

## TABLE OF CONTENTS

ABSTRACT	I
ABSTRAK	II
ARABIC ABSTRACT	III
ACKNOWLEDGEMENTS	IV
TABLE OF CONTENTS	V
LIST OF TABLE	XIII
LIST OF FIGURE	XX
<b>CHAPTER I. INTRODUCTION</b>	1
Background of the Study	1
Problem Statement	12
Purpose of the Study	16
Research Questions	16
Significance of the Study	17
Limitation of the Study	19
Operational Definition of Terms	19
Exogenous Latent Variables	21
Endogenous Latent Variables	22
Hypothesis of the Study	26
Herzberg's Diagram	24
Theoretical Framework & Research Model	25
Research Hypothesis	26
Management Styles & Job Satisfaction	27
Decision-making & Job Satisfaction	27
Conclusion	28
<b>CHAPTER II. LITERATURE REVIEVE</b>	
Introduction	29
Management	29
Management Styles	30
Management Styles Theories:	31
Likert's 4 System	31
Douglas McGregor's Theory X-Y	34
Participative Management according to Theory X-Y	35
The Relation of Management Styles and Staff Job Satisfaction	41
Management and Staff	44
Bureaucratic Management and Academic Autonomy	46
Autocratic/Directive Management	48
Summary	52
Decision-Making	53
Staffs' Participation in the Decision-Making Process	55
Findings	57
Participation in Decision-Making: The Malaysian Context	60

## TABLE OF CONTENTS (continued)

Summary	60
Decision-making Styles	64
History and Definition	64
Types of Decision-Making Styles	66
<i>Alan J. Rowe and Richard O. Mason's Inventory</i>	66
Decision Style and Behaviour	70
Decision-making Styles Orientation	71
• People and Task Oriented	71
Decision styles and Cognitive	72
Findings on Decision-making Styles	73
Decision-Making: An Islamic Perspective	74
• Participatory Decision-making in Islam	74
• The Concept of Democracy in Islam	75
Findings on the Participative Decision-Making Process and Job Satisfaction	75
Summary	78
Job Satisfaction	79
Job Satisfaction Theory	81
• Herzberg's Motivator and Hygiene Factors	81
Findings	85
Staff's Job Satisfaction: Motivational and Hygiene Factors	89
Findings on Job Satisfaction and the Motivational and Hygiene Factors	95
Maslow's Theory	99
Equity Motivation Theory	100
Job Satisfaction among the Academics in the Malaysian Context	101
Summary	102
Statistical Techniques used in the Previous Studies	104
Statistical Techniques and Statistical Power of the Reviewed Studies	113
Implications of the Literature Review	114
<b>CHAPTER III. RESEARCH METHODOLOGY</b>	116
Introduction	116
Location of the Study	116
Respondents for the Study	116
Study Population	116
Characteristics of Respondents and Sampling Procedure	117
Determination of Sample Size of the Study	118
Sampling Procedure	119
Instrumentation	120
• Questionnaire	120
Validity and Reliability of the Instrument	120
• Management Styles	120

## TABLE OF CONTENTS (continued)

Job Satisfaction	125
• Herzberg’s Theory Instrument	125
Decision-Making Styles Instrument	126
Pilot Study	128
Fit Statistic	130
• Job Satisfaction	130
Item Difficulty and Reliability	131
Item and Person Mapping	132
Decision-Making Styles	134
Person and Item Mapping	138
• Management Styles	138
Reliability	140
Validity	141
Data Collection Procedure	142
Data Analysis	143
Statistical Methods for the Study	145
Conclusion	147
<b>CHAPTER IV. DATA ANALYSIS, FINDINGS &amp; RESULTS</b>	148
Justification	148
Research Unit of Analysis	149
University “A”	150
• Demographic Variables	150
Data Analysis	154
• Ideal Situation of Management Styles of University (A, B, C, D, H): Confirming Likert’s Management Styles Theory	154
Likert’s Management Styles Theory Item Dimension	155
Management and Decision-making Styles and Job Satisfaction Items and Dimensions	155
Job Satisfaction list of Items	156
Management Styles (Current Situation)	158
Decision-making Styles	162
Job Satisfaction at University “A”	165
Exploratory Factor Analysis for Management and Decision-making Styles and Job Satisfaction	169
Measurement Model of Decision-making for University “A”	170
Determining Best Predictor for Decision-making Styles	173
Exploratory Factor Analysis for Management Styles	174
Measurement Model of Management Styles at University “A”	175
Determining Indicators (Exogenous)	175
• Participative – Decision-making	175
Determining Best Predictor for Management Styles (Exogenous)	177
Regression Weights	178

