. H. (2001). Transformational and transactional leader behavior. *Journal of Management Research*, 1(3), 149–159.
- Hymes, D. (1979) . Sapir, competence, voices. In C. J. Fillmore, D. Kempler, & W. S. Y. Wang (Eds.) , *Individual differences in language ability and language behavior* (pp. 33-45).New York: Academic Press.
- Ilies, R., Wilson, K. S., & Wagner, D. T. (2009). The Spillover of Job Satisfaction onto Employees' Family Lives: The Facilitating Role of Work-Family Integration. *Academy of Management Journal*, 52, 87-102.

- Infante, D. A., & Gordon, W. I. (1979). Subordinate and supervisor perceptions of self and one another: Relations, accuracy, and reciprocity of liking. *Western Journal of Speech Communication*, 43, 212-223
- Infante, D. A., & Gordon, W. I. (1989). Argumentativeness and affirming communicator style as predictors of satisfaction/dissatisfaction with subordinates. *Communication Quarterly*, 37, 81-90.
- Jablin, F. M. (1979). Superior-subordinate communication: The state of the art. *Psychological Bulletin*, 86, 1201-1222.
- Jablin, F. M., & Sias, P. M. (2000). Communication competence. In F. M. Jablin & L. L. Putnam (Eds.). *The new handbook of organizational communication*. CA: Sage.
- Jabnoun, N., & Al-Rasasi, A. (2005). Transformational leadership and service quality in UAE hospitals. *Journal of Managing Service Quality*, 15(1), 70-81.
- Jahani, S., Ramaya, T. & Effendi, A. (2011). Is reward system and leadership important in knowledge sharing among academics? *American Journal of Economics and Business Administration*, 3(1), 87-94.
- Jepsen, D M., & Rodwell, J(2007). Key behavioural and cognitive employee outcomes : a social exchange model, in *ANZAM 2007 : Managing our intellectual and social capital*, Promaco Conventions, Canning Bridge, W.A., pp. 2-19.
- Johnson, B., Stevens, J.J., & Zwoch, K. (2007). Teachers' perception of school climate: A validity study of scores from the revised school level environment questionnaire. *Educational and psychological measurement*, 67(5), 833-844
- Judge, T. A., & Klinger, R. (2007) Job satisfaction: Subjective well-being at work. In M.Eid, & R. Larsen (Eds.), *The science of subjective well-being* (pp. 393-413). New York, NY: Guilford Publications.
- Judge, T.A. & Piccolo, R.F.(2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89,755-768.
- Jung, I & Shin, J.C. (2015). Administrative staff members' job competency and their job satisfaction in a Korean research university, *Studies in Higher Education*, 40(5), 881-901.
- Kelley, R., Thornton, B. & Daugherty, R. (2005). Relationships between measures of leadership and school climate. *Education Indianapolis Then Chula Vista*, 126(1), 17-28

- Kennerly, S. M. (1989). Leadership behavior and organizational characteristics: Implications for faculty satisfaction. *Journal of Nursing Education*, 28(5), 198–202.
- King, W., Lahiff, J., & Hatfield, J. (1988). A discrepancy theory of the relationship between communication and job satisfaction. *Communication Research Reports*, 5, 36-43.
- King, N. (1970). Clarification and evaluation of the two-factor theory of job satisfaction. *Psychological Bulletin*, 74, 18-31.
- Kirk, D., & Napier, D. (2009). The Transformation of Higher Education in the United Arab Emirates: Issues, implications, and cultural dimensions. In Zajda, J., Daun, H. & Saha, L. J. (Eds.), *Nation-Building, Identity, and Citizenship Education: Cross cultural perspectives*. Springer. Chapter 9, 131-142
- Kirkbride, P.(2006). Developing transformational leaders: the full range leadership model in action *Industrial and Commercial Training*, 38(1), 23-32.
- Knauft, E. B., Berger, R. A., & Gray, S. T. (1991). *Profiles of excellence: Achieving success in the non profit sector*. San Francisco, CA: Jossey-Bass Publishers, 8-9.
- Koh, W.L., Steers, R.M. & Terborg, J.R. (1995). The effects of transformational leadership on teacher attitudes and student performance in Singapore *Journal of Organizational Behavior*, 16 (4), 319-333.
- Korman, A. K. (1966). Consideration, initiating structure and organizational criteria—A review. *Personnel Psychology*, 19, 349–361.
- Korte, W. B., & Wynne, R. (1996). *Telework: Penetration, potential and practice Europe*. Amsterdam: Ohmsha Press
- Kotter, J. & Heskett, J. L. (1992). *Corporate culture and performance*. NY: The Free Press.
- Kouzes, J. M. (2003). *Business leadership*. San Francisco: John Wiley & Sons.
- Kram, K.E., & Cherniss, C. (2001) Developing emotional competence through relationships at work , in Cherniss, C. and Goleman, D. (Eds), *The Emotionally Intelligent Workplace*, CA: Jossey Bass Publishers , pp. 254-85.
- Krantz, J. (1990). Lessons from the field: An essay on the crisis of leadership in contemporary organizations. *Journal of Applied Behavioral Science*, 26 49-64.
- Krejcie, R.V., & Morgan, D.W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 11, 33- 35.

- Land, P. (2003). New directions for higher education. From the other side of the academy to academic leadership roles: *Crossing the great divide*, 20 (124), 13-20.
- Lashbrook, W. (1997). Business performance, employee satisfaction, and leadership practices. *Performance Improvement*, 36(5), 29-33.
- Larson, C. E., Backlund, P. M., Redmond, M. K., & Barbour, A. (1978). *Assessing communicative competence*. Paper presented at the Speech communication association convention, Minneapolis, MN.
- Lawler, E. E. (1994). *Motivations in work organizations*. San Francisco, CA: Josey Bass
- Leary, P.A., Sullivan, M.E. & Ray, D.A. (1999).The Relationship of Leadership Styles of Selected West Virginia Deans and Department Chairs to Job Satisfaction of Departmental Faculty Members. *National Forum of Educational Administration and Supervision*, 16 (4), 33-41.
- Leary, P. A., Sullivan, M. E., & McCartney, D. R. (2004). The relationship of leadership styles of selected West Virginia deans and department chairs to job satisfaction of departmental faculty members. *National Forum of Educational Administration and Supervision Journal*, 18, 21-23.
- Lee, P. K. C., Cheng, E. T. C., Yeung, A. C. L., & Lai, K. H. (2011). An Empirical Study of Transformational Leadership, Team Performance and Service Quality in Retail Banks. *Omega*, 39, 690- 701.
- Leithwood, K.A., Begley, P.T. & Cousins, B.J. (1998).The nature, causes and consequences of Principals' practices: An agenda for future research. *Journal of Educational Administration*, 28(4), 5-31.
- Leithwood , K., Jantzi, D & Steinback, R. (1999). *Changing leadership for changing times*. Buckingham : Open University Press
- Lian, L. K., & Tui, L. G. (2012). Leadership styles and organizational citizenship behavior: The mediating effect of subordinates' competence and downward influence tactics. *The Journal of Applied Business and Economics*, 13(2), 59-96.
- Limsila, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Engineering, Construction and Architectural Management*, 15(2),164-184.
- Lin, C. (2003). *Perceived presidential leadership styles and faculty job satisfaction at taiwanese institutes of technology* .(Doctoral dissertation). Available from ProQuest dissertation and Theses database. (UMI No.305318541)

