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**HEAD OF DEPARTMENT LEADERSHIP STYLES,  
LEADERSHIP BEHAVIOUR AND DECISION MAKING ON JOB  
SATISFACTION OF UNIVERSITY LECTURERS IN NORTH  
EASTERN STATES OF NIGERIA**



**DOCTOR OF PHILOSOPHY  
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Graduate School  
of Arts And Sciences

Universiti Utara Malaysia

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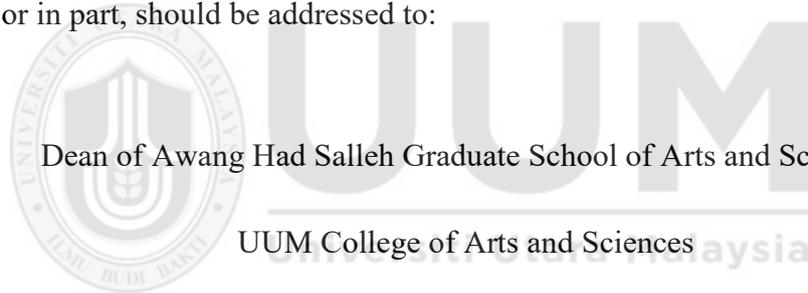
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## Abstrak

Pendidikan universiti adalah penting bagi negara Nigeria bagi meningkatkan sumber manusia, pembangunan sosio-politik dan pembangunan ekonomi. Kualiti pendidikan bergantung kepada pemimpin pendidikan, terutamanya para pensyarah universiti. Ketua jabatan yang cekap akan melibatkan pensyarah dalam membuat keputusan dan membantu mereka untuk mencapai kepuasan kerja. Meski pun penting, idea ini masih kurang dibincangkan di universiti-universiti di rantau timur laut Nigeria. Tesis ini bertujuan mengkaji hubungan antara gaya kepimpinan ketua jabatan, tingkah laku, gaya membuat keputusan dan kemungkinan penggunaannya sebagai petunjuk untuk meramal kepuasan kerja pensyarah dalam konteks tertentu di universiti-universiti awam di rantau timur laut Nigeria. Reka bentuk penyelidikan kuantitatif digunakan dalam kajian ini. Data dikumpulkan daripada 433 orang pensyarah yang dipilih melalui teknik persampelan rawak berstrata dengan menggunakan instrumen tinjauan. SPSS versi 22 dan Smart PLS 3 digunakan untuk menganalisis data. Hasil kajian menunjukkan kepuasan kerja pensyarah berada pada tahap yang sederhana. Seterusnya, dapatan kajian mendedahkan bahawa gaya kepimpinan ketua jabatan, tingkah laku dan gaya membuat keputusan adalah positif dan signifikan dengan kepuasan kerja para pensyarah. Dapatan kajian juga menunjukkan bahawa gaya kepimpinan ketua jabatan, tingkah laku dan membuat keputusan adalah penting bagi kepuasan kerja pensyarah. Penekanan perlu diberikan kepada gaya kepimpinan khususnya daripada segi gaya kepimpinan demokratik serta tingkah laku menyokong dan gaya membuat keputusan iaitu dalam konteks gaya pembuatan keputusan yang intuitif dan rasional. Dapat disimpulkan bahawa kepuasan kerja pensyarah boleh dipertingkatkan melalui gaya kepimpinan ketua jabatan, tingkah laku dan gaya membuat keputusan.

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**Kata kunci:** Gaya kepimpinan, Tingkah laku, Membuat keputusan, Kepuasan kerja, Ketua jabatan.

## Abstract

University education is essential for Nigeria to improve its human resources, socio-political and economic development. Apparently, quality of education depends on education leaders, particularly university lecturers. An effective head of department in a university will involve the lecturers in decision-making and help them to achieve their job satisfaction. Despite its importance, this idea is insufficiently discussed in universities in north eastern region of Nigeria. This thesis examines the relationship between head of department leadership styles, behaviour, decision-making styles and their possible use as indicators to predict lecturers' job satisfaction in a specific context of federal universities in north eastern region of Nigeria. A quantitative research design was used in this thesis. Data were collected from 433 lecturers selected through stratified random sampling technique using a survey instrument. SPSS version 22 and Smart PLS 3 were used to analyze data. Result of the study shows a moderate level of lecturers' job satisfaction. The results further revealed that the head of department leadership style, behaviour and decision making style are positive and significantly related to lecturers' job satisfaction. Findings from this study revealed that, head of department leadership style, behaviour and decision making are paramount to lecturers' job satisfaction. More emphasis should be laid on leadership style in terms of democratic leadership style as well as supportive behaviour and decision making style in the context of intuitive and rational decision making style. It is concluded that lecturers' job satisfaction can be improved through head of department leadership style, behaviour and decision making style.

