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

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• 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).
• 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

FRLT
- Transformational Leadership
- Transactional Leadership
- Laissez-fare Leadership

Wellbeing

Job Satisfaction
Organisational Commitment
Turnover Intention
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.**
Leadership approach based on desired characteristics of leaders in a regional university.
Issues other than leadership affecting wellbeing and organisational outcomes.

Preliminary Findings

- Collegiality
- Workload
- Career progression
- Reward
- Strategy
- Job clarity & design
- Resource constraint
- Work-family balance
- Job security
- Job satisfaction
- Flexibility at work
- Distance to work

Issues other than leadership affecting wellbeing and organisational outcomes.
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

- Wellbeing
- Job satisfaction
- Organisational commitment
- Turnover intention

Leaders: Not at all, Slightly, Moderately, Strongly
Followers: Not at all, Slightly, Moderately, Strongly
## Preliminary Findings (Correlation Matrix)

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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 $\beta$ 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