- Lipham, J.M. (1981). *Effective school, effective Principal*. Repton: National Association of secondary school principals
- Locke, E. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.) *Handbook of industrial and organizational psychology* (1297-1349). Chicago: Rand McNally
- Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of Management Development*, 23(4), 321-338.
- Loganathan, R. (2013) *The Influence of Leadership Styles on Job Satisfaction at a Cellulose Pulp Mill in KwaZulu-Natal: A Case Study*. (Master's thesis, University of Durban University of Technology) Retrieved from <http://ir.dut.ac.za/bitstream/handle/10321/86>
- Lozano, R. (2006). Incorporation and institutionalization of SD into universities: Breaking through barriers to change. *Journal of Cleaner Production*, 14(9), 787– 796.
- Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. *Leadership Quarterly*, 7, 385-425.
- Luthans, F. (1973). *Organizational behavior*. New York: McGraw-Hill.
- Madlock ,P.E. (2006). *Supervisors` communicative behaviors as predictors of their subordinates` communication satisfaction, job satisfaction, and willingness to collaborate* ((Master's thesis, University of Akron) Retrieved from https://etd.ohiolink.edu/rws_etd/document/get/akron1141827468/inline
- Madlock, P. E. (2008a). The link between leadership style, communicator competence, and employee satisfaction. *Journal of Business Communication*, 45(1), 61-78.
- Madlock, P. E. (2008b). Employee satisfaction: An examination of supervisors' communication competence. *Human Communication*, 11, 87–100.
- Maes, J.D., Weldy, T.G. & Icenogle, M.L. (1997). A managerial perspective: Oral communication competency is most important for business students in the workplace. *Journal of Business Communication*, 34, 67-80.
- Mann, R. D. (1959). A review of the relationships between personality and performance in small groups. *Psychological Bulletin*, 56, 241–270.
- Marra, R.M. and Bogue, B. (2006) "A Critical Assessment of Online Survey Tools". Pro-ceedings of the 2006 WEPAN Conference, WEPAN-Women in Engineering Pro-grams and Advocates Network. Retrieved on January,17, 2015<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.94.2162&rep=rep1&type=pdf>

- Martin, H. and Proenca, T. (2012). Minnesota Satisfaction Questionnaire – Psychometric Properties & Validation in a Population of Portuguese Hospital Workers. *FEP Journal – Economics & Management: Working Paper*. 471.
- McClelland, D. (1961). *The achieving society*. NJ: Van Nostrand Company
- McCroskey, J. C. (1982). Oral communication apprehension: A reconceptualization. In M. Burgoon (Ed.), *Communication Yearbook 6*. Beverly Hills, CA: Sage
- McCroskey, J. C., Booth-Butterfield, S., & Payne, S. K. (1989). The impact of communication apprehension on college student retention and success. *Communication Quarterly*, 37(2), 100-107
- McKee, J. G. (1991). Leadership styles of community college presidents and faculty job satisfaction. *Community/Junior College Quarterly of Research and Practice*, 15(1), 33–46.
- McGovern, D., Foster, L., & Ward, K. (2002). College leadership: Learning from experience. *Journal of Leadership Studies*, 8(3), 29-41.
- McLaughlin, M. 1., & Cody, M. J. (1982). Awkward silences: Behavioral antecedents and consequences of the conversational lapse. *Human Communication Research*, 8, 299-316.
- Menon, M.E (2014) The relationship between transformational leadership, perceived leader effectiveness and teachers' job satisfaction, *Journal of Educational Administration*, 52(4), 31-39
- Mester, C., Visser, D., & Roodt, G. (2003). Leadership styles and its relation to employee attitudes and behaviour. *SA Journal of Industrial Psychology*, 29(2), 72-80.
- Metcalfe, B. & Mimouni, F. (2011). *Leadership Development in the Middle East*. Cheltenham: Edward Elgar Publishing.
- Meyers, L., Gamst, G., & Guarino, A. (2006). *Applied multivariate research: Design and interpretation*. CA: Sage.
- Miles, E. W., Patrick, S. L., & King, W. C. (1996). Job level as a systemic variable in predicting the relationship between supervisory communication and job satisfaction. *Journal of Occupational and Organizational Psychology*, 69, 277-292
- Miltz, R. J., & Kanus, L.(1977). Improving supervisors' interpersonal communication. Washington. DC : Educational resources information center. (ERIC Document Reproduction Service No. ED 141319.
- Misener, T.R., Haddock, K.S., Gleaton, J.U. & Ajamieh, A.R. (1996). Toward an International Measure of Job Satisfaction, *Nursing Research*, 45, 87-91.

- Ministry of Higher Education and Scientific Research,UAE. (2015). About Higher Education in UAE. Retrieved from:September,10,2015 <http://www.moheer.gov.ae/en/Pages/default.aspx>
- Montana, P.J. & Charnov, B.H. (1993). *Management* NY: Barron's Educational Series
- Morgan, G. (2007). *Images of an Organization at York University* Canada: SAGE
- Morreale, S. P., Spitzberg, B.H., & Barge, J.K.(2013) *Communication Motivation, Knowledge, Skills*. New York: Peter Lang.
- Morreale, S.P., Osborn, M.M., & Pearson, J.C. (2000). Why communication is important: A rationale for the centrality of the study of communication. *Journal of the Association for Communication Administration*, 29, 1-25.
- Mosadeghrad, A. M. (2003). The role of participative management (suggestion system) in hospital effectiveness and efficiency. *Research in medical sciences*, 8(3), 85-99.
- Mosadegh, R. A., & Yarmohammadian, M. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Journal of Leadership in Health Services*, 19(2), 11-28.
- Mottaz, C. (1985). The relative importance of intrinsic and extrinsic rewards as determinants of work. *Sociological Quarterly*, 29, 365-385
- Muchinsky, P. M. (1993). *Psychology applied to work: An introduction to industrial and organizational psychology*. CA: Wadsworth.
- Muna, F. (1980) *The Arab Executive* NY: Saint Martins Press
- Myers, S. A., & Kassing, J. W. (1998). The relationship between perceived supervisory communication behaviors and subordinate organizational identification. *Communication Research Reports*, 15, 71-81.
- Naidoo, P. (2008, July 14). *Job satisfaction of sport administrators employed at tertiary institutions in South Africa*. Paper presented at the Marketing & Management Development, Rio De Janeiro.
- Nasserinejad . E., Mohammadzade., Z & Mehrganrad, M. (2014). Exploring the moderating role of relational leadership on the relationship between supervisor communication competence and employee satisfaction , *International Journal of Current Life Sciences*, 4(5), 2543-2548.
- Nemanich, L., & Keller, R. (2007). Transformational leadership in an acquisition: A field study of employees. *The Leadership Quarterly*, 18, 49-68.