**Keywords:** Leadership styles, Behaviour, Decision-making, Job satisfaction, Head of department.

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## List of Abbreviations

ADM	Avoidance Decision Making
AUT	Autocratic Leadership Style
AVE	Average Variance Extracted
CB-SEM	Covariance-based Structural Equation Modelling
CF	Conceptual Framework
CLT	Cooperation within the Leadership Team
CR	Composite Reliability
CR	Composite Reliability
DM	Decision Making
DVC	Deputy Vice Chancellor
FRN	Federal Republic of Nigeria
HOC	Higher Order Construct
HOD	Head of Department
HRM	Human Resource Management
ICT	Information and Communication Technology
IDM	Intuitive Decision Making
IE	Institutional Effectiveness
IPMA	Importance Performance Matrix Analysis
JB	Job Benefits
JS	Job Satisfaction
LB	Leadership Behaviour
LS	leadership Styles
LV	Latent variable
NES	North Eastern States
NPE	National Policy on Education
NSB	Non Supportive Behaviour
NUC	National Universities Commission
OP	Organizational Performance
PL	Personal Life
PLS	Partial Least Square
PS	Policy and Strategy

QACP	Quality Academic Process
QADP	Quality Administrative Process
RDM	Rational Decision Making
SB	Supportive Behaviour
UCM	University Council Members
UGB	University Governing Board
UL	University Lecturers
US	University Senate
WC	Working Condition
VC	Vice Chancellor



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Job satisfaction is posited as an employee personal esteem, success and achievement at work. It is employee emotional well-being with a parallel link to high productivity at work. Job satisfaction entails an outcome of good attitude showed by the employee towards some specific tasks at work professionally. However, job satisfaction of lecturers is a key factor for the effectiveness teaching and learning and the overall success of students, as well as the quality of the university as a whole (Hongying, 2007).

It was based on this that Dave and Raval (2014) argued that, job satisfaction also connotes enthusiasm, contentment and freedom at work place. More so, according to Al-Smadi and Qblan (2015) personal feelings of fulfilment which lead to achievement of other goals in work such as promotion, income, and recognition are key rudiment of job satisfaction. Similarly, motivations at work in term of good salary an employee received determine the extent to Job satisfaction level of a person at work place (Bojadjiev, Petkovska, Misoska & Stojanovska, 2015). It is appropriate to note that, job satisfaction as a concept refers to the feelings and attitude an employee have on their job (Bakotic & Babic, 2013). Literally, an indication of negative behaviour from employees towards their job postulate job dissatisfaction, while positive attitude of employees to their duties indicate job satisfaction (Tariq, Ramzan & Riaz, 2013). Job satisfaction is critical in attracting and retaining well-qualified professional personnel in an educational organization (Cho & Perry, 2012). This is a considerable thought in educational institutions like university where

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## Appendix A

### Research Questionnaire (RQ)

#### Demographic Questionnaire (for Lecturers)

This section contains questions that require your demographic data.

Please circle and write the one that best describes your status.

1. Gender.                      1. Male                              2. Female
2. Age \_\_\_\_\_ years
3. Marital status.    1. Single                      2. Married                      3. Divorce
4. Education level.    1. First degree                      2. Masters                      3. Ph.D
5. How long have you worked with your current head of department \_\_\_\_\_  
years
6. Working experience as a lecturer \_\_\_\_\_ years
7. What is your present grade level \_\_\_\_\_
  1. Graduate Assistant
  2. Assistant Lecturer
  3. Lecturer II
  4. Lecturer I
  5. Senior lecturer
  6. Associate Professor
  7. Professor

### Leadership Style Questionnaire (MMLSQ)

This questionnaire is used to describe the leadership styles of your current head of department. Answer all items on this answer sheet. Please answer this questionnaire anonymously. Eighteen descriptive statements are listed on the following pages. Judge how each statement fits your head of department. Please circle the best option of each question that reflects your opinion. Use the following rating scale:

---

<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Slightly disagree</b>	<b>Slightly agree</b>	<b>Moderately agree</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5	6	7

