
The Effect of Managerial Leadership and Organizational Trust on Job Satisfaction: Empirical Evidence from Private Higher Education Institutions in Syria

By :Dr. Serene Dalati

Management Department, Faculty Of Business Administration,
Arab International University

Outline

- Introduction
- Managerial Leadership Defined
- Literature Review
- A Model of Leadership, Organizational Trust and Job Satisfaction in Higher Education
- Methodology Design
- Exploratory Factor Analysis
- Reliability Analysis of the Scales
- Sample Characteristics, and Normality Test
- Correlation Analysis
- Regression Analysis
- Discussion
- Managerial Implication
- Research Limitation
- Conclusion

Introduction

- Research Background
- Research Importance
- Purpose of Research

What is Managerial Leadership ?

According to Stogdill (1974, p. 259)

"there are almost as many definitions of leadership as there are persons who have attempted to define the concept."



What is Managerial Leadership ?

Leadership has been defined in terms of :

- **Traits (Stogdill 1948)**
- **Behaviors (Stogdill 1957, 1963, Fiedler 1967, House 1971)**
- **Influence Process (Bass 1985, Bass and Avolio 1990, 1993, 1994)**



Differentiating Management from Leadership

	Management	Leadership
Direction	Planning and budgeting Keeping eye on bottom line	Creating vision and strategy Keeping eye on horizon
Alignment	Organizing and staffing Directing and controlling Creating boundaries	Creating shared culture and values Helping others grow Reducing boundaries
Relationships	Focusing on objects – producing/selling goods and services Based on position power Acting as boss	Focusing on people – inspiring and motivating followers Based on personal power Acting as coach, facilitator, servant

Source: Daft (2011) / Adapter from Kotter (1990)

Differentiating Management from Leadership

	Management	Leadership
Personal Qualities	Emotional distance Expert mind Talking Conformity Insight into organization	Emotional connections (Heart) Open mind (Mindfulness) Listening (Communication) Nonconformity (Courage) Insight into self (Character)
Outcomes	Maintains stability; creates culture of efficiency	Creates change and a culture of integrity

Source: Daft (2011) / Adapter from Kotter (1990)

Literature Review

Leadership Behaviours and Styles in Education

- Selamat et al. 2013
- Mete 2013
- Lo et al 2010
- Tajasom et al 2011
- Aliakbari and Darabi 2013

Leadership and Organisational Trust

- Norman et al (2010)
- Gillespie and Mann (2004)
- (Joseph and Winston, 2005).

