EFFECTS OF PERCEIVED LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT ON JOB SATISFACTION AMONG NON-TEACHING EMPLOYEES OF FEDERAL UNIVERSITIES IN SOUTH-EAST NIGERIA

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Abstract
The study examined effects of perceived leadership style and organizational commitment on job satisfaction among non-teaching employees of federal universities in South-East Nigeria. Participants in the study were eight hundred and eighty-four non-teaching employees who were randomly selected from three federal universities in South-East Nigeria. The participants were made up of 323 (36.5%) males and 561 (63.5%) females with age range 22 years to 60 years, mean 35.04 years and standard deviation 9.96. The study deployed three instruments: Multi factor leadership questionnaire (MLQ-5X) developed by Avolio & Bass (1990), Minesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England & Lofquist (1967), and Organizational Commitment Scale (OCS) developed by Mowday, Porter & Steers (1979). The study adopted correlation design and data analysis was done using multiple regression analysis Enter method. Hypothesis one result showed that dimension of perceived leadership style (transactional) predicted job satisfaction at B = 1.18**, P< .001, while hypothesis two result showed that organizational commitment significantly and positively predicted job satisfaction at B = .53**, P< .001. Hence, perceived leadership styles and organizational commitment are significant and positive predictors of job satisfaction among non-teaching employees of federal universities in south-east Nigeria. It was recommended that management within federal universities in south-east should adopt transactional leadership style.

Keywords: Perceived Leadership Style, Organizational Commitment, Job Satisfaction, Management

INTRODUCTION

Since the recent global financial crisis of 2007-2008, which was considered as the most serious financial crisis since the great depression of the 1930s, some management scholars have focused their beam light towards employee job satisfaction. This crisis had evolved new waves of research in management studies. The shift in research concern, emerged at a time when the world economy is facing dwindling resources and hiring efficient employees becomes sine qua non to organization survival. Consequently, in the new perspective, employees' well-being and satisfaction have come to be embraced by management and employers of labour across the world. The evolution in management have opened door to researchers from various disciplines especially Psychology in effort to addressing employee concerns within organizational framework.

A number of scholars have defined employee job satisfaction as "general attitude towards the job (Rocca & Kostanki, 2001), psychological response and attitude towards specific job (Grunberg, 1979), positive or negative feelings of the level of satisfaction for the job (Spector, 1997), how a person perceives his job and extent to which one likes a job (Hulin & Judge, 2003), extent to which workers like their work, the difference between employees expectations and what they received (Ezeamama, 2019), level at which employees achieve positive results that relate to work through positive attitude and affective motivation (Lan, Chang, Ma, Zhang and Chuang , 2019), and how satisfied employees feel, concerning wages, work hour or benefits (Styron and Styron, 2017). The evaluation appears to be multi-faceted, such as: amount of wages one receives, the amount of job input, welfare packages available, hours put in work, bonuses, healthcare facilities, level of interference from management, organizational climate, and amount of time allocated for relaxation in-between work and room for personal development. Job satisfaction may be defined as a state of positive feeling of all aspects of one's job. According to the hierarchical needs theory by Maslow (1943), when an employee perceives that an organization provides room for advancement, the environment is conducive and supportive, such an employee may experience intrinsic motivation. Being intrinsically motivated implies reporting of positive effects of the job aspects, which transforms into employee job satisfaction.

Positive consequence of employee job satisfaction include enhancement of life satisfaction (Aydintan and Koc, 2016) and work attitude (Huang, 2019). While negative consequences include high employee change of job (Matsuki and Nakamura, 2019), increased work stress (Liu, Zhu, Wu & Mao (2019), poor health (Dhamija, Bag & Gupta, 2018), poor mental health and depression (Nadinloyi, Sadeghi & Aajiloo, 2013), anxiety and stress (Allan, Dexter, Kinsey & Parker, 2018), and burnout and depression (Koutsimani, Montgimery & Georganta, 2019). Earlier, Scholars hold that there is a positive association between employee job satisfaction and leadership styles (Haider, & Raiz, 2010).

