

TITLE: Does Manager Behavior Positive Influence Outcomes of Global Job Satisfaction and Organizational Commitment Attitudes?

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OBJECTIVE: The purpose of this study was to discover how job satisfaction and organizational commitment are impacted by leadership behaviors.

METHODOLOGY: The LPI-Observer was used to measure the frequency with which the managers of four Department of the Army and four private organizations practice the five leadership behaviors as perceived by 152 knowledge workers. The Minnesota Satisfaction Questionnaire was used to assess job satisfaction (Weiss et al., 1967) and the Organizational Commitment Questionnaire was used to measure the level of commitment (Mowday et al., 1979).

KEY FINDINGS: Using simple linear regression, all of the five leadership behaviors were found to significantly influence global job satisfaction, with the most variance explained by Enabling. Multiple regression analysis of the five leadership practices accounted for 41 percent of the variance, while global leadership (all five practices combined) explained 39 percent. Similarly, linear regression analysis found all five leadership practices significantly related to organizational commitment, explaining 42 percent of the variance, with Modeling providing the major explanation. Global leadership accounted for 40 percent of the variance in organizational commitment.

The authors conclude: "Based on these results the conclusion is that managers that practice the five leadership behaviors positively influence global job satisfaction and organizational commitment and thus positively influence retention rates, customer relations, motivation and performance" (p. 324).