## TABLE OF CONTENTS (continued)

Measurement Model of Job Satisfaction University “A”	179
Internal Consistency	181
Determining the best indicator (Endogenous)	183
Determining best Predictor for Job Satisfaction (Endogenous)	183
Confirming Herzberg’s Theory	183
Path Coefficient Beta ( $\beta$ ) Analysis of Decision-making Styles and Job Satisfaction at University “A”	186
• Findings	186
Interpretation	187
• Decision-making Styles and Job Satisfaction	187
<i>Indirect-effect of Management Styles on Job Satisfaction</i>	188
Descriptive Analysis at University “B”	188
• Management Styles	188
University “B”	193
Demographic Variable	193
Decision-making Styles at University “B”	197
Job Satisfaction at University “B”	200
Exploratory Factor Analysis	204
Measurement Model of Decision-making at University “B”	205
Determining Indicator (Exogenous)	207
• Directive Decision-making Styles	207
Determining best Predictor for Decision-making Styles (Exogenous)	207
Exploratory Factor Analysis	209
Measurement Model	209
Determining best Predictor for Management Styles (Exogenous)	210
Exploratory Factor Analysis	212
Measurement Model of Job Satisfaction at University “B”	212
Determining Indicator (Endogenous)	214
Determining best Predictor for Job Satisfaction (Endogenous)	215
Confirming Herzberg’s Theory	218
Path Coefficient Beta ( $\beta$ ) Analysis of Management & Decision-making Styles and Job Satisfaction at University “B”	220
Directive-effect of Decision-making Styles on Job Satisfaction	220
• Findings	220
Interpretation	221
Indirect-effect of Management Styles on Job Satisfaction	221
University “C”	222
• Demographic Variables	222
Data Analysis	226
• Management Styles	226

## TABLE OF CONTENTS (continued)

Decision-making	231
Job Satisfaction at University “C”	234
Exploratory Factor Analysis	239
Measurement Model for University “C”	239
• Decision-making Style	239
Measurement Model	242
• Determining Indicators (Exogenous)	242
• Directive Decision-making Styles	242
Ranking Predictor for Decision-making Styles (Exogenous)	242
Reliability and Internal Consistency	243
Management Styles for University “C”	245
Management-Participation-Motivation	247
Raking best indicators for Management Styles	247
Measurement Model of Job Satisfaction at University “C”	249
Determining best Indicator (Endogenous)	251
Reliability and Internal Consistency	253
Confirming Herzberg’s Theory	254
Path coefficient Beta ( $\beta$ ) of Management Styles and Job Satisfaction at University “C”	255
Interpretation	258
• Direct-effect of Management Styles on Job Satisfaction	259
Indirect-effect of Management Styles and Job Satisfaction University “D”	259
• Demographic Variables	259
Data Analysis	263
• Management Styles	263
Decision-making	267
Job Satisfaction at University “D”	270
Exploratory Factor Analysis of Management Styles	274
Measurement Model of Management Styles for University “D”	275
Determining Best Predictor for Management Styles	278
Reliability and Internal Consistency	278
Exploratory Factor Analysis	279
Measurement Model of Decision-making Styles at University “D”	279
Determining Best Predictor for Decision-making Styles	282
Reliability and Internal Consistency	282
Exploratory Factor Analysis	286
Reliability and Internal Consistency	286
Determining best Indicator for Job Satisfaction (Endogenous)	287
Confirming Herzberg’s Theory	288
Path Coefficient Beta ( $\beta$ ) Analysis of Decision-making Styles and Job Satisfaction at University “D”	289
• Findings	289