- Newman, J., & Grigg, D. (2008, April 5). Leaders who affect change are highly regarded. *Telegraph-Journal*, E.7.
- Newstrom, J. W. (2007). *Organizational Behavior and Human Behaviour at Work*. New York: McGraw-Hill.
- Ngcobo, T. & Tickly, L.P. (2010). Key Dimensions of Effective Leadership for Change: A Focus on Township and Rural Schools in South Africa. *Educational Management, Administration and Leadership*, 38(2), 202-228
- Ngo, D. (2009). *Importance of employee satisfaction*. Retrieved from: <http://www.humanresources.hrvinet.com/importance-of-employee-satisfaction>
- Nguni, S.C. (2005). *A study of the effect of transformational leadership on teacher's job satisfaction, organizational commitment and organizational citizenship behavior in Tanzanian primary and secondary school*. (Doctoral dissertation, Redboud University, Nijmegen, Netherlands). Retrieved from <http://repository.ubn.ru.nl/bitstream/handle/2066/56137/56137>
- Nguni, S., Slegers, P., & Denessen, E. (2006). Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: The Tanzanian case. *School Effectiveness and School Improvement*, 17(2), 145-177
- Nirenberg, J. (2001). Leadership: A practitioner's perspective on the literature. *Singapore Management Review*, 23(1), 1-33.
- Northouse, P. G. (1997). *Leadership: Theory and practice*. Thousand Oaks: SAGE.
- Northouse, P. G. (2007). *Leadership: Theory and practice*. California: Sage publications
- Northouse, P.G. (2010) *Leadership : Theory and practice* (5th ed) LA : Sage Publishers
- Northouse, P.G. (2012). *Leadership: Theory and Practice*. (6th ed). Thousand Oaks: Sage Publications.
- Nunnally, J. (1978). *Psychometric theory*. New York: McGraw-Hill.
- Odai, M. L. (2012). *An investigation of the relationships between selected characteristics and leadership outcomes of athletic training education program directors*. Florida : Digital Commons
- Oplatka, I. (2004). The principalship in developing countries: context, characteristics and reality. *Comparative Education*, 40(3), 427-448.
- Oschell, C. M. (2009). The development and testing of a relational model of competence in the context of guided nature based tourism. . (Doctoral thesis,

The University of Montana) Retrieved from :
<http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=1994&context=etd>

- Osborne, J. W., & Overbay, A. (2004). The power of outliers (and why researchers should ALWAYS check for them). *Practical Assessment, Research, and Evaluation*, Retrieved from <http://pareonline.net/getvn.asp?v=9&n=6>
- Ostroff, C. (1992). The relationship between satisfaction, attitudes, and performance: An organizational level analysis. *Journal of Applied Psychology*, 77, 963-974.
- Pallant, J. (2007). *SPSS survival manual- Step by step guide to data analysis using SPSS for Windows, Version 15* (3rd Ed). UK: Open Universities.
- Parks, M. R. (1977). *Issues in the explication of communicative competence*. Paper presented at the Annual Convention of the Western Speech Communication Association, Phoenix.
- Patten, D.M. (1995). Supervisory actions and job satisfaction: an analysis of differences between large and small public accounting firms. *Accounting Horizons*, 9(2), 17-28.
- Pattersen, M., Warr, P. & West, M.(2004). Organizational climate and company productivity: The role of employee affect and employee level. *London Economic and Social Research Council*, 1(1), 1-31.
- Patricia, C. (2002). *The relationship between transformational and transactional leadership and job satisfaction in an aerospace environment*. (Doctoral dissertation), Available from ProQuest Dissertations and Theses database. (UMI No.3059410).
- Payne, H.J. (2005). Re-conceptualizing social skills in organizations: Exploring the relationship between communication competence, job performance, and supervisory roles , *Journal of Leadership and Organizational Studies*, 11(2), 14-23.
- Peerbhai, R. (2005). *Job satisfaction at IT SME's in Durban.Commercial Administration* (Master's thesis, Durban University of Technology, Durban, South Africa). Retrieved from <http://ir.dut.ac.za/bitstream/handle/10321/88/>
- Perie, M., & Bajer, D. P. (1997). Job satisfaction among America's teachers: Effects of workplace condition, background characteristics, and teacher compensation. *National Centers for Education Statistics*, 1-144.
- Pettit, J. D., Goris, J. R., & Vaught, B. C. (1997). An examination of organizational communication as a moderator of the relationship between job performance and job satisfaction. *The Journal of Business Communication*, 14, 81-98.

- Pickard, J. (2007). *Research methods in information*. London: Facet Publishing, 183-199.
- Pincus, J. D. (1986). Communication satisfaction, job satisfaction and job performance. *Human Communication Research*, 12(3), 395-419.
- Pondy, L. (1978). Leadership as a language game. In: M. C. W. McCall, & M. M. Lombardo (Eds). *Leadership: Where else can we go?* (pp. 87-99). NC: Duke University Press.
- Powell, G. N., Butterfield, D. A., & Bartol, K. M. (2008). Leader evaluations: A new female advantage? *Gender Management: An International Journal*, 23(3), 156-174.
- Powers, W. G. & Lowry, D. N. (1984). Basic communication fidelity: A fundamental approach. In R.N. Bostrom (Ed.), *Competence in communication: A multidisciplinary approach* (pp. 57-71). CA: Sage Publications
- Preece, J. (2005). *Higher education careers professionals. Country specific information of United Arab Emirates*. U.K: University of Wales
- Quinn, R., Staines, G. & McCullough, M.(1974). *Job satisfaction: Is there a real trend?* Manpower Research Monograph 30, Washington DC: Manpower Administration, U.S. Department of Labor.
- Ragsdale, J. D. (1995), Quality communication in achieving fundraising excellence. *New Direction of Philanthropic Fundraising*, 10, 17–31.
- Ramey, J.W., (2002). *The relationship between leadership styles of nurse managers and staff nurse job satisfaction in hospital settings*. (Master's thesis, Marshall University College of Nursing and Health Professions, Huntington, West Virginia). Retrieved from <http://mds.marshall.edu/cgi/viewcontent.cgi?article=1132&context=etd>
- Ray, E. B. (1993). When the links become chains: Considering the dysfunctions of supportive communication in the workplace. *Communication Monographs*, 60, 106-111.
- Reeta, R., & Neerja,P.(2012). Communication competence of Indian engineers in IT and ITeS sector. *Indian Journal of Industrial Relations*, 47(3), 511-526.
- Robbins, S. P., & Judge, T. A. (2009). *Organizational Behavior* (13th ed.). New Jersey: Pearson Education International.
- Robbins, S. P. (1996) *Organizational behavior concepts controversies' applications* (7th ed) NJ: Prentice- Hall
- Robbins, S. P. (2001). *Organizational behavior* (9th ed.). NJ: Prentice-Hall.

- Robbins, S., Millet., B & Marsh ,T. W. (2004). *Organization Behavior* (4th ed). Pearson, Australia
- Roloff, M. E., & Berger, C. R. (1982). *Social Cognition and Communication: An Introduction*. Beverly Hills: Sage Publications.
- Roueche, J.E., Baker III, G.A., & Rose, R.R. (1989). *Shared vision: transformational leadership in American community colleges*. Washington, D.C.: Community College Press.
- Rowden, R. W. (2000). The relationship between charismatic leadership behaviors and organizational commitment. *Leadership & Organization Development Journal*, 21(1/2), 30–36.
- Rubin, R. B. (1990). Communication competence. In G. M. Phillips & J. T. Wood (Eds.), *Speech communication: Essays to commemorate the 75th anniversary of the Speech Communication Association* (pp. 94-129). Carbondale and Edwardsville: Southern Illinois University Press.
- Rubin, R. B., & Martin, M. M. (1994). Development of a measure of interpersonal communication competence. *Communication Research Reports*, 11, 33-44.
- Saal, F.E., & Knight, P.A. (1988). *Industrial Organizational Psychology: Science and Practice*. CA: Brooks-Cole.
- Sadeghi, A., & Lope Pihie, Z. A. (2012). Transformational Leadership and Its Predictive Effects on Leadership Effectiveness. *International Journal of Business and Social Science*, 3(7), 186-197.
- Saleem ,H. (2015)The impact of leadership styles on job satisfaction and mediating role of perceived organizational politicis m , *Social and Behavioral Sciences* 172, 563 – 569.
- Sample, S. (2002). *The contrarian's guide to leadership*. San Francisco: Jossey-Bass.
- Sarker, S.J., Crossman, A., & Chinmeteepituck, P. (2003). The relationships of age and length of service with job satisfaction: An examination of hotel employees in Thailand. *Journal of Managerial Psychology*, 18, 745–758.
- Saunders, B., & Quirke, P. (2002). *Let my laptop lead the way: A Middle Eastern study*. Retrieved March 1, 2013 from http://ifets.ieee.org/periodical/vol_1_2002/saunders.html.
- Seashore, S.E. & Taber, T.D. (1975). Job satisfaction and their correlations, *American Behavior and Scientists*, 18(2), 346-56.