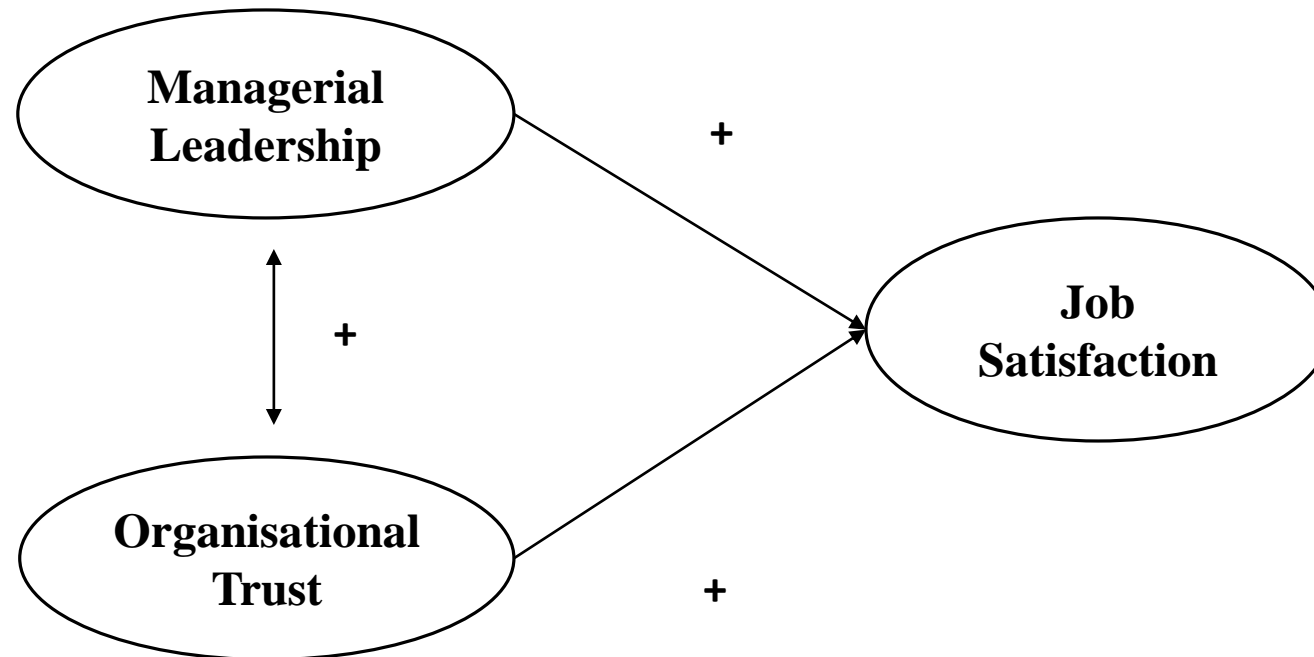
Leadership and Job Satisfaction

House (1971)

Dorfman (1997)

Alonderiene & Majauskaite (2016)

A Model of Leadership, Organizational Trust and Job Satisfaction in Higher Education



Research Hypotheses

H1 In private higher education in Syria, Managerial leadership will be positively correlated with organisational trust.

H2 In private higher education in Syria, Managerial leadership has a positive effect on academic and administrative staff job satisfaction.

H3 In private higher education in Syria, organisational trust has positive effect on academic and administrative staff job satisfaction

Methodology Design

- **Questionnaire Measurement Scale Development**
- **Questionnaire Back Translation**
- **Sampling Design and Strategy**

Exploratory Factor Analysis

Item Description	Exploratory Factor Analysis		
	Eigen value	% of variance	Factor Loading
Factor 1 : Managerial Leadership	7.420	35.334	
1. Has good comprehension and listens carefully to what people are saying			.855
2. Has the awareness of team members' cultural backgrounds and values			.836
3. Keeps all channels opened and informs the team about decisions made			.830
4. Is aware of any organisational factors that may impair organisational goals			.797
5. works jointly with others			.789
6. Has the ability to interpret and use the knowledge of the industry trends			.789
7. Deserves trust and is believed to keep their word			.781
8. Has the ability to set future oriented tasks and goals			.771
9. Has a vision of future for the organisation			.739
10. Works towards one collective team identity	.716		
Factor 2 : Organisational Trust	3.681	17.529	
1. I can trust the people I work with to lend me a hand if I needed it.			.830
2. I have full confidence in the skills of my workmates			.819
3. Most of my fellow workers would get on with their work if Team and Group Leaders were not around			.804
4. I can rely on other workers not to make my job more difficult by careless work.			.788
5. Most of my workmates can be relied upon to do as they say they will do.			.756
6. If I got into difficulty at work I know my workmates would try and help me out.	.748		
Factor 3: Job Satisfaction	1.742	8.295	
1. The amount of variety in your job.			.725
2. Your hours of work.			.661
3. The freedom choose your own method of working.to			.623
4. The amount of responsibility you are given.			.582
5. Your opportunity to use your abilities	.532		

Reliability Analysis of the Scales

Table 2 Cronbach Alpha Test (n 73)

Variable Components	Number of Items	Alpha (α) without deleting any item
Managerial Leadership	10	.93
Organisational Trust	6	.89
Job Satisfaction	5	.60

Sample Characteristics, and Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Sustainable leadership	.088	63	.200*	.974	63	.199
Organisational Trust	.129	63	.011	.970	63	.132
Job Satisfaction	.092	63	.200*	.980	63	.384
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Correlation Analysis

Variables	Mean	SD	1	2	3
1. Managerial Leadership	3.86	.638	1		
2. Organisational Trust	3.77	.671	.312* .012	1	
3. Job Satisfaction	3.58	.699	.336** .006	.282* .019	1