## TABLE OF CONTENTS (continued)

Interpretation	291
Direct-effect of Decision-making Styles on Job Satisfaction	291
Indirect-effect of Management Styles on Job Satisfaction	292
University “E”	292
Descriptive Analysis	296
• Management Styles	296
Decision-making Styles	301
Measurement Model of Management Styles at University “E”	308
Determining the best Indicator for Management Styles (Observed variable)	309
Exploratory Confirmatory Analysis	309
Determining best indicator for Management Styles (Exogenous)	311
Determining Best Predictor for Management Styles (Unobserved Variable)	311
Internal consistency and Inter-correlation	312
Exploratory Factor Analysis	312
Measurement Model of Decision-making Styles of University “E”	313
Internal Consistency and Inter-correlation of the Latent Variables of Decision-making Styles	315
Determining the best Predictor for Decision-making Styles	318
Measurement Model of Job Satisfaction for University “E”	318
Exploratory Factor Analysis	319
Determining the Best Predictor for Job Satisfaction (Unobserved Variable)	321
Internal Consistency and Inter-correlation	323
Confirming Herzberg’s Theory	324
Path Coefficient Beta ( $\beta$ ) Analysis of Management Styles and Job Satisfaction for University “H”	325
• Findings	325
Interpretation	328
• Management & Decision-making Styles with Job Satisfaction	328
<b>CHAPTER V. SUMMARY DISCUSSION, RECOMMENDATION AND CONCLUSION</b>	<b>329</b>
Summary	329
• University “A”	
• Demographic Variables	
University “B”	330
University “C”	330
University “D”	331
University “E”	331
Ideal Situation of University Management Styles in Five Malaysian Public Universities	3312
• Descriptive Analysis	332

## TABLE OF CONTENT (continued)

Decision-making Styles at five Malaysian Public universities	333
• University “A”	
Areas of concern about University decision-making styles at University “A”:	333
Dominant Styles	334
University “B”	335
Areas of concern about University decision-making styles at University “B”	335
Dominant Style	336
University “C”	337
Areas of concern about University decision-making styles at University “C”	337
• Dominant Style	
University “D”	338
• Areas of concern about University decision-making styles at University “D”	338
• Dominant style	338
University “E”	339
Areas of concern about University decision-making styles at University “E”	339
Dominant Style	340
Management Styles of five Malaysian Public universities	341
• Predictor and Indicator	341
• University Management Styles at University “A”	341
• University Management Styles at University “B”	341
University Management Styles at University “C”	342
University Management Styles at University “D”	342
University Management Styles at University “E”	342
Academic Staff’s Job Satisfaction in five Malaysian Public Universities	343
Job Satisfaction at University “A”	343
Descriptive Analysis	343
Areas of concern about Academic Staff Job Satisfaction at University “A”	
Job Satisfaction at University “B”	343
• Descriptive Analysis	343
Areas of concern about Academic Staff Job Satisfaction at University “A”	344
Job Satisfaction at University “C”	344
• <i>Descriptive Analysis</i>	344
• Areas of concern about Academic Staff Job Satisfaction at University “A”	344

## TABLE OF CONTENT (continued)

Job Satisfaction at University “D”	344
• Descriptive Analysis	344
• Areas of concern about Academic Staff Job Satisfaction at University “D”	345
Job Satisfaction at University “E”	345
• Descriptive Analysis	345
• Areas of concern about Academic Staff Job Satisfaction at University “E”	345
Academic Staff Job Satisfaction at Five Malaysian Public Universities	345
• Predictors & Indicators	345
Academic Staff Job Satisfaction Predictors & Indicators at five public universities	347
Management Orientation towards Academic Staff in Five Universities	347
The effect of Management, Decision-making Styles and Job Satisfaction at Five Malaysian Public Universities	349
• Summary of the Interpretation	349
Justification	350
Implications	352
Areas of improvement in University Management Styles for all five universities	353
Areas of Concern in University Management Styles for all five universities	353
Testing Herzberg’s Theory	354
Areas of Concern about Academic Staff Job Satisfaction at All Five universities	356
The Summation of the Summaries	356
Discussion	358
Job Satisfaction	358
Management and Job Satisfaction	363
Decision-making Styles	364
Summary of the Discussion	365
Strength of the Research	367
Recommendations	369
Conclusion	371