---

#### Autocratic Style

1. My head of department re-examines critical assumptions to question whether they are appropriate.

1    2    3    4    5    6    7

2. My head of department retain the final decision on authority with in my department.

1    2    3    4    5    6    7

3. My head of department tells lecturers what has to be done and how to do it.

1    2    3    4    5    6    7

4. My head of department caution lecturers over slight mistakes.

1    2    3    4    5    6    7

### **Democratic Style**

7. My head of department provides me with assistance in exchange for my efforts.

1      2      3      4      5      6      7

8. My head of department and lecturers always vote when a major decision has to be made.

1      2      3      4      5      6      7

9. My head of department consider suggestion made by lecturers.

1      2      3      4      5      6      7

10. My head of department send information through email, memos to all lecturers on departmental issues.

1      2      3      4      5      6      7

11. My head of department closely monitor lecturers to ensure accuracy.

1      2      3      4      5      6      7

12. My head of department delegate task in order to implement new procedure.

1      2      3      4      5      6      7

### **Laissez-faire Style**

13. My head of department fails to interfere until problems become serious.

1      2      3      4      5      6      7

14. My head of department avoids getting involved when important issues arise.

1      2      3      4      5      6      7

15. My head of department ask for lecturers ideas and input in departmental plans.

1      2      3      4      5      6      7

16. My head of department allows lecturers to set priorities under his or her guidance.

1      2      3      4      5      6      7

### **Leadership Behaviour Questionnaire (LBQ)**

This questionnaire is used to describe the leadership behaviour of your current head of department. Answer all items on this answer sheet. Please answer this questionnaire anonymously. Sixteen descriptive statements are listed. Judge how each statement fits your head of department. Please circle the best option of each question that reflects your opinion. Use the following rating scale:

<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Slightly disagree</b>	<b>Slightly agree</b>	<b>Moderately agree</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5	6	7

### **Supportive Behaviour**

1. My head of department explain the departmental mission, goals and priorities to lecturers clearly.  
1    2    3    4    5    6    7
2. My head of department is good at providing work structure and system to lecturers.  
1    2    3    4    5    6    7
3. My head of department always encourage and show support to lecturers.  
1    2    3    4    5    6    7
4. My head of department is good at sensing and understanding lecturers' needs.  
1    2    3    4    5    6    7

### **Non-Supportive Behaviour**

5. My head of department do not delegate well to lecturers in the department.  
1    2    3    4    5    6    7
6. My head of department do not gives lecturers' feedback on their request.  
1    2    3    4    5    6    7
7. Lecturers' have commented on my head of department non-supportive behaviour.

1      2      3      4      5      6      7

8. My head of department assigned task to individual than team.

1      2      3      4      5      6      7

9. My head of department prefer to work alone than to work in teams.

1      2      3      4      5      6      7

10. My head of department have confidence on some departmental lecturers.

1      2      3      4      5      6      7

### Decision-making Style Questionnaire (DMSQ)

This questionnaire is used to describe the decision-making styles of your current head of department. Answer all items on this answer sheet. Please answer this questionnaire anonymously. Please circle the one number for each question that comes closest to reflecting your opinion; it ranges from 1 (Strongly disagree) to 7 (Strongly agree). Use the following rating scale:

---

Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Agree	Strongly agree
1	2	3	4	5	6	7

---

### Rational Decision-Making

1. My head of department double-checks information sources to be sure he/she has the right facts before making decisions.

1      2      3      4      5      6      7

2. Head of department usually has a rational basis for making decision.

1      2      3      4      5      6      7

3. Head of department makes appropriate decision more important to the department.

1      2      3      4      5      6      7

4. Head of department likes to seek advice from lecturers for right directions when he/she is faced with important decisions.

1 2 3 4 5 6 7

5. Head of department generally makes clear decisions.

1 2 3 4 5 6 7

### **Intuitive Decision-Making**

7. Head of department makes decisions in a logical and systematic way.

1 2 3 4 5 6 7

8. When making a decision, head of department considers various options in terms of specific goal.

1 2 3 4 5 6 7

9. When making a decision, head of department relies upon his/her instincts.

1 2 3 4 5 6 7

10. Head of department sometime makes difficult decision on job task.

1 2 3 4 5 6 7

11. Head of department often inquired when it comes to make important decisions.

1 2 3 4 5 6 7

12. Head of department makes quick decisions.

1 2 3 4 5 6 7

### **Avoidance Decision-Making**

13. Head of department often needs the assistance of other people before making important decisions.

1 2 3 4 5 6 7

14. Head of department rarely makes important decisions without consulting widely.

1 2 3 4 5 6 7

15. Head of department avoid other people input in making important decisions.

1 2 3 4 5 6 7

16. Head of department avoids making important decisions until the pressure is on.

1 2 3 4 5 6 7

18. Head of department postpones decision making whenever possible.

1 2 3 4 5 6 7

19. Head of department generally makes important decisions at the last minute.

1 2 3 4 5 6 7

### **Job Satisfaction Questionnaire (MJSQ) for Lecturers**

This section consists of 31 items used to describe your level of job satisfaction.

