

Title: Effects of leadership styles on employee wellbeing and organizational outcomes at an Australian regional university.

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BE WHAT YOU WANT TO BE

- Many leadership theories and perspectives exist in Higher Education Sector (HES).
- No study to date has examined the concurrent effect of different leadership styles on employee wellbeing and organisational outcomes in an Australian regional university setting.
- No known study about the mediation and moderation effect of wellbeing on the relationship between leadership and organisational outcomes.

- Previous research focused on contribution of specific type of leadership style on either wellbeing OR specific organisational outcomes. (Brunetto et al. 2012; Černe et al. 2013; Liu, Siu & Shi 2010; Tafvelin, Armelius & Westerberg 2011).

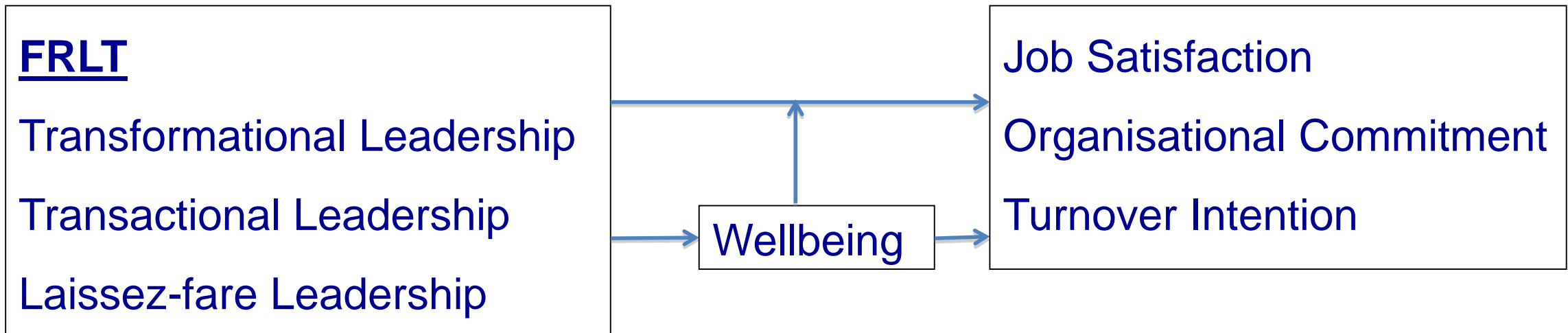
Leadership style → Wellbeing

Leadership style → Organisational Outcomes

Wellbeing → Organisational Outcomes

- Despite calls for more amenable ways to conceptualise leadership in HES, scholarly communities are still likely led by ‘command and control’ management approaches.
- There are variation of leadership practices among academic and professional staff.
- Application of the Full Range of Leadership (FLRT) theory allow examination both positive and negative outcomes of leadership.

Conceptual Model of the Project



Leadership Approaches

- The Full Range of Leadership Theory (FRLT).
 - Transformational leadership.
 - Transactional leadership.
 - Laissez-faire leadership.
- Servant Leadership.
- Distributed leadership.