## LIST OF TABLES

Number	Label	Page
1.1	The hypothesized Model of Management and Decision-making Styles with Job Satisfaction	27
2.1	Organizational Management Styles Dimensionality	45
2.2	Behavioural Reactions According to Rowe and Mason's Decision Styles (Rowe & Boulgarides, 1992)	68
2.3	Characteristics of Left and Right Brain Hemisphere	70
2.4	Herzberg's Job Satisfaction Dimensions/Factors	82
2.5	Percentage of Distribution of Statistical Techniques in the Precious Studies	102
2.6	Methodological Analysis of Previous Studies on Management Styles, Job Satisfaction & Decision-Making	103, 104, 105, 106
2.7	Definitions of Job Satisfaction & its Factors according to the Theorists	107
2.8	Definitions of Decision-Making according to the Theorists	108
2.9	Definitions of Management Styles according to the Theorists	109
3.1	Likert's Organizational and Performance Characteristics of Different Management Systems	122 & 123
3.2	Scores from the BSRI, DSI and LOQ: means, standard deviations, Cronbach Alpha	127
3.3	Rasch Mean-square Value	130
3.4	Summary of 30 measures for Job Satisfaction (Non Extreme) Items	130
3.5	Summary of 100 measured Person for Job Satisfaction	131
3.6	The Item Estimations for Job Satisfaction	134
3.7	Summary of 100 measured Persons	134
3.8	Summary of 26 measured Items	135
3.9	The Item Estimations for Job Satisfaction	136
3.10	Summary of 100 Measured Persons	138
3.11	Summary of 100 Measured Items	138
3.12	The Item Estimations for Management Styles	140
3.13	List of Academic Demographic Data used in the study	143
4.1	Distribution of Respondents according to Gender, Position, University, Educational Level, and Teaching Experience at University "A"	150

## LIST OF TABLES (continued)

Number	Label	Page
4.2.	Distribution of respondents according to their Administrative Post at University “A”	151
4.3.	Distribution of Respondents according to their Faculties at University “A”	152
4.4.	Distribution of respondents according to their Departments at University “A”	153
4.5.	Likert’s Management Styles Theory and Items	155
4.6.	Rowe & Boulgarides’ Decision-making Styles Inventory Theory	156
4.7.	Herzberg’s Theory of Job Satisfaction	156
4.8.	Descriptive Statistics of Management Styles Items for University “A”	157
4.9.	Descriptive Statistics of Management Styles Items for University “A”	160
4.10.	Descriptive Analysis of Decision-making Styles for University “A”	163
4.11.	Descriptive Analysis of Decision-making Styles for University “A”	164
4.12.	Descriptive Analysis of Job Satisfaction for University “A”	166
4.13.	Descriptive Analysis of Job Satisfaction for University “A”	167
4.14.	Rotated Component Matrix of Decision-making Styles for University “A”	170
4.15.	Goodness-of-fit Indicators for Decision-making Styles for University “A” (n= 218)	170
4.16.	Interpersonal correlation between unobserved variables	171
4.17.	Regression Weights for Decision-making Styles at University “A”	174
4.18.	Rotated Component Matrix of Management Styles at University “A”	174
4.19.	Goodness-of-fit Indicators for Decision-making Styles at University “A” (n= 218)	175
4.20.	Regression Weight for Management Styles at University “A”	177
4.21.	Rotated Component Matrix of Hygiene Factors for Job Satisfaction University “A”	178
4.22.	Herzberg’s Job Satisfaction Factors	179
4.23.	Goodness-of-fit Indicators for Motivator Factors for Job Satisfaction University “A” (n= 218)	179