Please circle the one number for each question that comes closest to reflecting your opinion; it ranges from 1 (Strongly disagree) to 7 (Strongly agree). Please use the following rating scale:

<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Slightly disagree</b>	<b>Slightly agree</b>	<b>Moderately agree</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5	6	7

### **Pay**

1. I feel I am being paid a fair amount for the work I do.

1 2 3 4 5 6 7

2. The pay i received is as good as most other organisation offer.

1 2 3 4 5 6 7

### **Status**

3. My head of department is unfair to me.

1 2 3 4 5 6 7

4. I am happy with the status accorded to me by my head of department.

1 2 3 4 5 6 7

### **Promotion**

5. There is really too little chance for getting promotion on my job.

1 2 3 4 5 6 7

6. Those that do well on the job stand a fair chance of being promoted.

1 2 3 4 5 6 7

### **Recognition**

7. When I do a good job, I receive the recognition for it that I should receive.

1 2 3 4 5 6 7

8. I am satisfied with the recognition accorded to me in department.

1 2 3 4 5 6 7

### **Environment**

9. Communications seem good within the department.

1 2 3 4 5 6 7

10. The environment is quite conducive for working.

1 2 3 4 5 6 7

### **Responsibility**

11. My head of department is quite competent in doing his/her job.

1 2 3 4 5 6 7

12. I feel sense of pride in doing my job.

1 2 3 4 5 6 7

### **Working Condition**

13. I am clear with the working condition in the department.

1 2 3 4 5 6 7

14. Many of my head of department rules and procedures make doing a good job difficult in the department.

1      2      3      4      5      6      7

### **Supervision**

15. The supervision process of this department is not clear to me.

1      2      3      4      5      6      7

16. There is strict supervision at work.

1      2      3      4      5      6      7

### **Achievement**

17. I have to work harder in my job in order to meet departmental objectives.

1      2      3      4      5      6      7

18. Lecturers achieved success here as they do in other institutions.

1      2      3      4      5      6      7

### **Work itself**

19. I sometimes feel my job is meaningful.

1      2      3      4      5      6      7

20. I have too much of task to do at work.

1      2      3      4      5      6      7

### **Job Security**

21. I feel that the work i do is been appreciated in the department.

1      2      3      4      5      6      7

22. I feel satisfied with the job security in this university.

1      2      3      4      5      6      7

### **Growth**

23. There is less development training for those who work here.

1      2      3      4      5      6      7

24. There is chance of skills development in the department.

1      2      3      4      5      6      7

**Co-worker**

25. I enjoy the company of my co-workers.

1            2            3            4            5            6            7

26. I like the people I work with.

1            2            3            4            5            6            7

**Policy**

27. I am conversant with the departmental policy and regulations.

1            2            3            4            5            6            7

**Personal life**

28. My head of department shows little interest in the feelings of subordinates.

1            2            3            4            5            6            7

29. I enjoy my personal life with the job am doing.

1            2            3            4            5            6            7

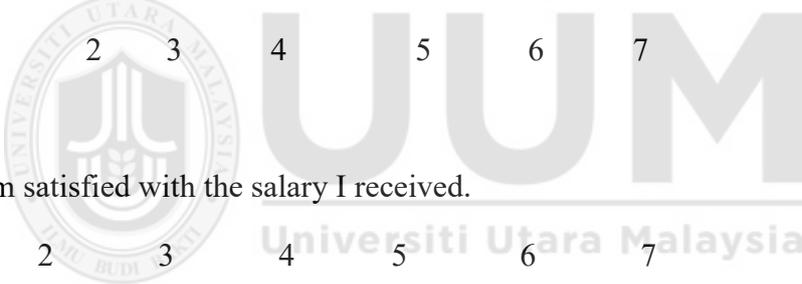
**Salary**

30. I am satisfied with the salary I received.

1            2            3            4            5            6            7

31. Raises in salaries enhance job satisfaction.

1            2            3            4            5            6            7



## APPENDIX B

### List of sampled universities

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S/N	UNIVERSITIES
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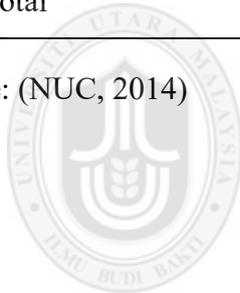
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1. Federal University Kashere (FUK)
2. Federal University Wukari (FUW)
3. Federal University Geshua (FUG)
4. Modibbo Adama University of Technology Yola (MAUTECH)
5. Abubakar Tafawa Balewa University (ATBU)

Total

---

Source: (NUC, 2014)



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## APPENDIX C

### Respondents Distribution by University

<b>Demographic Profile</b>	<b>Dimensions</b>	<b>Frequency</b>	<b>Percent</b>
<b>Sampled Universities</b>	University A	67	15.47
	University B	66	15.24
	University C	66	15.24
	University D	95	21.94
	University E	139	32.10
	Total	433	100.00
<b>Gender</b>	Male	287	66.28
	Female	146	33.72
	Total	433	100.00
<b>Age Bracket</b>	21 - 30 years	73	16.86
	31 - 40 years	153	35.33
	41 - 50 years	128	29.56
	51 - 60 years	54	12.47
	61 years and above	25	5.77
	Total	433	100.00
<b>Qualification</b>	Ph.D.	179	41.34
	Master	198	45.73
	Bachelor	56	12.93
	Total	433	100.00
<b>Work Experience</b>	1-5years	91	21.02
	6-10years	137	31.64
	11-15years	105	24.25
	16-20years	47	10.85
	21-25years	43	9.93
	26 years &above	10	2.31
	Total	433	100.00
<b>Ranks</b>	Graduate Assistant	24	5.54
	Assistant Lecturer	77	17.78
	Lecturer II	121	27.94
	Lecturer I	96	22.17
	Senior Lecturer	64	14.78
	Associate Professor	32	7.39
	Professor	19	4.39