- Scandura, T., & Williams, E. (2004). Mentoring and transformational leadership: The role of supervisory career mentoring. *Journal of Vocational Behavior*, 65, 448-468.
- Scarpello, V., & Campbell, J.P. (1983). Job satisfaction: are all the parts there? *Personnel Psychology*. 36, 577-600.
- Schein, E. H. (1992). *Organizational culture and leadership* (2nd ed) CA: Jossey-Bass
- Schnake, M. E., Dumler, M. P., Cochran, D. S., & Barnett, T. R. (1990). Effects of differences in supervisor and subordinate perceptions of supervisors communication practices. *The Journal of Business Communication*, 27(1), 37-50.
- Schultz, D. P. (1982). *Psychology and industry today*. New York: Macmillan.
- Schweiger, D. M., & Denisi, A. S. (1991). Communication with employees following a merger: A longitudinal field experiment. *Academy of Management Journal*, 34, 110-135.
- Scott, C., & Dinham, S. (2003). The development of scales to measure teacher and school executive occupational satisfaction. *Journal of Educational Administration*. 41(1), 74.
- Sekaran, U. (2003). *Research methods for business* (4th ed.). NJ: John Wiley & Sons.
- Seiffert, M.A. (1985). *Other's evaluations of communication competence as Related to self evaluations of gender orientation and social style versatility* (Master's thesis, Texas Tech University) Retrieved from <https://ttu-ir.tdl.org/ttuir/bitstream/handle/2346/16454/31295003977658>
- Settoon, R., Bennett, N., & Liden, R. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*. 81(3), 219-227
- Shafiabadi, A., Khalaj, A. (2010) Exploring the relationship between job satisfaction and psychological health of employees working for university, *New issues in organizational psychology*, 2, 27-33.
- Sharbrough, W. C., Simmons, S. A., & Cantrill, D. A. (2006). Motivating language in industry: Its impact on job satisfaction and perceived supervisor effectiveness. *Journal of Business Communication*, 43, 322-343.
- Sharpe, D. (2006). *Choosing leadership styles*. Retrieved November 17, 2012 from <http://www.extn.msu.montanna.edu/communitydevelopment>

- Shaw, K. (2005). Getting leaders involved in communication strategy: Breaking down the barriers to effective leadership communication. *Strategic Communication Management*, 9, 14-17.
- Sheikh Zayed, S. (2005). *United Arab Emirates Yearbook 2005*. UAE : Abu Dhabi Publishers
- Sherman,W., Beaty,D., & Crum, K.(2010). Unwritten: young women faculty in educational leadership. *Journal of Educational Administration*. 48(6), 741-754.
- Shojaee, A., Nazari, A., & Vahidi, R.(2005) Leadership styles of managers and its relationship with nurses job satisfaction in hospitals of Tabriz Medical science University. *Hakim Journal*, 7(4), 25–31.
- Siburian, T.A. (2013). The effect of interpersonal communication, organizational culture, job satisfaction, and achievement motivation to organizational commitment of State High School Teacher in the district Humbang Hasundutan, North Sumatera, Indonesia, *International Journal of Humanities and Social*, 3(12), 248-255.
- Silins, H., & Mulford, B. (2002) Schools as learning organizations: The case for system, teacher and student learning. *Journal of Educational Administration*, 40, 425-446.
- Simic, I.(1998).Transformational Leadership -The key to successful management of transformational organizational changes. *Economics and Organization*, 1(6), 49-55.
- Singleton, R. A., Jr., & Straits, B. C. (2005). *Approaches to social research* (4th ed.). New York: Oxford University Press
- Situmorang, B. (2012). Pengaruh Budaya Organisasi, Kepemimpinan, Komunikasi Interpersonal dan Kepuasan Kerja Terhadap Komitmen Organisasi Kepala Sekolah (Studi Kasus pada SMK di Kota Medan). *Jurnal Komitmen Organisasi Kepala SMK*.
- Slater, C. L., Garcia, J. M., & Gorosave, G. L. (2008). Challenges of a successful firstyear principal in Mexico. *Journal of Educational Administration*, 46(6), 702-714.
- Smith, P., Kendall, L., & Hulin, C. (1969). *The Measurement of Satisfaction in Work and Retirement: Handbook of Industrial and Organizational Psychology*. Chicago: Rand McNally
- Spector, P.E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. NY: Sage Publications

- Spitzberg, B.H. (2013). (Re) Introducing Communication Competence to the Health Professions, *Journal of Public Health Research*, 2(3), 23.
- Spitzberg, B. H., & Cupach, W. R. (1981). *Self-monitoring and relational competence*. Paper presented at the Speech Communication Association Convention, Anaheim, CA.
- Spitzberg, B. H., & Cupach, W. R. (1984). *Interpersonal communication competence*. Beverly Hills, CA: Sage.
- Spitzberg, B. H. & Cupach, W. R. (1989). *Handbook of Interpersonal Competence Research*. New York: Springer-Verlag.
- Spitzberg, B. H. & Cupach, W. R. (2002). Interpersonal skills. In M. L. Knapp & J. A. Daly, *Handbook of interpersonal communication* (pp. 564-612). CA: Sage Publications
- Spitzberg, B. & Hecht, M. (1984). A component model of relational competence. *Human communication research*, 10(4), 575-599.
- Sprecher, S. (1998). Investment model, equity, and social support determinants of relationship commitment. *Social Psychology Quarterly*, 51, 318–328
- Statistic Center (2013) Statistical Yearbook . Retrieved from <https://www.scad.ae/en/pages/ebooks.aspx>
- Steele, G., & Plenty, D. (2015). Supervisor subordinate communication competence and job and communication satisfaction, *International Journal of Business Communication*, 52(3), 294–318
- Street, R.I., Jr., Mulac, A., & Wiemann, J. M. (1988). Speech evaluation differences as a function of perspective (participant versus observer) and presentational medium. *Human Communication Research*, 8, 299-316.
- Stewart, J. (2006). Transformational leadership: An evolving concept examined through the works of Burns, Bass, Avolio, and Leithwood. *Canadian Journal of Educational Administration and Policy*, 54(26), 1-29.
- Stogdill, R.M. (1974). *Handbook of leadership: A survey of theory and research*. New York: The Free Press.
- Stone, A. G., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership & Organization Development Journal*, 25(3/4), 349-361.
- Street, R. I., Jr., Mulac, A., & Wiemann, J. M. (1988). Speech evaluation differences as a function of perspective (participant versus observer) and presentational

medium. *Human Communication Research*, 14, 333-363.