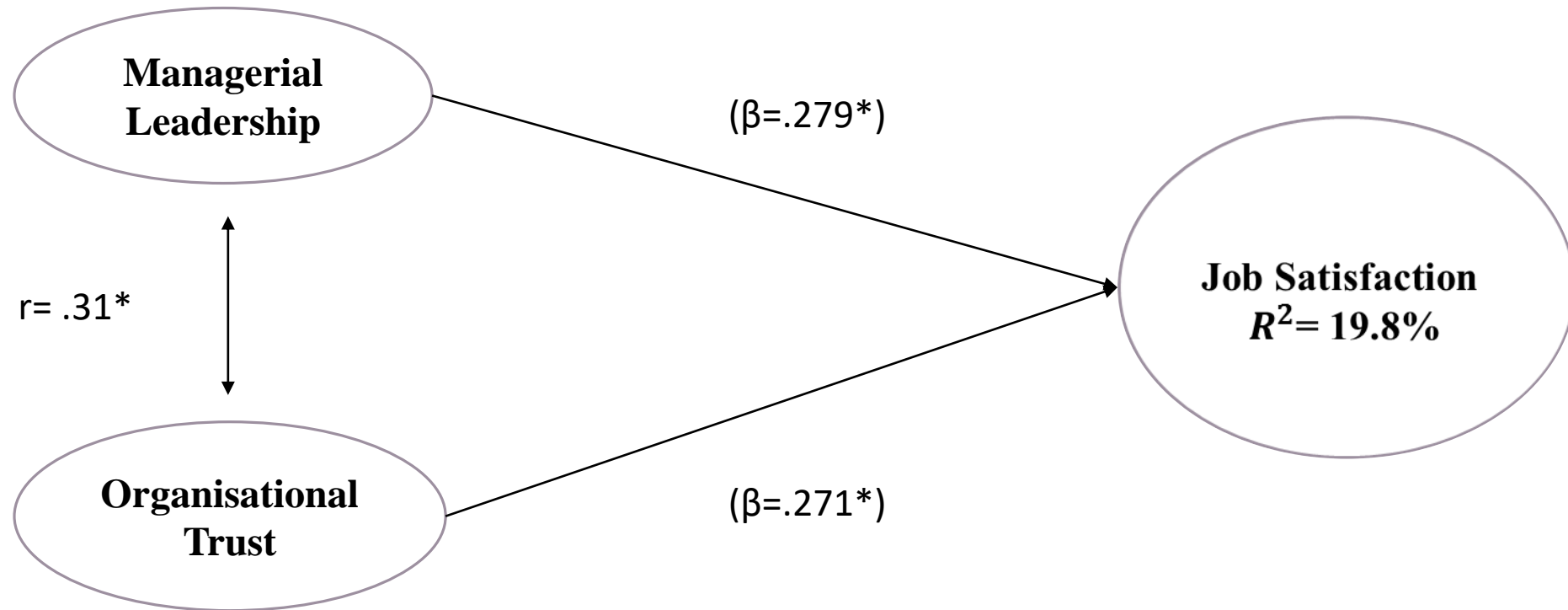
***. Correlation is significant at the 0.05 level (2-tailed).**

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

Regression Analysis

Variable	B	BSE	β	t	Sig
The first model					
Constant	2.162	.502		4.310	.000
Organisational Trust	.395	.130	.363	3.039	.003
The second model					
Constant	1.417	.590		2.400	.019
Organisational trust	.303	.133	.279	2.289	.026
Managerial Leadership	.283	.127	.271	2.224	.030
Note: For the first model Multiple R = .36, $R^2 = .131$, Adjusted $R^2 = .117$ For the second model Multiple R = .445, $R^2 = .198$, Adjusted $R^2 = .171$					

Multiple Regression Analysis of Managerial Leadership and Organisational Trust to Job satisfaction



Significant at: *p, 0.05, n = 73

Discussion

- **Positive and significant relationship between Managerial Leadership**
- **Positive Impact of Managerial Leadership on Job Satisfaction**
- **Positive Impact of Trust among co – workers on Job satisfaction**
- **Organisational Trust is a critical dimension which requires further examination**
- **Emphasize on the importance of managerial leadership and co-workers trust**
- **Faculty / Institution Leaders in higher education is expected to apply a positive association with coworkers trust**
- **Research provides contribution to the literature on managerial leadership behaviors in higher education environment**
- **Future Research Should Investigate ML in Public and Private institutions**

Managerial Implication

- Training and Development in the field of Managerial Executive leadership Behaviours for
- Heads of departments (functional level)
- Faculty deans (mid level)
- Institutional leaders /Directors (top level)

Leadership



Research Limitation

- **Sample Size**
- **Methodology**
- **Managerial Leadership Scale**

Conclusion

- Model of Managerial Leadership, organisational Trust and Job Satisfaction

Dr. Serene DALATI

**Management Department, Faculty of Business Administration,
Arab International University, Ghabagheb Daraa, Syria**

Email: s-dalati@aiu.edu.sy , serene.dalati@gmail.com