Total

433

100.00

## APPENDIX D

### Descriptive Statistics for all Research Constructs (Variables) of the Study

Research Variable	Mean	Std. Deviation
Autocratic Leadership style	3.74	0.89
Democratic leadership style	4.28	1.27
Laissez-faire leadership style	3.73	0.86
<b>Leadership style</b>	<b>3.81</b>	<b>0.87</b>
Supportive Behaviour	3.64	0.77
Non-Supportive Behaviour	3.57	1.68
<b>Leadership Behaviour</b>	<b>3.51</b>	<b>0.66</b>
Rational Decision Making	4.12	1.05
Intuitive Decision Making	3.66	0.71
Avoidant Decision Making	3.54	0.68
<b>Decision Making</b>	<b>3.61</b>	<b>0.65</b>
Pay	3.64	1.16
Status	3.58	1.15
Promotion	3.88	1.21
Recognition	3.92	1.16
Environment	3.87	1.07
Responsibility	4.20	1.26
WC	4.04	1.15
Supervision	4.11	1.00
Achievement	3.79	1.12
Work itself	3.70	1.22
JB	3.83	1.05
Growth	4.00	1.16
Co-worker	4.15	1.14
Policy	4.55	1.19
PL	4.15	1.22
Salary	4.01	1.11
<b>Job Satisfaction</b>	<b>3.97</b>	<b>0.86</b>

Note: 1.00-2.20 (Very low); 2.21-3.40 (Low); 3.41-4.60 (Moderate); 4.61-5.80 (High) and 5.81-7.00 (Very high)

## APPENDIX E

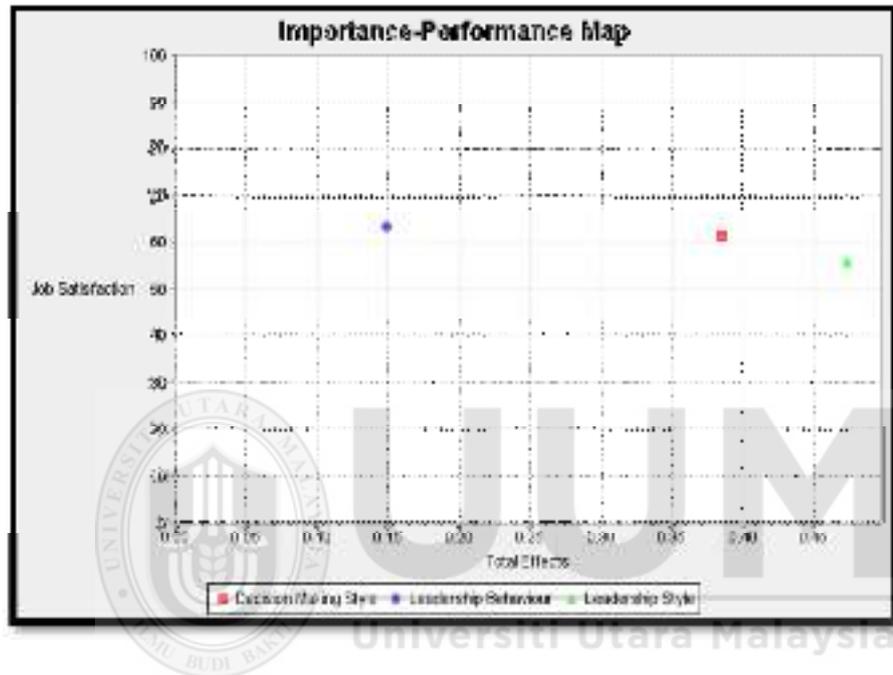
### Assessment of higher order construct validity and reliability

Construct	Dimensions	Loadings	t value	Composite Reliability	Average Variance Extracted
<b>Leadership Style</b>	AL	0.734	21.197**	0.782	0.624
	DL	0.915	56.947**		
	LL	0.674	19.144**		
<b>Leadership Behaviour</b>	SB	0.728	18.763	0.794	0.616
	NSB	0.712	17.961**		
<b>Decision Making Style</b>	RDM	0.79	39.819**	0.768	0.613
	IDM	0.77	26.879**		
<b>Job Satisfaction</b>	ADM	0.72	12.346**	0.947	0.748
	Achievement	0.782	40.317**		
	Coworker	0.737	21.907**		
	Environment	0.825	58.484**		
	Growth	0.789	43.552**		
	JB	0.823	44.701**		
	Pay	0.874	45.372**		
	PL	0.701	14.675**		
	Policy	0.605	11.859**		
	Promotion	0.696	23.618**		
	Recognition	0.751	22.628**		
	Responsibility	0.692	28.669**		
	Salary	0.764	20.835**		
	Status	0.763	33.825**		
	Supervision	0.674	22.777**		
	WC	0.843	54.49**		
Workitself	0.713	25.131**			