- Stumpf, M. N. (2003). *The Relationship of Perceived Leadership Styles of North Carolina County Extension Directors' to Job Satisfaction of County Extension Professionals* (Doctoral thesis, North Carolina State University). Retrieved from. <http://www.lib.ncsu.edu/resolver/1840.16/5913>
- Sung, C.L., Lin, C.H., Chen., Y.W. & Chen, Y.C. (2009). Leadership style and teachers' job satisfaction in Taiwan. *Journal of Toko University*, 2(4), 1 -24.
- Syptak, J.M., Marsland, D.W., & Ulmer, D. (1999). Job satisfaction: Putting theory into practice. *Family Practice Management*. Retrieved from <http://www.aafp.org/fpm/991000fm/26.html>.
- Tabachnick, B. G., Fidell, L. S., & Osterlind, S. J. (2001). *Using multivariate statistics*. Boston: Allyn and Bacon
- Thode, H. J.(2002). *Testing for normality*. New York: Marcel Dekker
- Taleghani, G., Salmani, D., & Taatian, AI. (2010). Survey of leadership styles in different cultures. *Iranian Journal of Management Studies*, 3(3), 91-111.
- Tejeda, M. J., Scandura, T. A., & Pillai, R. (2001). The MLQ revisited: Psychometric properties and recommendations. *The Leadership Quarterly*, 12(1), 31-52.
- Templer, A. J. (1973). Self-perceived and others-perceived leadership style using the leader behavior description questionnaire. *Personnel Psychology*, 26, 359-367.
- Thomas, K. W. (1977). Toward multi-dimensional values in teaching: The example of conflict behaviors, *The academy of management review*, 2(3), 484-496
- Timothy, A. J., & Ronald, F. P. (2004). Transformational and transactional leadership: A meta analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755-768.
- Trenholm, S. & Jensen, A. (2000), *Interpersonal communication*. Belmont, Calif: Wadsworth.
- UAE Education and Youth. (2006). *Education and Youth*. Retrieved Sunday, March 19, 2012 from <http://www.uae.gov.ae/Government/education.htm>.
- UAE *Interact*. (2006). Retrieved Sunday, March 19,2012 from <http://www.uaeinteract.com>.
- Üstüner,M., & Kış,A. (2014). The Relationship between communication competence and organizational conflict: a study on head of educational supervisors. *Eurasian Journal of Educational Research*,56,1-24 Retrieved May15 2016 from DOI:<http://dx.doi.org/10.14689/ejer.2014.56.5>

- Verma, N. (2015). The Relationship between Leadership Styles and Job Satisfaction: A Case Study of Multicultural Educational Organizations in United Arab Emirates, *Journal of Organizational Learning and Leadership*, 13,(1), 4-10.
- Voon, M.L., Lo, M.C., Ngui, K.S., & Ayob, N.B. (2011). The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. *International Journal of Business, Management and Social Science*, 2(1), 24-32
- Vroom, V. H. (1964). *Work and motivation*. New York: John Wiley & Sons, Inc.
- Wagie, D. & Fox, W. (2005) Transforming Higher Education in the United Arab Emirates (UAE): Contributing to Social Progress and the New Economy, *The International Journal of Learning*, 12, 277–286.
- Walumbwa, F. O., Orwa, B., Wang, P., & Lawler, J. J. (2005). Transformational leadership, organizational commitment, and job satisfaction: A comparative study of Kenyan and U.S. financial firms. *Human Resource Development Quarterly*, 16(2), 235–256.
- Wasler, E., Wasler, G. W., & Scott, W. G. (1978). *Equity: Theory and research*. Boston: Allyn & Bacon.
- Warr, P. (2007). *Work, happiness and unhappiness*. Mahwah: Lawrence Erlbaum
- Weasmer, J., & Woods, A. (2002). Teaching: An all-terrain career path. *The Clearing House*, 75(4), 172-174.
- Webb, K. S. (2003). *President's leadership behaviors associated with follower's job's satisfaction, motivation towards extra effort and presidential effectiveness at evangelical colleges and universities*. (Doctoral thesis, University of North Texas, Texas,). Retrieved from http://digital.library.unt.edu/ark:/67531/metadc4377/m2/1/high_res_d/dissertation.pdf
- Webb, K. S. (2009). Creating satisfied employees in Christian higher education: Research on Leadership Competencies. *Christian Higher Education*, 8(1), 18-31.
- Weider-Hatfield, D., & Hatfield, J. D. (1996). Superiors' conflict management strategies and subordinate outcomes. *Management Communication Quarterly*, 10, 189-208.
- Weiss, D.J., Dawis, R.V., England, G.W. & Lofquist, L.H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minnesota: University of Minnesota.

- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behavior*, 8, 1–74.
- Wheless, V. E., & Berryman-Fink, C. (1985). Perceptions of women managers and their communicator competencies. *Communication Quarterly*, 33, 137-148.
- Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review*, 23(3), 513- 530
- Wiemann, J. M. (1977). Explication and test of a model of communication competence. *Human Communication Research*, 3, 195-213.
- Wiemann, J. M., & Backlund, P. (1980). Current theory and research in communicative competence. *Review of Educational Research*, 50, 185-199
- Wilcoxson, D. A.(2007) *An investigation of the effective supervision and communication competence of chief student affairs officers in Christian institutions of higher education.* (Doctoral thesis, University of North Texas). Retrieved from http://digital.library.unt.edu/ark:/67531/metadc51110/m2/1/high_res_d/dissertation.pdf journals
- Winston, B. E., & Patterson, K. (2006). An Integrative Definition of Leadership. *International Journal of Leadership Studies* , 1 (2), 6-66.
- Wilson, S. R., & Sabee, C. M. (2003). Explicating communicative competence as a theoretical term. In J. O. Greene & B. R. Burleson, *Handbook of communication and social interaction skills* (pp. 3-50). Mahwah, NJ: Lawrence Erlbaum.
- Witt, K. J., (1998). Best practices in interviewing via the internet. Proceedings of Sawtooth Software Conference, Sawtooth Software, Inc., Sequim, Washington, p.p 15-37.
- Yuan, X. & Zuo, J (2013) A critical assessment of the higher education for sustainable development from students' perspectives - a Chinese study. *Journal of Cleaner Production* 48, 108-115.
- Yavirach, N.(2012) *The impact of transformational and transactional leadership , subordinates' job satisfaction, organizational commitment affects team effectiveness.* Retrieved February 21, 2016 from <http://dx.doi.org/10.2139/ssrn.2159035>
- Yeager, B. V. (1975). Interpersonal communication patterns in physical

education. In E. F. Zeigler & M. J. Spaeth (Eds.), *Administrative theory and practice in physical education and athletics* (pp. 247-264). Englewood Cliffs, NJ: Prentice-Hall.

Yukl, G.(1989). Managerial leadership: A review of theory and research. *Journal of Management*, 15 (2), 251-289

Yukl,G.(2002). *Leadership in organizations* (5th ed). Englewood Cliffs NJ: Prentice Hall

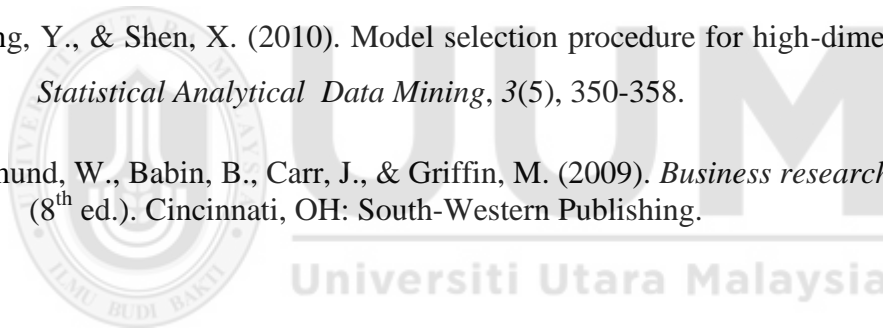
Yukl, G. (2010). *Leadership in organizations* (7th ed.). Upper Saddle River, NJ: Prentice Hall.