Participants



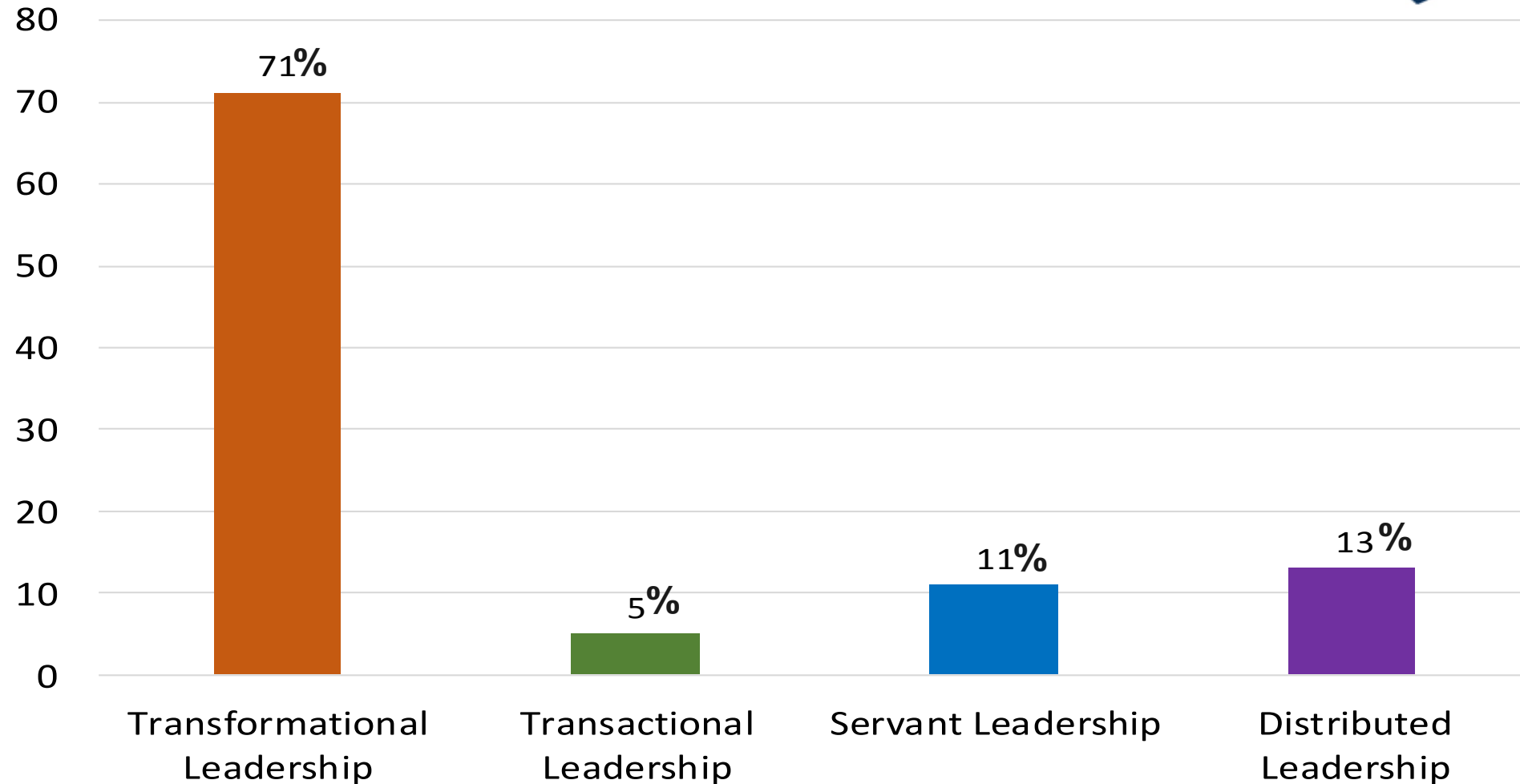
- CQU academics (n= 1150) and professional staff (n=900).
- Leadership style was assessed by work unit members' response.
- Only group responses were considered.
- Self perception of leaders were also assessed.
- Leaders/ managers with ≥ 3 work unit members.