\*\*P < 0.001

## APPENDIX F

### IPMA Results of IE as Target Construct



## APPENDIX G

### Pilot study result for Leadership Style measurement

Constructs	Dimensions	Items	Loadings	Composite Reliability	AVE		
Leadership Styles	Autocratic Leadership Style	Aut1	0.741	0.806	0.647		
		Aut3	0.849				
		Aut3	0.806				
		Aut4	0.807				
	Democratic Leadership Style	Laissez faire	Democ1	0.773	0.812	0.661	
			Democ2	0.832			
		Democ3	0.841				
		Democ4	0.823				
		Democ5	0.861				
		Democ6	0.876				
		Laise1	0.811	0.802			0.641
		Laise2	0.803				
Laissez faire	Laise3	0.773					
	Laise4	0.751					

## APPENDIX H

### Pilot study result for Leadership Behaviour measurement

Constructs	Dimensions	Items	Loadings	Composite Reliability	AVE
Leadership Behaviour	Supportive Behaviour	SB1	0.819	0.823	0.713
		SB2	0.809		
		SB3	0.883		
		SB4	0.819		
	Non Supportive Behaviour	NSB1	0.828	0.816	0.722
		NSB2	0.794		
		NSB3	0.819		
		NSB4	0.822		
		NSB5	0.789		
		NSB6	0.823		



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## APPENDIX I

### Pilot study result for Decision Making measurement

Constructs	Dimensions	Items	Loadings	Composite Reliability	AVE
Decision Making Style	Avoidant Decision	ADM1	0.842	0.853	0.717
		ADM2	0.813		
		ADM3	0.822		
		ADM4	0.811		
		ADM5	0.849		
		ADM6	0.851		
	Intuitive Decision	IDM1	0.864	0.876	0.742
		IDM2	0.849		
		IDM3	0.815		
		IDM4	0.861		
		IDM5	0.871		
		IDM6	0.814		
		RDM1	0.857	0.867	0.734
		RDM2	0.862		
		RDM3	0.867		
		RDM4	0.858		
		RDM5	0.869		

## APPENDIX J

### Pilot study result for Job Satisfaction measurement

Construct	Dimensions	Items	Loadings	Composite Reliability	AVE
Job Satisfaction	Achievement	Achievement1	0.822	0.811	0.716
		Achievement2	0.824		
	Coworker	Coworker1	0.851	0.849	0.744
		Coworker2	0.848		
	Environment	Environment1	0.821	0.838	0.723
		Environment2	0.847		
	Growth	Growth1	0.837	0.825	0.757
		Growth2	0.831		
	JB	JB1	0.789	0.812	0.704
		JB2	0.823		
	Pay	Pay1	0.823	0.826	0.715
		Pay2	0.831		
	PL	PL1	0.875	0.874	0.761
		PL2	0.882		
	Policy	Policy1	0.954	0.954	0.954
	Promotion	Promotion1	0.853	0.846	0.741
		Promotion2	0.841		
	Recognition	Recognition1	0.883	0.864	0.744
		Recognition2	0.889		
	Responsibility	Responsibility1	0.873	0.855	0.743
Responsibility2		0.867			
Salary	Salary1	0.871	0.862	0.742	
	Salary2	0.864			
Status	Status1	0.882	0.876	0.759	
	Status2	0.872			
Supervision	Supervision1	0.835	0.833	0.721	
	Supervision2	0.831			
WC	WC1	0.771	0.766	0.673	
	WC2	0.763			
Workitself	Workitself1	0.866	0.864	0.744	
	Workitself2	0.862			

## AP PENDIX K

### Breakdown for the measurement items during and after pilot study

Section	Construct	Dimension	Initial items	Items deleted	Final items	Total
A.	Demography		7	-	7	<b>7</b>
B.	Leadership Style	Autocratic Leadership Style	6	2	4	<b>14</b>
		Democratic Leadership Style	7	1	6	
C.	Leadership Behaviour	Laissez faire Supportive Behaviour	5	1	4	<b>10</b>
		Non Supportive Behaviour	5	1	4	
		Non Supportive Behaviour	11	5	6	
D.	Decision Making Style	Avoidant Decision	9	3	6	<b>17</b>
		Intuitive Decision	8	2	6	
		Rational Decision	6	1	5	
E.	Job Satisfaction	Achievement	2	Nil	2	<b>31</b>
		Co-worker Environment	2	Nil	2	
		Growth	2	Nil	2	
		JB	2	Nil	2	
		Pay	3	1	2	
		Personal life	2	Nil	2	
		Policy	1	Nil	1	
		Promotion	2	Nil	2	
		Recognition	2	Nil	2	
		Responsibility	2	Nil	2	
		Salary	2	Nil	2	
		Status	2	Nil	2	
		Supervision	2	Nil	2	