Yukl, G.(2013). *Leadership in organizations* (8th ed.) N.J: Pearson Education

Yun, G. W., & Trumbo, C. (2000). Comparative response to a survey executed by post, e-mail and web form. *Journal of Computer-Mediated Communication*, 6(1). Retrieved 13 February 2014 from <http://jcmc.indiana.edu/vol6/issue1/yun.html>.

Zhang, Y., & Shen, X. (2010). Model selection procedure for high-dimensional data. *Statistical Analytical Data Mining*, 3(5), 350-358.

Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2009). *Business research methods* (8th ed.). Cincinnati, OH: South-Western Publishing.



APPENDIX 1 Questionnaires



Dear All,

This is a survey on leadership styles and interpersonal communication competence in relation to job satisfaction in UAE. It is an integral part of my thesis and it would be very kind of you to complete the survey. The survey will take just ten minutes of your time and I do hope you will be able to share your views. The link is given below for your kind consideration.

<https://www.surveymonkey.com/s/GZCBSXQ>

Please note that the information will remain absolutely confidential and will only be used for research purposes. It is an anonymous survey and I do hope you will be able to provide quick feedback. I look forward to an early response.

Note: The surveys will only be used for my thesis that will be submitted in to Universiti Utara Malaysia.

Regards,

Shadi Hijazi

PhD Candidate

9.Goes beyond self-interest for the good of the group	1 2 3 4 5
10.Treats me as an individual rather than just as a member of a group	1 2 3 4 5
11.Acts in ways that builds my respect	1 2 3 4 5
12.Considers the moral and ethical consequences of decisions	1 2 3 4 5
13.Displays a sense of power and confidence	1 2 3 4 5
14.Articulates a compelling vision of the future	1 2 3 4 5
15.Considers me as having different needs, abilities, and aspirations from others	1 2 3 4 5
16.Gets me to look at problems from many different angles	1 2 3 4 5
17.Helps me to develop my strengths	1 2 3 4 5
18.Suggests new ways of looking at how to complete assignments	1 2 3 4 5
19.Emphasizes the importance of having a collective sense of mission	1 2 3 4 5
20.Expresses confidence that goals will be achieved	1 2 3 4 5
21.Provides me with assistance in exchange for my efforts	1 2 3 4 5
22.Fails to interfere until problems become serious	1 2 3 4 5
23.Focuses attention on irregularities, mistakes, exceptions, and deviations from Standards	1 2 3 4 5
24.Discusses in specific terms who is responsible for achieving performance targets	1 2 3 4 5
25.Waits for things to go wrong before taking action	1 2 3 4 5
26.Makes clear what one can expect to receive when performance goals are Achieved	1 2 3 4 5
27Shows that he/she is a firm believer in "If it ain't broke, don't fix it."	1 2 3 4 5
28.Demonstrates that problems must become chronic before taking action	1 2 3 4 5
29.Concentrates his/her full attention on dealing with mistakes, complaints, and failures	1 2 3 4 5
30.Keeps track of all mistakes	1 2 3 4 5
31.Directs my attention toward failures to meet standards	1 2 3 4 5
32.Expresses satisfaction when I meet expectations	1 2 3 4 5

Part III

Complete the following questionnaire. For each item, fill in the number (1-5) on this form which measure the communication competence of the leader/supervisor. Always keep your direct leader/supervisor in mind as you answer.

Scale: 1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

- | | | | | | |
|---|---|---|---|---|---|
| 1. My leader finds it easy to get along with others | 1 | 2 | 3 | 4 | 5 |
| 2. My leader can adapt to changing situations | 1 | 2 | 3 | 4 | 5 |
| 3. My leader treats people as individuals | 1 | 2 | 3 | 4 | 5 |
| 4. My leader interrupts others too much | 1 | 2 | 3 | 4 | 5 |
| 5. My leader is "rewarding" to talk to | 1 | 2 | 3 | 4 | 5 |
| 6. My leader can deal with others effectively | 1 | 2 | 3 | 4 | 5 |
| 7. My leader is a good listener | 1 | 2 | 3 | 4 | 5 |
| 8. My leader's personal relations are cold and distant | 1 | 2 | 3 | 4 | 5 |
| 9. My leader is easy to talk to | 1 | 2 | 3 | 4 | 5 |
| 10. My leader won't argue with someone just to prove he/she is right | 1 | 2 | 3 | 4 | 5 |
| 11. My leader ignores other people's feelings | 1 | 2 | 3 | 4 | 5 |
| 12. My leader generally knows how other feel | 1 | 2 | 3 | 4 | 5 |
| 13. My leader lets others know he/she understands them | 1 | 2 | 3 | 4 | 5 |
| 14. My leader understands other people | 1 | 2 | 3 | 4 | 5 |
| 15. My leader is relaxed and comfortable when speaking | 1 | 2 | 3 | 4 | 5 |
| 16. My leader listens to what people say to him/her | 1 | 2 | 3 | 4 | 5 |
| 17. My leader likes to be close and personal with people | 1 | 2 | 3 | 4 | 5 |
| 18. My leader generally knows what type of behavior is appropriate in any given situation | 1 | 2 | 3 | 4 | 5 |
| 19. My leader is an effective conversationalist | 1 | 2 | 3 | 4 | 5 |
| 20. My leader is supportive of others | 1 | 2 | 3 | 4 | 5 |
| 21. My leader can easily put himself/herself in another persons shoes | 1 | 2 | 3 | 4 | 5 |
| 22. My leader pays attention to the conversation | 1 | 2 | 3 | 4 | 5 |
| 23. My leader is interested in what others have to say | 1 | 2 | 3 | 4 | 5 |
| 24. My leader doesn't follow the conversation very well | 1 | 2 | 3 | 4 | 5 |
| 25. My leader is a likeable person | 1 | 2 | 3 | 4 | 5 |
| 26. My leader is flexible | 1 | 2 | 3 | 4 | 5 |
| 27. People can go to my manager with their problems | 1 | 2 | 3 | 4 | 5 |
| 28. My leader generally says the right thing at the right time | 1 | 2 | 3 | 4 | 5 |
| 29. My leader likes to use his/her voice and body expressively | 1 | 2 | 3 | 4 | 5 |
| 30. My leader is sensitive to others' needs of the moment | 1 | 2 | 3 | 4 | 5 |

Part IV:

The purpose of this questionnaire is to give a chance to tell how you feel **about your job**, what things you are **satisfied** with and what things you are **not satisfied** with.

On the basis of your answers and those of people like you, we hope to get a better understanding on things people **like and dislike about their jobs**.

- Read each statement carefully.
- Decide **how satisfied you feel about the aspect of your job** described by the statements. Keeping the statement in mind:
 - if you feel that your job gives you **more than you expected**, check the box under **“Very Sat.”** (Very Satisfied);
 - if you feel that your job gives you **what you expected**, check the box under **“Sat.”** (Satisfied);
 - If you **cannot make up your mind** whether or not the job gives you what you expected, check the box under **“N”** (Neither Satisfied or Dissatisfied);
 - if you feel that your job gives you **less than you expected**, check the box under **“Dissat.”** (Dissatisfied);
 - if you feel that your job gives you **much less than you expected**, check the box under **“Very Dissat.”** (Very Dissatisfied).
- Be frank and honest. Give a true picture of your feelings about your present job.