According to Wen, Ho, Kelana, Othaman, and Syed (2019) leadership is a widely studied subject in organizational management. It appears that renewed interests scholars have in leadership may be as a result of high value the phenomena has which is, "as process similar to management", especially with respect to influence on employees (Northhouse 2013). Despite the significant body of literature on leadership, it continues to remain one of the most misunderstood business phenomena to date (Gandolfi, 2016). Similarly, Abasilim, Gberevbie and Osibanjor (2019) hold that leadership literature is proliferated with numerous definitions,

styles and theories of leadership. This may be the reason why scholars posit that leadership is the most critical component in an organization and the most important skills for the organizations leader (Kalsooom, Khan, &Zubair, 2018). According to Raelin (2003), leaders are individuals with important contributions for creating conducive and supportive situations in working environment.

Furthermore, leadership style is broadly researched with work performance, known as transformational and transactional leadership (Advani& Abbas, 2015, Riaz&Haider, 2010).

Transformational leadership is system of changing and transforming employees (Hall, Johnson, Wysocki&Kepner, 2008). Earlier, Bass and Riggio (2006) argue that transformational leaders are those individuals who are fond of stimulating and inspiring their followers to accomplish unprecedented results and, in the process build up their own leadership competences. Transformational leadership style achieve their goal through, motivation of work employees, (Advani&Abas, 2015, Bass, Avolio& Jung, 2003), stimulate employees perception of leadership style (Bass, 1985), encourages subordinates to rise above their self-interests to achieve organizational goals beyond the stated expectation (Abasilim, *et al.,* 2019), motivate employees through alteration of their perception, behavior, morals, ideas, interests, and values (Bass, 1985).

Perceived leadership is an employee's cognitive feeling of management style of controlling, directing, and motivating employees toward organizational goals.

According to Bass and Avolio, (1997), transformational leadership style has five distinctive components idealized attributes, idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. Idealized attributes refers to the leaders characteristics (charismatic) confidence, ethical, idealistic and trustworthy that is considered important. Idealized influence goes beyond the subordinate identifying the characteristics of the leader that are deemed important to the actual behavior orientations taken by them, especially in their ability to articulate vision of the organization clearly to the followers and motivate them to accept and internalize the vision (Bass, 1999).

Meanwhile, Inspirational motivation is the extent to which the leader challenges his or her subordinates through instilling confidence and sense of purpose in them, thereby achieving organizational inspiration (Yukl, 2013). Individualized consideration is evident in the leader's disposition as a mentor and coach. Thus, the leader shows respect and interest also, takes care of every individuals need in the organizational, and expresses happiness when the followers achieve the shared goals of the organization (Winkler, 2010). Intellectual stimulation is how much a leader challenges the stereotypes of business as usual, takes risks and is responsive to new thoughts from the followers without criticism (Bass, *et al.,* 2003).

On the contrary, Transactional leadership style is described by the contractual leadership that exists between the leader and subordinates, which depends on their individual advantages (Winker, 2010). According to Mekpor and Dartey-Baah (2017), transactional leadership is leadership style known as a managerial leadership, which prioritizes the supervising, organizing, assigning, controlling and monitoring of each individual performance. Avolio and Bass (2004) opine that transactional leadership style comprises of three elements: contingent reward, active management by exception and passive management by exception.

Furthermore, contingent reward has to do with the leader establishing the objectives and performance expectations to his or her followers, along with the use of rewards and promotions as an inducement to get them to achieve desired results (Akram, Lei, Hussein, Haider & Akram, 2016). Active management by exception refers to continuous monitoring by the leader to ensure that tasks, are executed, problems are found and solved, and procedures are reinforced (Gill, 2002).

The importance of leadership within human organizations have been recognized and accepted by various scholars. Researchers report that optimal employees work performance can only happen if the leaders in a company are able to manage their humans into reliable human resources (Mosadeghrad, 2003). Similarly, Ologbo and Saudah, (2011) concur that a managers' leadership style and support considerably add to employees' work engagement. According to Khajeh (2018) the role of leadership style is officially important for an organization to achieve a high level of organizational commitment.