WC	2	Nil	2	
Work-itself	2	Nil	2	
TOTAL	96	17	79	79

## APPENDIX L

### Assessment of outliers

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	183.81	251.43	215.00	11.874	433
Std. Predicted Value	-2.543	3.068	.000	1.000	433
Standard Error of Predicted Value	6.012	24.703	11.419	3.559	433
Adjusted Predicted Value	181.55	252.47	214.96	11.945	433
Residual	-221.061	238.910	.000	123.416	433
Std. Residual	-1.783	1.929	.000	.996	433
Stud. Residual	-1.807	1.942	.000	1.001	433
Deleted Residual	-225.465	242.241	.037	124.548	433
Stud. Deleted Residual	-1.811	1.949	.000	1.002	433
<b>Mahal. Distance</b>	<b>.011</b>	<b>16.030</b>	<b>2.993</b>	<b>2.632</b>	<b>433</b>
Cook's Distance	.000	.022	.002	.003	433
Centered Leverage Value	.000	.037	.007	.006	433

a. Dependent Variable: ID

## APPENDIX M

### Demographic Data

<b>Demographic Profile</b>	<b>Dimensions</b>	<b>Frequency</b>	<b>Percent</b>
<b>Sampled Universities</b>	University A	67	15.47
	University B	66	15.24
	University C	66	15.24
	University D	95	21.94
	University E	139	32.10
	Total	433	100.00
<b>Gender</b>	Male	287	66.28
	Female	146	33.72
	Total	433	100.00
<b>Age Bracket</b>	21 - 30 years	73	16.86
	31 - 40 years	153	35.33
	41 - 50 years	128	29.56
	51 - 60 years	54	12.47
	61 years and above	25	5.77
	Total	433	100.00
<b>Qualification</b>	Ph.D.	179	41.34
	Master	198	45.73
	Bachelor	56	12.93
	Total	433	100.00
<b>Work Experience</b>	1-5years	91	21.02
	6-10years	137	31.64
	11-15years	105	24.25
	16-20years	47	10.85
	21-25years	43	9.93
	26 years &above	10	2.31
	Total	433	100.00
<b>Ranks</b>	Graduate Assistant	24	5.54
	Assistant Lecturer	77	17.78
	Lecturer II	121	27.94
	Lecturer I	96	22.17
	Senior Lecturer	64	14.78
	Associate Professor	32	7.39
	Professor	19	4.39
	Total	433	100.00

## APPENDIX N

### Descriptive Statistics for all Research Constructs (Variables) of the Study

Research Variable	Mean	Std. Deviation
Autocratic Leadership style	3.74	0.89
Democratic leadership style	4.28	1.27
Laissez-faire leadership style	3.73	0.86
<b>Leadership style</b>	<b>3.81</b>	<b>0.87</b>
Supportive Behaviour	3.64	0.77
Non-Supportive Behaviour	3.57	1.68
<b>Leadership Behaviour</b>	<b>3.51</b>	<b>0.66</b>
Rational Decision Making	4.12	1.05
Intuitive Decision Making	3.66	0.71
Avoidant Decision Making	3.54	0.68
<b>Decision Making</b>	<b>3.61</b>	<b>0.65</b>
Pay	3.64	1.16
Status	3.58	1.15
Promotion	3.88	1.21
Recognition	3.92	1.16
Environment	3.87	1.07
Responsibility	4.20	1.26
WC	4.04	1.15
Supervision	4.11	1.00
Achievement	3.79	1.12
Work itself	3.70	1.22
JB	3.83	1.05
Growth	4.00	1.16
Co-worker	4.15	1.14
Policy	4.55	1.19
PL	4.15	1.22
Salary	4.01	1.11
<b>Job Satisfaction</b>	<b>3.97</b>	<b>0.86</b>

*Note: 1.00-2.20 (Very low); 2.21-3.40 (Low); 3.41-4.60 (Moderate); 4.61-5.80 (High) and 5.81-7.00 (Very high)*

## APPENDIX O

### Psychometric properties for leadership style components

Dimensions	Items	Loadings	Composite Reliability	Average Variance Extracted (AVE)
<b>Autocratic Leadership Style</b>	Aut1	0.711	<b>0.880</b>	<b>0.552</b>
	Aut2	0.679		
	Aut3	0.824		
	Aut4	0.867		
<b>Democratic Leadership Style</b>	Democ1	0.74	<b>0.930</b>	<b>0.656</b>
	Democ2	0.862		
	Democ3	0.824		
	Democ4	0.817		
	Democ5	0.841		
	Democ6	0.784		
<b>Laissez faire</b>	Laise1	0.794	<b>0.903</b>	<b>0.653</b>
	Laise2	0.8		
	Laise3	0.853		
	Laise4	0.745		