On my present job, this is how I feel about....	Vry dissat.	Dissat.	N	Sat.	vry Sat.
1. being able to keep busy all the time.	1	2	3	4	5
2. The chance to work alone on the job.	1	2	3	4	5
3. The chance to do different things from time to time.	1	2	3	4	5
4. The chance to be somebody in the community.	1	2	3	4	5
5. The way my boss handles his/her workers.	1	2	3	4	5
6. The competence of my supervisor in making decision.	1	2	3	4	5
7. Being able to do things that don't go against my conscience.	1	2	3	4	5
8. The way my job provides for steady employment.	1	2	3	4	5
9. The chance to do things for other people.	1	2	3	4	5
10. The chance to tell people what to do.	1	2	3	4	5

- | | | | | | |
|--|---|---|---|---|---|
| 11. The chance to do something that makes use of my abilities. | 1 | 2 | 3 | 4 | 5 |
| 12. The way company policies are put into practice. | 1 | 2 | 3 | 4 | 5 |
| 13. My pay and the amount of work I do. | 1 | 2 | 3 | 4 | 5 |
| 14. The chances for advancement on this job. | 1 | 2 | 3 | 4 | 5 |
| 15. The freedom to use my own judgment. | 1 | 2 | 3 | 4 | 5 |
| 16. The chance to try my own methods of doing the job. | 1 | 2 | 3 | 4 | 5 |
| 17. The working conditions. | 1 | 2 | 3 | 4 | 5 |
| 18. The way my co-workers get along with each other. | 1 | 2 | 3 | 4 | 5 |
| 19. The praise I get for doing a good job. | 1 | 2 | 3 | 4 | 5 |
| 20. The feeling of accomplishment I get from the job. | 1 | 2 | 3 | 4 | 5 |



UUM
 Universiti Utara Malaysia

APPENDIX 2
Distribution of Items by Factors

Part I leadership styles		
No	Factors	Items No.
1	Individual Consideration Measure	8,10,17,15
2	Inspirational Motivation Measure	4,6,14,2
3	Idealized Influence (Attributed)	5,9,11,13
4	Idealized Influence (Perceived)	2,19,7,12
5	Intellectual Stimulation	1,3,16,18
6	Management by Exception (Passive)	22,25,27,28
7	Management by Exception (Active)	23,29,30,31
8	Contingent Reward	21,24,26,32
Part II Communication Competence		
No	Factors	Items No.
1	Interaction Management	1, 4, 5, 6, 9, 19, 22, 23, 24, 28
2	Empathy	10,11,12,13,14,21
3	Affiliation/Support	7,8,16,20,25,27
4	Social Relaxation	15,17,29
5	Behavioral/ Flexibility	2,3,18,26,30
Part III Job Satisfaction		
No	Factors	Items No.
1	Intrinsic	1,2,3,4,7,8,9,10,11,15,16,20
2	Extrinsic	5,6,12,13,14, 17,18,19

APPENDIX 3

SPSS Results for Pilot study statistics

Demographic Profile of Respondents

Variables		Frequency N	Percentage %
Gender	Male	11	36.7
	Female	19	63.3
Age (years)	20-25	3	10
	26-30	3	10
	31-35	4	13.33
	36-40	8	26.66
	41-45	4	13.33
	46-50	5	16.66
	51 above years	3	10
Education Level	Bachelor	11	36.7
	Masters	15	50.0
	Doctorate	4	13.3

Reliability

Reliability Statistics for multifactor leadership questionnaire (MLQ)

Cronbach's Alpha	N of Items
.943	32

Reliability Statistics for Minnesota Satisfaction Questionnaire (MSQ)

Cronbach's Alpha	N of Items

.922	20
------	----

Reliability Statistics for Communication competence (CCS)

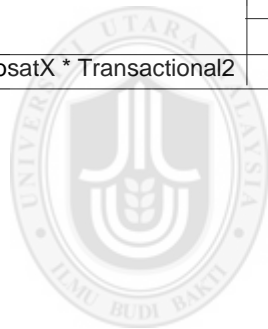
Cronbach's Alpha	N of Items
.960	30

Cross Tabulation

Transactional Leadership Style x Job Satisfaction

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
jobsatX * Transactional2	30	100.0%	0	.0%	30	100.0%



Transactional Leadership Style x Job Satisfaction

			Transactional		Total
			High	Low	
jobsat X	high	Count	12	3	15
		% within Transactional	100.0%	16.7%	50.0%
	low	Count	0	15	15
		% within Transactional	0%	83.3%	50.0%
Total			12	18	30

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	13.333 ^b	1	.000		
Continuity Correction ^a	10.208	1	.001		
Likelihood Ratio	16.912	1	.000		
Fisher's Exact Test				.001	.000
N of Valid Cases	30				

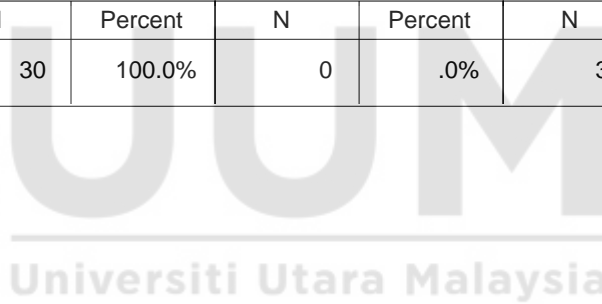
a. Computed only for a 2x2 table

b. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .00.

Transformational Leadership Style x Job Satisfaction

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
jobsatX * Transformational2	30	100.0%	0	.0%	30	100.0%



Transformational Leadership Style x Job Satisfaction

jobsatX * Transformational2 Crosstabulation

			Transformational2		Total
			High	Low	
jobsatX	high	Count	12	3	15
		% within Transformational2	72.7%	22.2%	50.0%
		% of Total	40.0%	10.0%	50.0%
	low	Count	4	11	15
		% within Transformational2	27.3%	77.8%	50.0%
		% of Total	13.0%	37.0%	50.0%
Total	Count	16	14	30	
	% within Transformational2	100.0%	100.0%	100.0%	
	% of Total	53.0%	47.0%	100.0%	

Chi-Square Tests

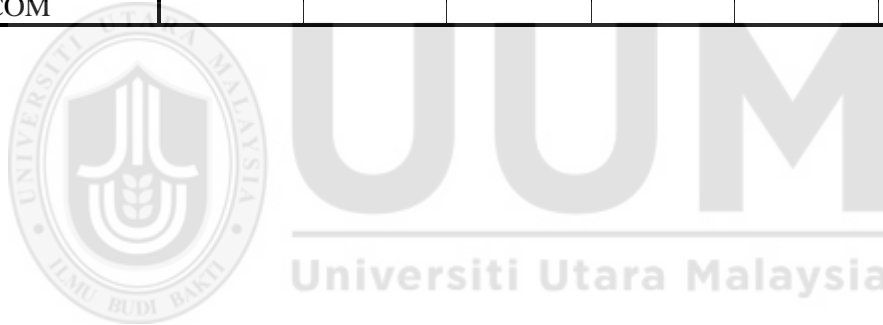
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.051 ^b	1	.025		
Continuity Correction ^a	3.232	1	.072		
Likelihood Ratio	5.300	1	.021		
Fisher's Exact Test				.070	.035
N of Valid Cases	30				

a. Computed only for a 2x2 table

b. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 4.50.