A handful of authors of organizational management define organizational commitment as degree to which employees identify with their organization and are given to adding value to accomplishing the set goals and objectives of their organization (Akanbi & Itiola, 2013); willingness to continue association with the organization and devote considerable effort to achieving organizational goals (Sharma & Baijpai, 2010), and Perceived bond between the individual and the organization (Vandenberghe, 2009), similarly, other scholars define organizational commitment as one's strong desire to be part of an organization, a willingness to exert effort and work hard for that organization as well as one's belief and acceptance of organizational values and goals (Buthans, 2011), stabilizing or obliging force that gives direction to behavior by restricting freedom and building the individual to persist in course of action even in the face of conflicting motives and attitudes (Meyer & Herscovitch, 2001; Scholl, 1981), and a state of being in which an individual becomes bound by his action and beliefs that sustain the activities of his or her own involvement (Salancik, 1997). Organizational commitment may be defined as an employee's willingness to go beyond the normal work schedule in actualizing organizational goals or tasks.

Following the liberalization of most economies in 1980s and early 1990s, most organizations in developing countries have experienced growing competition from multinationals and with this trend; organizations must devise ways of becoming more responsive to customers' expectations to compete favorably in the global village (Karuhanga, 2010). Finding new ways of becoming responsive to customers' expectations have placed organizational commitment as a major concern within organizational management especially in the contemporary era (Nkhukhu Orlando Brown, Wilson forcheh, Linn &Fako (2019). Consistent with the importance of organizational commitment, Meyer and Aerseovitch (2001) posit that commitment in workplace has the potential to influence organizational effectiveness and employee wellbeing.

Similarly, Alsiewi and Agil (2014) concur that apart from management functions and roles, there exists no single human factor that has impacted organizational outcomes more than organizational commitment. Studies hold that organizational commitment is particularly important when resource scarcity and cut back management have become the norm and when managers of public institutions across countries are addressing challenges of attraction and retention of highly qualified employees as well as their morale, motivation and performance

(Chordiya *et al.,* 2017). Similarly, the importance of organizational commitment has been reported by scholars as: optimal service and good job performance (Akbar, Udin, Wahyudi, & Djastuti, (2018); and leading to profitable organizational outcomes (Hanaysha, 2016). Consequently, three types of organizational commitment were identified: affective commitment, continuance and normative commitment. Affective commitment refers to desire or emotional attachment to the organization; continuance commitment perceives cost of leaving the organization and normative commitment refers to obligation to remain in the organization (Allen & Meyer 1990; Meyer & Allen, 1984, 1991 & 1997). Therefore, the three aspects of commitment may serve as motives for employee's involvement in organization. Apart from the affective commitment, other two types of involvement appear to be extrinsic in nature. The task before the employers or management is to find out which aspect of commitment do employees manifest and subsequently reinforce it. In the contemporary time, job satisfaction is the goal that both employees in workforce and organizational managers have come to embrace in the wake of competition between the industrialized and emerging organizations of developing nations. If this goal is to be achieved, leadership most adopt a new approach to ensure that their employee's welfare are properly addressed. Such an approach must focus on motive for employers' involvement in the organization.

Statement of the Problem

Surprisingly, despite the importance of job satisfaction among employees within the framework of organizations, empirical knowledge reveal that these efforts to enhance it are still at fledging state. Earlier, scholars examined, job satisfaction and organizational commitment effect in transformational leadership style toward employee level performance (Eliyana, *et al.,* 2019), job satisfaction and employee productivity (Ezeamama, 2019); effect of leadership style, job satisfaction, and employee supervisor relationship on job performance and organizational commitment, (Babalola, 20016); leadership styles of nurse-managers and job satisfaction (Albagawi, 2019). Some scholars focused on the effect of transformational leadership style on employees' job satisfaction and job performance (Chandrase-Kara, 2019), influence of leadership styles on employees performance (Nawoseling Ollang and Roussel, 2017).

Similarly, other scholars addressed organizational structure and employee commitment of academic staff in private university (Magizi, *et al.,* 2019); affective commitment of academics in university (Nkhukhu Orlando, *et al.,* 2019) impact of continuance commitment to job performance (Kosogela, 2019): organizational trust employee commitment and job satisfaction (Gider, *et al.,* 2019); Employees commitment and its impact in organizational performance (Andrew,2017); organizational culture, commitment and job satisfaction (Batugal, 2019); and, effect of strategic management and organizational commitment on employees work achievement (Rustamadji and Omar, 2018). Yet it was observed that these studies did not examine perceived leadership styles, nor organizational commitment on job satisfaction among non-teaching employees of Federal universities in South-East Nigeria. Hence, the study on perceived leadership style, and organizational commitment on job satisfaction among non-teaching staff of federal universities in South-East Nigeria.