Measures



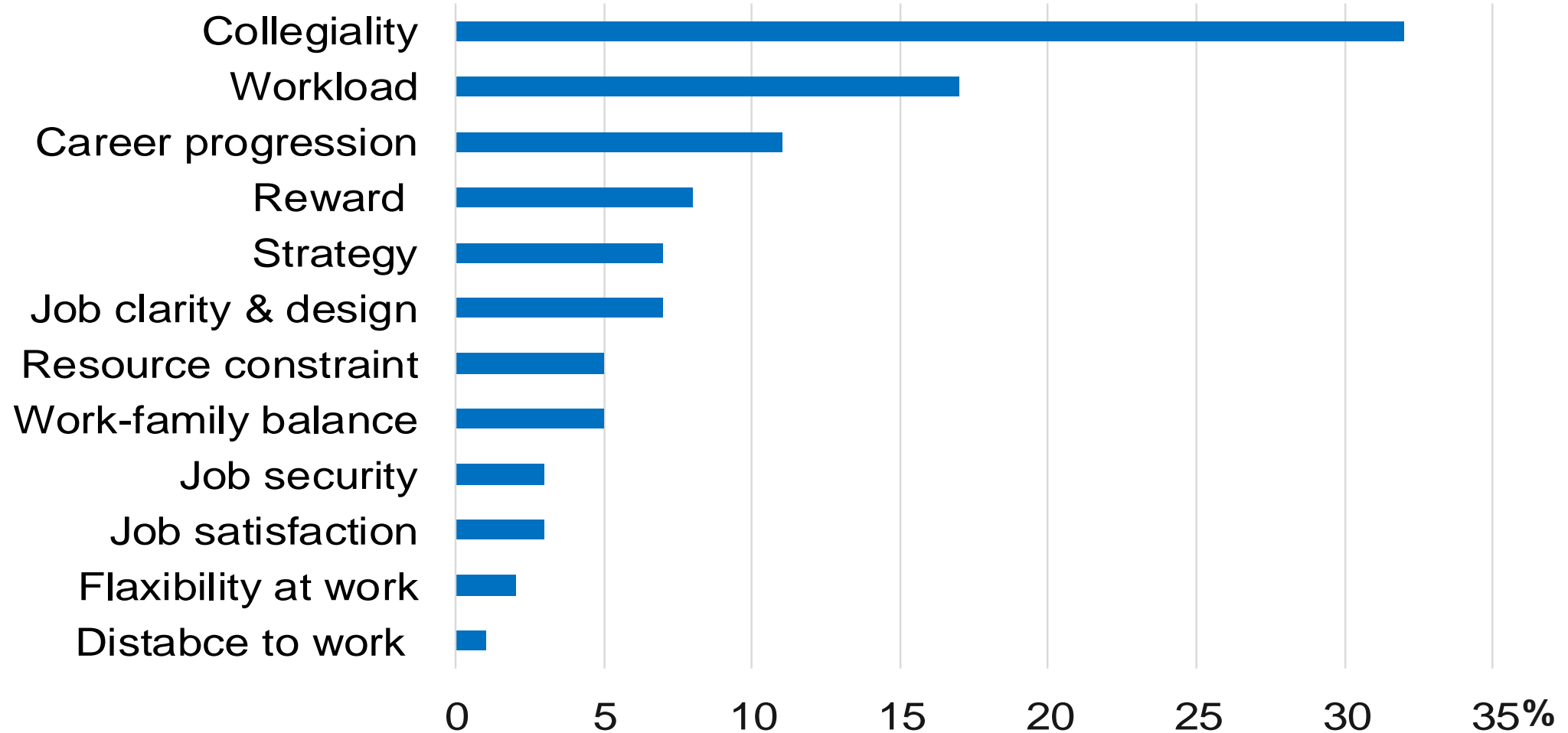
- 1. Leadership Styles: (Transformational, Transactional, and Laissez-faire Leadership):** 36 items ([Multifactor Leadership Questionnaire, 5X Short; Avolio & Bass 2004](#)).
- 2. Well-being:** 12 items ([General Health Questionnaire; Goldberg & Williams 1988](#)).
- 3. Organisational outcomes:**
 - Job Satisfaction:** 5 items ([Judge, et al. 1998](#)).
 - Organisational Commitment:** 5 items ([Meyer, Allen & Smith, 1993](#)).
 - Turnover intention:** 4 items ([Stiglbauer et al. 2012](#)).
- 4. Open-ended questions and interviews.**

Preliminary Findings



Leadership approach based on desired characteristics of leaders in a regional university.

Preliminary Findings



Issues other than leadership affecting wellbeing and organisational outcomes.

Preliminary Findings



Meaning of wellbeing at work to employees of a regional university.