## LIST OF TABLES (continued)

Number	Label	Page
4.24.	Regression Weights of Job Satisfaction Items	181
4.25.	Ranking Indicators for Herzberg's Theory of Job Satisfaction at University "A"	184
4.26.	Structural Equation Model of Management & Decision-making Styles with Job Satisfaction at University "A" (n= 218)	186
4.27.	Regression Weights of Directive-effect of Management & Decision-making Styles on Job Satisfaction at University "A"	187
4.28.	Descriptive Statistics of Management Styles Items for University "B"	190
4.29.	Descriptive Statistics of Management Styles Items for University "B"	192
4.30.	Distribution of respondents according to Gender, Position, University, Educational Level, and Teaching Experience at University "B"	193
4.31.	Distribution of respondents according to their Faculties at University "B"	194
4.32.	Distribution of respondents according to their Department at University "B"	195 & 196
4.33.	Distribution of respondents according to their Administrative Post at University "B"	196
4.34.	Descriptive Analysis of Decision-making Styles at University "B"	197 & 198
4.36	Descriptive Analysis of Job Satisfaction at University "B"	201
4.37.	Descriptive Analysis of Job Satisfaction at University "B"	202
4.38:	Rotated Component Matrix of Decision-making Styles at University "B"	204
4.39.	Goodness-of-fit Indicators for Decision-making Styles at University "B" (n= 218)	205
4.40	Regression Weights for Decision-making at University "B"	208
4.41	Interpersonal correlation between observed variables	208
4.43	Goodness-of-fit Indicators for Management Styles at University "B" (n= 218)	209
4.44	Regression Weight of Management Styles at University "B"	210
4.45.	Rotated Component Matrix of Hygiene Factors for Job Satisfaction Model at University "B"	212

## LIST OF TABLES (continued)

Number	Label	Page
4.46.	Goodness-of-fit Indicators for Motivator Factors for Job Satisfaction at University “B” (n= 218)	212
4.47.	Goodness-of-fit Indicators for Hygiene Factors at University “B” (n= 218)	214
4.48.	Item Regression Weights for Motivator Factors (UKM)	217
4.49	Ranking Indicators for Herzberg’s Theory of Job Satisfaction at University “B”	218
4.50.	Structural Equation Model of Management & Decision-making Styles with Job Satisfaction at University “B” (n= 218)	220
4.51.	Regression Weights of Decision-making Styles and Job Satisfaction at University “B”	222
4.52.	Distribution of respondents according to Gender, Position, University, Educational Level and Teaching Experience at University “C”	222
4.53.	Distribution of respondents according to their Faculties at University “C”	223
4.54	Distribution of respondents according to their Departments at University “C”	225
4.55	Distribution of respondents according to their Administrative Post at University “C”	226
4.56.	Descriptive Statistics of Management Styles Items at University “C”	228
4.57.	Descriptive Statistics of Management Styles Items at University “C”	230
4.58.	Descriptive Analysis of Decision-making Styles at University “C”	231
4.59.	Descriptive Analysis of Decision-making Styles at University “C”	233
4.60.	Descriptive Analysis of Job Satisfaction at University “C”	236
4.61.	Descriptive Analysis of Job Satisfaction at University “C”	237
4.62.	Rotated Component Matrix of Decision-making Styles at University “C”	239
4.63.	Goodness-of-fit Indicators for Decision-making Styles at University “C” (n= 231)	240
4.64.	Interpersonal correlation between observed variables	243
4.65.	Maximum Likelihood Estimates for Decision-making Styles Model at University “C”	244
4.67.	Goodness-of-fit Indicators for Management Styles at University “C” (n= 231)	245

**LIST OF TABLES (continued)**

<b>Number</b>	<b>Label</b>	<b>Page</b>
4.68	Item Regression Weights for University “C”	248
4.69	Rotated Component Matrix of Hygiene Factors for Job Satisfaction at University “C”	248
4.70	Goodness-of-fit Indicator Motivator and Hygiene Factors for Job Satisfaction at University “C” (n= 231	249
4.71	Regression Weights of Job Satisfaction at University “C”	253
4.72	Ranking Indicators for Herzberg’s Theory of Job Satisfaction at University “C”	254
4.73	Structural Equation Model of Management & Decision-making Styles with Job Satisfaction at University “C” (n= 231)	257
4.74	Regression Weights of Management Styles with Job Satisfaction at University “C”	258
4.75	Distribution of respondents according to Gender, Position, University, Educational Level and Teaching Experience at University “D”	260
4.76	Distribution of respondents according to their Faculties at University “D”	261
4.77	Distribution of respondents according to their Departments at University “D”	262
4.78	Descriptive Statistics of Management Styles Items for University “D”	264
4.79	Descriptive Statistics of Management Styles Items for University “D”	266
4.80	Descriptive Analysis of Decision-making Styles at University “D”	267
4.81	Descriptive Analysis of Decision-making Styles at University “D”	268
4.82	Descriptive Analysis of Job Satisfaction at University “D”	271
4.83.	Descriptive Analysis of Job Satisfaction at University “D”	272
4.84	Rotated Component Matrix of Management Styles at University “D”	274
4.85	Goodness-of-fit Indicator for Management Styles at University “D” (n= 201)	275
4.86	Item Regression Weights for Management Styles at University “D”	278