Research Objectives

The general objective of the study is to examine effect of perceived leadership style, and organizational commitment on job satisfaction among non-teaching employees of federal universities in South-East Nigeria.

Specific objectives are:-

(i)   To examine effect of perceived leadership style on employee's job satisfaction among non-teaching employees of federal universities in south-east Nigeria.

(ii)   To examine effect of organizational commitment on employees job satisfaction among non-teaching employees of federal universities in south-east Nigeria.

REVIEW OF RAELATED LITERATURE

Perceived leadership styles and job satisfaction

Eliyana, Maarif and Muzakki (2019) reported a study on Job Satisfaction and organizational commitment effect in transformational leadership style towards employee levelperformance. Participants for the study were 30 middle leaders who served as samples. Partial least square (PLS) was deployed for data analysis. Result showed that transformational leadership style has direct significant and organizational commitment. In a related study, Ezeamama (2019) reported a study on job satisfaction and employee productivity in Anambra State. Participants for the study were 312 non-Teaching Staff of Anambra State University. Both descriptive, Friedman's Chi square tests and spearman Ranks Correlation were adopted for data analyses. Results revealed that there was significant relationship between employee job performance and job satisfaction. Lan et al, (2019) reported a study on influence of transformational leadership and patriarchal leadership on job satisfaction of Cram School Faculty members. Participants in the study were 400 New Taipa city Crarn School Faculties members. Results showed that employees under transformational leadership have a larger positive result on outer job satisfaction, while patriarchal leadership has influence on miner job satisfaction. In a related study, Babalola (2016) reported a study on the effect of leadership style, job satisfaction and employee-Supervisor relationship on job performance and organizational commitment. Participants for the study were 255 employees of media industry. Statistics deployed for data analysis was steroids multiple regression analysis. Result revealed that organization commitment and job performance, were predicted by job Satisfaction at β = 0.53, p < 0.001, Organizational commitment and job performance were predicted by supervisor- subordinate relationship at β =0.41, P<0.01, and laissez-faire leadership style predicted organizational commitment and job satisfaction at β =0.38, P<.001. In another study, Albagawi (2019) reported a study on leadership style of Nurses managers and job satisfaction of nurses' managers and job satisfaction of Nurses Correlational design study. Participants for the study were staff nurses working in government hospital in Hail City. Results showed that nurses managers, as perceived by the nurses, revealed that they were often displaying transformational leadership (M=2.88) and occasionally displaying laissez-afire leadership (M=1.38). Staff nurses level of job satisfaction yielded employees of somewhat "satisfied "for professional work environment (M=4.78), and professional

relationships (M=4.95) and neutral for autonomy (M=4.45) work worth (M=4.5) role enactment (M=4.34) and benefits (M=4.23). Transformational leadership correlated with the level of job satisfaction and yielded an r=.258 @ P<.000. There was a significant relationship between the nurse manager's transformational leadership style, as perceived by the staff nurses, and the staff nurses level of job satisfaction.

Relationship between Organizational Commitment and Job Satisfaction

Magizi, Nuwatuhaire & Turyamuraeba (2019) reported a study on organization structure and employee commitment of Academic Staff in a private University in Uganda. Participants for the study were 145 academic staff of a branch of private University in Uganda. Results showed the employee commitment index of academic staff was moderated. In a related study, Nkhukhu-Orlando *et al.,* (2019) reported a study on the affective commitment of Academics in a University in Profs Wana. Participants for the study were 164 academic employees. Results showed that only 34.1% of academic employees had affective commitment. Kasogela (2019) reported a study on the impact of continuance commitment to job performance; a theoretical model for employees in developing economies like Tanzania. Participants for the study were 116 employees from both public and private sectors of industries and government correspondents. Multilinear regression analysis result showed that social capital had significant relationship with human capital while size of payment has no significant contribution to job performance. In a similar study, Gider, Akdere & Top (2019) reported a study on organizational trust, employee commitment and job satisfaction in Turkish hospitals: implications for public policy and Health. Pearson moment correlation coefficient and regression analysis were used for data management. Result showed that strong positive correlation was found among the study Variables (P<0.001). Regression analysis result showed that organizational trust was a significant predictor of job Satisfaction predictor of job satisfaction and commitment. In a study reported by (Andrew 2017), on employee's commitment and its impact on organizational performance, descriptive and exploratory research methodologies were adopted in the study. Results of the study indicated that employees commitment (Affective, Normative, continuance) are significantly related to organizational performance in Eravupatru Divisional Secretariat. Batugal (2019) reported a study on organizational culture, commitment and job satisfaction of faculty in private-Sectarian Higher Education Institute (HEIS). Descriptive and correlation research design were employed in the study. Regression analysis, Pearson and chi square were used in data analysis Results revealed significant positive relationship between job satisfaction and organizational culture, job satisfaction predicted organizational commitment.