**Communication Competence x Job satisfaction
Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
jobsatX INCOM *	30	100.0%	0	.0%	30	100.0%



Communication Competence x Job satisfaction

			INCOM		Total
			High	Low	High
jobsat X	high	Count	15	0	15
		% within INCOM	90.9%	.0%	50.0%
	low	Count	2	13	15
		% within INCOM	9.1%	100.0%	50.0%
Total	% of Total		50.0%	45.0%	50.0%
	Count		17	13	30
	% within INCOM		100.0%	100.0%	100.0%
	% of Total		57.0%	43.0%	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	16.364(b)	1	.000		
Continuity Correction(a)	12.929	1	.000		
Likelihood Ratio	21.024	1	.000		
Fisher's Exact Test				.000	.000
N of Valid Cases	30				

a Computed only for a 2x2 table

b 2 cells (50.0%) have expected count less than 5. The minimum expected count is 4.50



UUM
Universiti Utara Malaysia

APPENDIX 4

Demographic Profile of Respondents

Variables		Frequency N	Percentage %
Gender	Male	137	56.85
	Female	104	43.15
Age (years)	20-25	25	10.37
	26-30	56	23.24
	31-35	35	14.52
	36-40	22	9.13
	41-45	24	9.96
	46-50	33	13.69
	51 above years	46	19.09
Education Level	Bachelor	87	36.01
	Masters	65	26.97
	Doctorate	89	36.93
Experience (under current academic head)	Less than 1 year	45	18.67
	1-5 years	128	53.11
	6-10 years	51	21.16
	11-15 years	9	3.73
	16-20 years	8	3.33
	21 years and above	0	0.0

APPENDIX 5

SPSS Result for Data Analysis

Cronbach's Alpha for the variables

				Cronbach Alpha
				Current Study
Independent variable	Leadership Styles	Transformational Leadership	Individual consideration	0.969
			Inspirational motivation	0.968
			idealized influence	0.979
			Intellectual stimulation	0.977
		Transactional Leadership	Management by Exception (Passive)	0.918
			Management by Exception (Active)	0.946
			Contingent Reward	0.906
Independent variable	Communication Competence	Interaction Management		0.848
		Empathy		0.805
		Affiliation/Support		0.888
		Social Relaxation		0.864
		Behavioural Flexibility		0.966
Dependent variable	Job Satisfaction	Intrinsic		0.965
		Extrinsic		0.692

Correlations between the variables (with sub-variables)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
IC 1	1														
IM 2	.816	1													
IIA 3	.884	.896	1												
IIP 4	.856	.881	.899	1											
IS 5	.906	.846	.884	.885	1										
MEP 6	-	-	-	-	-	1									
MEA 7	0.35	0.428	0.407	0.407	0.367	0.713	1								
CR 8	.023	-.06	.039	-.017	-.02	0.645	.645	1							
IM 9	0.75	0.743	0.778	0.765	0.771	-	-	-	1						
EM 10	0.88	0.871	0.915	0.889	0.86	0.316	0.304	0.062	0.73	1					
AS 11	0.71	0.689	0.758	0.729	0.718	0.303	0.182	0.095	0.86	.70	1				
SR 12	0.68	0.694	0.698	0.719	0.673	0.352	0.345	0.028	0.83	.65	.80	1			
BF 13	0.75	0.742	0.772	0.763	0.741	0.402	0.385	0.121	0.85	.71	.89	.80	1		
IN 14	.571	.606	.586	.569	.571	0.461	0.403	0.043	0.85	.71	.89	.80	.80	1	
EX 15	.904	.943	.958	.951	.919	.654	-.409	-.206	0.45	.54	.60	.59	.63	.63	1
									0.84	.93	.75	.72	.78	.60	.60
									2	5	9	5	6	6	6
									5	3	9	5	5	6	6

Correlation between factors in Transformation Leadership styles and Job Extrinsic Job Satisfaction

Variable	1	2	3	4	5	6
IC 1	1					
IM 2	.82**	1				
IIA 3	.88**	.89**	1			
IIP 4	.86**	.88**	.90**	1		
IS 5	.91**	.85**	.88**	.89**	1	
Ex 6	.90**	.92**	.94**	.93**	.91**	1

Correlation between factors in Transformation Leadership styles and Intrinsic Job satisfaction

Variable	1	2	3	4	5	6
IC 1	1					

IM 2	.82**	1				
IIA 3	.88**	.90**	1			
IIP 4	.86**	.88**	.90**	1		
IS 5	.91**	.85**	.88**	.89**	1	
IN 6	.60**	.59**	.61**	.57**	.57**	1

Correlation between factors in Transactional leadership style and Intrinsic Job satisfaction

	1	2	3	4
MEP	1			
MEA	.71**	1		
CR	.64**	.65**	1	
IN	-.65**	-.41**	-.21**	1

Correlation between factors in Transactional Leadership Style and Extrinsic Job Satisfaction

Variable	1	2	3	4
MEP	1			

MEA	.71**	1		
CR	.64**	.65**	1	
EX	-.41**	-.35**	-.03**	1

Correlation between factors in Transactional Leadership Style and Intrinsic Job Satisfaction

Variable	1	2	3	4	5	6
IM	1					
EM 2	.74**	1				
AS 3	.87**	.70**	1			
SR 4	.84**	.66**	.81**	1		
BF 5	.86**	.72**	.89**	.80**	1	
IN	.45**	.55**	.61**	.60**	.64**	1

Universiti Utara Malaysia

Correlation between factors in Transactional Leadership Style and Extrinsic Job Satisfaction

Variable	1	2	3	4	5	6
IM	1					
Em	.74**	1				
AS	.87**	.70**	1			
SR	.84**	.66**	.81**	1		
BF	.86**	.72**	.89**	.80**	1	
Ex	.84**	.93**	.76**	.72**	.88**	1

Pearson Correlation

Correlations	1	2	3	4
Communication Competence	1			
Job Satisfaction	.541**	1		
Transactional	-.348**	-.430**	1	
Transformational	.744**	.556	-.325**	1

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

Test of Normality

	Kolmogorov-Smirnov ^A			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.151	10	.200	.964	10	.836

Model produced from stepwise regression analysis as a result of Communication Competence and Job Satisfaction

Model	R	R Square	Adjusted R Square	F	Std. Error of the Estimate
1	.675a	0.455	0.439	28.733	0.67995

- a. Predictor: communication competence
- b. Dependent variable: job satisfaction

regression analysis Coefficients of Communication Competence and Intrinsic/Extrinsic Job Satisfaction

	Model	Standardized Coefficients	T	Sig
		Beta		
Communication competence	(Constant)		3.861	.000
	Satisfaction intrinsic	0.243	2.919	0.004
	Satisfaction extrinsic	0.372	4.443	.000

Model summary for Leadership and Job Satisfaction

	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Transformational Leadership	1	.984 ^a	0.968	0.964	0.20256
Transactional Leadership	1	.458 ^a	0.209	0.201	0.94302

Step wise Anova of Leadership and Job Satisfaction

	Model	Sum of Squares	df	Mean Square	F	Sig.
Transformational Leadership	Regression	236.451	2	118.226	2881.268	.000 ^b
Transactional Leadership	Regression	41.936	2	20.968	23.578	.000 ^b

Coefficients of Transformational Leadership/ Transactional Leadership and Intrinsic/Extrinsic Job Satisfaction

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
Transformational Leadership	(Constant)	-0.054	0.062		-0.861	0.39
	Satisfaction intrinsic	0.06	0.021	0.470	2.865	.001
	Satisfaction extrinsic	0.925	0.016	0.954	57.875	.000
Transactional Leadership	(Constant)	4.822	0.293		16.482	.000
	Satisfaction intrinsic	-0.375	0.096	-0.322	-3.924	.000
	Satisfaction extrinsic	-0.171	0.074	-0.188	-2.299	.023