## APPENDIX P

### Psychometric properties for leadership behaviour components

Dimensions	Items	Loadings	Composite Reliability	AVE
<b>Supportive Behaviour</b>	SB1	0.819	<b>0.928</b>	<b>0.720</b>
	SB2	0.809		
	SB3	0.883		
	SB4	0.916		
	NSB1	0.919		
	NSB2	0.872		
<b>Non Supportive Behaviour</b>	NSB3	0.815	<b>0.966</b>	<b>0.722</b>
	NSB4	0.885		
	NSB5	0.816		
	NSB6	0.767		



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## APPENDIX Q

### Psychometric properties for decision making components

Dimensions	Items	Loadings	Composite Reliability	AVE
Avoidant Decision	ADM1	0.834	0.941	0.641
	ADM2	0.783		
	ADM3	0.812		
	ADM4	0.831		
	ADM5	0.731		
	ADM6	0.781		
Intuitive Decision	IDM1	0.864	0.939	0.659
	IDM2	0.849		
	IDM3	0.815		
	IDM4	0.861		
	IDM5	0.791		
	IDM6	0.734		
Rational Decision	RDM1	0.858	0.928	0.683
	RDM2	0.902		
	RDM3	0.787		
	RDM4	0.759		
	RDM5	0.872		

## APPENDIX R

### Psychometric properties for job satisfaction dimensions

<b>Dimensions</b>	<b>Items</b>	<b>Loadings</b>	<b>Composite Reliability</b>	<b>AVE</b>
Achievement	Achievement1	0.831	0.811	0.683
	Achievement2	0.821		
Coworker	Coworker1	0.951	0.933	0.874
	Coworker2	0.918		
Environment	Environment1	0.806	0.838	0.721
	Environment2	0.891		
Growth	Growth1	0.917	0.911	0.837
	Growth2	0.913		
JB	JB1	0.797	0.83	0.71
	JB2	0.886		
Pay	Pay1	0.712	0.794	0.566
	Pay2	0.665		
PL	PL1	0.964	0.964	0.931
	PL2	0.966		
Policy	Policy1	0.97	0.95	0.91
Promotion	Promotion1	0.961	0.953	0.91
	Promotion2	0.947		
Recognition	Recognition1	0.971	0.972	0.946
	Recognition2	0.974		
Responsibility	Responsibility1	0.962	0.958	0.92
	Responsibility2	0.957		
Salary	Salary1	0.96	0.952	0.908
	Salary2	0.946		
Status	Status1	0.93	0.925	0.86
	Status2	0.925		
Supervision	Supervision1	0.775	0.843	0.73
	Supervision2	0.926		
WC	WC1	0.856	0.821	0.697
	WC2	0.814		
Work itself	Workitself1	0.947	0.947	0.899
	Workitself2	0.949		

**APPENDIX S**  
**Effect Size and Path Analysis**

<b>Constructs</b>	<b>f<sup>2</sup> effect size</b>	<b>Path analysis</b>
Leadership Style→ Job Satisfaction	36.2%	.427
Leadership Behaviour→ Job Satisfaction	6.4%	.158
Decision Making Style→ Job Satisfaction	22.1%	.358



## APPENDIX T

### Assessment of higher order construct validity and reliability

<b>Construct</b>	<b>Dimensions</b>	<b>Loadings</b>	<b>t value</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted</b>
<b>Leadership Style</b>	AL	0.734	21.197**	0.782	0.624
	DL	0.915	56.947**		
	LL	0.674	19.144**		
<b>Leadership Behaviour</b>	SB	0.728	18.763	0.794	0.616
	NSB	0.712	17.961**		
<b>Decision Making Style</b>	RDM	0.79	39.819**	0.768	0.613
	IDM	0.77	26.879**		
	ADM	0.72	12.346**		
<b>Job Satisfaction</b>	Achievement	0.782	40.317**	0.947	0.748
	Coworker	0.737	21.907**		
	Environment	0.825	58.484**		
	Growth	0.789	43.552**		
	JB	0.823	44.701**		
	Pay	0.874	45.372**		
	PL	0.701	14.675**		
	Policy	0.605	11.859**		
	Promotion	0.696	23.618**		
	Recognition	0.751	22.628**		
	Responsibility	0.692	28.669**		
	Salary	0.764	20.835**		
	Status	0.763	33.825**		
	Supervision	0.674	22.777**		
	WC	0.843	54.49**		
Workitself	0.713	25.131**			

\*\*P < 0.001