In a study reported by Rustamadji & Omar (2018) on the effect of strategic management and organizational commitment on employees work achievement, participants for the study were 386 employees at 12 Muhammadiyah Universities in Indonesia. Instrument developed were combined with part of the existing questionnaires related to strategic management, organizational commitment, and work performance. Regression was utilized to analyze the data. Results showed that strategic management and organizational commitment affect performance of employees.

Hypotheses

1. Perceived leadership style will positively and significantly predict employee job satisfaction among non-teaching staff of federal universities in South-East Nigeria.

2. Organizational commitment will positively and significantly predict employees' job satisfaction among non-teaching staff of federal universities in South-East Nigeria.

Method

Eight hundred and twenty non-teaching staff from three randomly selected federal universities in South-east Nigeria participated in the study. The choice of federal universities was based on cosmopolitan background compared to state or private universities. The three federal universities that participated were randomly selected from the five federal universities in south-east using simple random sampling (keep stick). These randomly selected universities were as follows: Nnamdi Azikiwe University Awka, Federal University Ndufu-Alike Ikwo and University of Nigeria, Nsukka. Participants for the study were 884 non-teaching employees of federal universities in south-east Nigeria. The ages of the participants ranged from 22 years to 60 years with mean age of 35.04years and standard deviation of 9.96 years. Percentage of the participant were 323 (35.5%) males and 561 (63.5%) were females. For each selected university; Nnamdi Azikiwe University was represented by non-teaching staff, similarly other two federal universities. Thereafter, incidental random sampling was employed to administer research instruments to the available and willing employees present at the time of the study in their respective offices.

Instrument used for the study are:

(i)   Minnesota Satisfaction Questionnaire (MSQ)

(ii)   Multifactor Leadership Questionnaire MLQ-5X

(iii)   Organizational Commitment Scale (OCS)

Minnesota satisfaction questionnaire (MSQ) was developed by Weiss, Davis, England and Lofquist (1997). The MSQ is a 20 item questionnaire with response pattern 1-very dissatisfied and 5- very satisfied. The validity of the MSQ was established with life satisfaction at $r = 0.62$, and Cronbach alpha reliability at .70 (Nweke, Dike-Aghanya, Okpara, Ilona, &Enike, 2019). Multifactor leadership questionnaire (MLQ-5X) was developed by Avolio and Bass (1990). MLQSX is a nine-item questionnaire which consists of five response option, ranging from 1-strongly disagree to 5-strongly agree. The validity of the MLQ-5X was establish by scholars at $r= .37$ with index of self-esteem (Nweke, *et al.,* 2019), similarly, the reliability of the scale was obtained at alpha coefficient of .75 among the present participants. Organizational commitment scale (OCS) was developed by Mowday, Porter & Steers (1979). The OCS consists of 15 items which actually reflects attachment to the organization, the perceive cost associated with leaving it, and the obligation to remain with it. The reliability of the scale was established at alpha coefficient of .68 with the present participants.