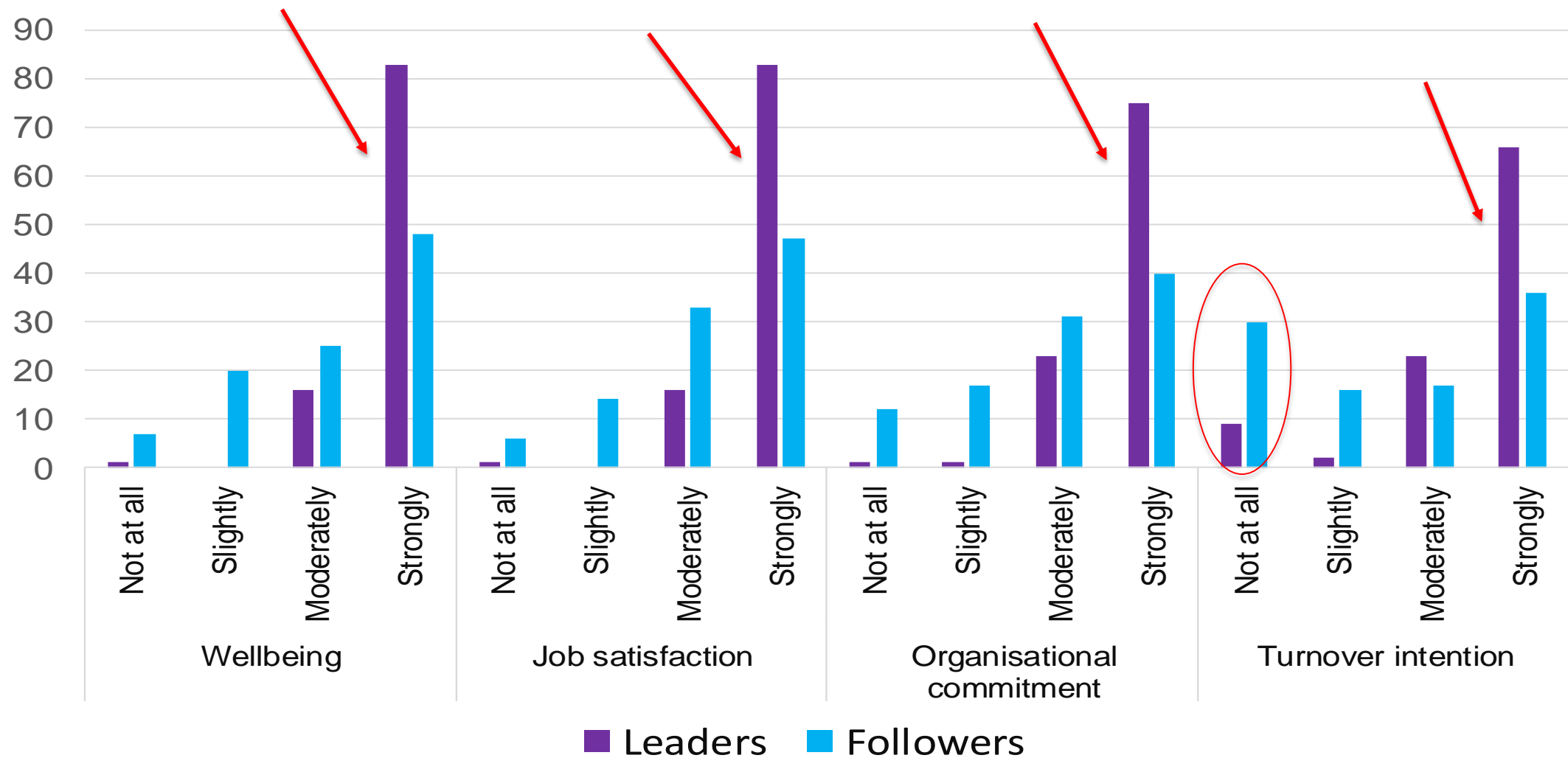
Preliminary Findings

Few Comments

- “Good leadership begins at the top and if it is lacking in anyway this flows on down the waterfall”.
- “Someone who clearly articulates a sense of purpose and achieves buy-in from staff on this purpose. Someone who can take staff ‘on the journey’ with them, and can achieve successful outcomes from staff due to this visionary style”.
- “Leaders need to lead, but also to listen”.

Preliminary Findings

Effects of leadership



Preliminary Findings (Correlation Matrix)

	Variables	1	2	3	4	5	6	7	8	9	10	11
1	Gender											
2	Age	-.00										
3	Job Status	.23**	-.16**									
4	Tenure	.04	.06	-.04								
5	Transformational	.10	-.08	.13*	-.00							
6	Transactional	.01	-.05	.04	-.04	.62**						
7	Laissez-faire	.03	.07	.05	-.00	-.60**	-.43**					
8	Wellbeing	.04	.04	.06	-.07	.42**	.22**	-.37**				
9	Job Satisfaction	.10	.11	.09	.03	.49**	.26**	-.38**	.72**			
10	Organisational Commitment	-.03	-.02	.06	.05	.42**	.24**	-.35**	.39**	.51**		
11	Turnover Intention	-.04	.02	-.07	-.06	-.43**	-.20**	.39**	-.59**	-.68**	-.65**	

Preliminary Findings

Hierarchical Regression

- Transformational leadership is a predictor of wellbeing ($p < .001$), job satisfaction ($p < .001$), organisational commitment ($p < .001$) and turnover intention ($p < .01$).
- The β weight of transactional leadership on wellbeing and organisational outcomes were not significant.
- Laissez-faire leadership had desired effect on well being ($p < .01$) and turnover intention ($p < .05$) only.

Preliminary Findings



- Regression analysis showed that wellbeing is the strongest predictor than transformational leadership in case of job satisfaction and turnover intention.
- Mediation analysis showed that wellbeing mediates the relationship between leadership and organisational outcomes.

Conclusion

Questions and Comments Welcomed