Theoretical framework

The hierarchical need theory by Abraham Maslow (1943) appears to be a theory that links the independent and dependent variables of the study. Thus, it will be used to explain results of the present study. The need theory holds that humans are motivated to strive toward self-actualization. According to the theory, employees are designed to aim at satisfying basic physiological needs, which include food, shelter and clothing. Once the basic needs are satisfied, it gives for next need; safety need. Safety need involves security and resource protection, which creates room for the next social, esteem and self-actualization. Need theory argues that management (perceived leadership style) provides satisfaction for these needs by virtue of the employees' role within the framework of the organization. Consequently, organizational commitment may arise when employee perceives that the style of leadership suits possibility of achievement of his personal goals in life. These personal goals in life include the five needs in the Maslow hierarchical need theory. Perception of achievement of employee's personal goal induces job satisfaction therefore, the employee manifest behaviors that indicate commitment for the organization. On the contrary, employee who does not perceive management style of leadership as one that will propel his personal goal may not report job satisfaction and may hardly manifest commitment on the job. Perhaps, the need theory holds key to both organizational success (actualization) and employee's successful actualization of self.

Procedure

The researcher in company of research assistants visited the registrar's offices of the three federal universities to explain the purpose of the visit and secure permission for the study. When the permission was secured, the study took a total of about three weeks to accomplish distribution and collection of the research instruments, as participants were met in their respective offices. Some participants who explained that they were not conversant with filling of questionnaires were given extra time to make them understand. After the explanations, the participants showed genuine willingness to be part of the study. The researchers and assistants shared copies of the questionnaires to all the non-teaching staff in their respective offices, only to those non-teaching employees who were available and voluntarily agreed to be part of the exercise. Participants took an average of 20 minutes to complete the battery test. Immediately the questionnaires were retrieved and put back in an envelope. The employees were assured of confidentiality of responses by the researcher and research assistants. The researchers thanked the employees who participated in the exercise before leaving their offices. Out of 1,020 copies of the questionnaires distributed 884 were well-filled and were used for data analyses.

DESIGN/STATISTICS

The study adopted correlation design. Pearson product moment correlation coefficient and multiple regression enter method was used for data analysis. All data was processed using statistical package for social sciences SPSS version 22.0.

RESULTS

This section deals with the result of data analysis. The orders of result presentation are as follows: Table 1: zero order correlation coefficients, and Table 2: standardized Beta coefficient results for effects of Organization commitment, transformational leadership, Transactional leadership and Passive/ Avoidant leadership styles.

Table 1: Zero order correlation Matrix using Raw Data

	J.S	JC	Transform	Transact	P.V
Job Satisfaction(J.S)	1				
Org. Commitment(O.C)	.43^{xx}	1			
Transformational Leadership (Transform)	.09 $_{xx}$	.15 $_{xx}$	1		
Transactional Leadership (Transact)	.36 $_{xx}$	.22 $_{xx}$	.03	1	
Passive/Avoidant (P.V)	-.24 $_{xx}$	-.15 $_{xx}$	-.13 $_{xx}$	-.34 $_{xx}$	1

Correlation is Significant at 0.01 level (2-tailed)

Table 1 shows the zero order correlation coefficient of the studied variables. There was significant positive correlation coefficient between Organizational commitment and job Satisfaction at $r = .43^{xx} P < .001$. The correlation between transformational leadership style and job satisfaction was significant and positive at $r = .09^{xx}$ $P < .001$, while the correlation between transactional leadership style and job satisfaction was significant and positive $r = .36^{xx}$, $P < .001$ and the correlation between passive/avoidant leadership style was significant and negative at $r = -.24^{xx}$ $P < .001$. Also, there was positive and significant correlation between Transformational leadership and job commitment at $r = .15^{xx}$, $P < .001$, correlation between Transactional leadership style and Organizational commitment was significant and positive at $r = .23^{xx}$, $P < .001$. There was negative and significant correlation between passive/Avoidant leadership style and organizational commitment at $r = -.15^{xx}$, $P < .001$. Correlation between Transformational leadership style and Transactional was positive but not significant at $r = .03$, $P < .001$, while correlation between Transformational and passive/Avoidant leadership style was negative and significant at $r = -.13^{xx}$, $P < .001$, and correlation between Transactional and passive/Avoidant leadership styles was significant and negative at $r = -.34_{xx} P < .001$.

Table 2: Standardized Beta Coefficient Results for Independent Effects of Perceived leadership style, Organizational Commitment and Job Satisfaction.

Predictor Variable	Adjusted(R^2)	Df1(df2)	F	B	St Error
Mode1	(Job Satisfaction).27	4(879)	81.36		
A. Org. Commitment				.53 xx	.04
B. Transformational Leadership				.04	.09
C. Transactional Leadership				1.18 xx	.15
D. Passive/Avoidant leadership				-56 xx	.17

$P<.01$

The model was analyzed using multiple regression enter method. Thereafter, the following results were obtained. The model in table 2 showed that when enter method was applied to job satisfaction the independent variables; organizational commitment, transformational leadership, transactional leadership style and passive/avoidant leadership style, yielded adjusted R^2 value of 27. This means that the model contributed 27% (percent) in understanding job satisfaction among nonteaching employees of South-East federal universities. The ANOVA summary (ratio) shows that the adjusted R^2 value was significant at $F (4,879) = 81.36$, $P< .001$. Specifically, the unstandardized beta values for each of the predictor factors were organizational commitment $\beta = 1.18^{xx}$, $P<.001$ and avoidant/passive leadership style $\beta = -.56^{xx}$, $P<.001$.

SUMMARY OF RESULTS

1. Organizational commitment significantly and positively predicted job satisfaction.

2. Transformational leadership style was positive but did not significantly predict job satisfaction.

3. Transactional leadership style significantly and positively predicted job satisfaction.

4. Passive/avoidant leadership style significantly and negatively predicted job satisfaction.

Discussion

The study examined perceived leadership style and organizational commitment on job satisfaction among non-teaching employees of federal universities in South-East Nigeria. Hypothesis one which states that perceived leadership style will significantly and positively predict job satisfaction was confirmed. Accordingly, transformational leadership style showed positive but no significant effect on job satisfaction, and transactional leadership style showed positive and significant effect on job satisfaction among non-teaching employees of federal university in southeast Nigeria. However, Avoidant leadership style had negative and significant effect on job satisfaction. Earlier, scholars reported that transformational leadership style predicted employee Job Satisfaction (Lan*et al.,* 2019; Abasilim*et al* 2019; Kodkang 2019; Eliyana*et al* 2019; Alparep*et al* 2019; and Babalola, 2016). Contrary to this position, the present examination indicated that transformational leadership style has positive but not significant effect on job satisfaction among non-teaching employees of federal universities in south-east Nigeria. However, transactional leadership style showed positive and significant direct effect on job satisfaction of non-teaching employees in south-east Nigeria. This finding was not supported by earlier scholars especially not within the University environment. Perhaps one of the reasons for this variation in finding could be because employees within academic institutions differ from those of other institutions where goods are produced. As a result, it seems that there variation in type of service employees render may induce different pattern of leadership which may result in job satisfaction. Theoretical, explanation from the need theory holds that employees are motivated to satisfy five basic needs, which if well addressed may result in happiness and job satisfaction. Furthermore, employees seem to be motivated to sense type of leadership that management, thereafter tend to assess their level of satisfaction on this basis. Consequently, the assessment seems to induce organizational commitment.

Similarly the result of the present study revealed that organizational Commitment predicted Job satisfaction. This finding is consistent with earlier works such as Kasogela (2019); Order *et al* (2019). However, it appears that works in the area of organizational commitment may still be at the fledging State. Furthermore, there theoretical assumption according to Abraham Maslow's need theory, holds that employees achieving set goals may require commitment and persistence.

Therefore, individuals who perceive that management style of leadership may enhance their chances of actualizing their goals within an organization could seem to manifest behaviors that result in organizational commitment. Therefore, when these successes or set goals are achieved it may bring up feelings of happiness and job satisfaction.

CONCLUSION

It was concluded that within educational setting such as Federal Universities, and among nonteaching employees in the south-east, that employees may report elevated levels of job satisfaction if the management applies transactional leadership style rather than transformational leadership styles; when this happens, employees may show more commitment to organizational goals and more likely report job satisfaction.

IMPLICATIONS OF THE STUDY

The implication of the present study is that for federal university management in South-East to achieve goals and get maximum organizational commitment of non-teaching employees, the leadership practice would be transactional leadership. Therefore, when leadership applies reinforcement and punishment contingencies, non-teaching employees may be propelled towards giving in their best to receive reward and avoid punishment. Thus, enhancing the level of job satisfaction. As this association is achieved, job satisfaction may reach new lights and organizational commitment is sustained.

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