**LIST OF TABLES (continued)**

<b>Number</b>	<b>Label</b>	<b>Page</b>
4.87.	Rotated Component Matrix of Decision-making Styles at University “D”	279
4.88.	Goodness-of-fit Indicator for Decision-making Styles at University “D” (n= 201)	282
4. 89.	Item Regression Weights for Decision-making Styles at University “D”	284
4.90.	Goodness-of-fit Indicator for Motivator Factors for Job Satisfaction at University “D” (n= 201)	284
4.91.	Goodness-of-fit Indicator for Hygiene Factors for Job Satisfaction at University “D” (n= 201)	284
4.92.	Rotated Component Matrix of Motivators & Hygiene Factors for Job Satisfaction	286
4.93.	Regression Weights for Job Satisfaction at University “D”	287
4.94.	Ranking Indicators for Herzberg’s Theory of Job Satisfaction at University “D”	288
4.95	Structural Equation Model of Management & Decision-making Styles with Job Satisfaction at University “D” (n= 201).	289
4.96.	SEM Regression Weights of the whole structural Model for University “D”	291
4.97.	Distribution of respondents according to Gender, Position, University, Educational Level, Administrative Post and Teaching Experience at University “E”	292
4.98.	Distribution of respondents according to Faculties at University “E”	294
4.99.	Distribution of respondents according to Departments at University “E”	295 & 295
4.100	Descriptive Statistics of Management Styles Items for University “E”	297
4.101	Descriptive Statistics of Management Styles Items for University “E”	300
4.102	Descriptive Analysis of Decision-making Styles for University “E”	301
4.103	<i>Descriptive Analysis of Decision-making Styles at University “E”</i>	302
4.104.	<i>Descriptive Analysis of Job Satisfaction at University “E”</i>	305 & 306

## LIST OF TABLES (continued)

Number	Label	Page
4.107	Goodness-of-fit Indicator for Motivator Factors for Management Styles at University “E” (n= 245)	308
4.106	Management styles Rotated Component Matrix at University “E”	309
4.108	Regression Weights for Management Styles of University “E”	311
4.109.	Rotated Component Matrix of Decision-making Styles for University “E”	312
4.110.	Goodness-of-fit Indicator for Directive & Analytic for Decision-making Styles at University “E” (n= 245)	313
4.111	Goodness-of-fit Indicator for Conceptual & Behavioural for Decision-making Styles at University “E” (n= 245)	313
4.112	Regression Weights of Decision-making Styles Items	315
4.113	Goodness-of-fit Indicator for Conceptual & Behavioural for Decision-making Styles for University “E” (n= 245)	318
4.114	Rotated Component Matrix of Hygiene Factors for Job Satisfaction at University “E”	319
4.115	Regression Weights of Job Satisfaction Items	323
4.116	Ranking Indicators for Herzberg’s Theory of Job Satisfaction at University “E”	325
4.117	Structural Equation Model of Management & Decision-making Styles with Job Satisfaction at University “E” (n= 245)	327
4.118	SEM Maximum Likelihood Estimates and Regression Weights for University “E”	327
5.1	Testing Herzberg’s Theory in five universities	352
5.1	Some Previous tests not fully supportive of Herzberg’s Theory.	353
3.1	Academic Staff Population and Educational level at University “A”	APPENDIX
3.2	Academic Staff Population at University “B”	APPENDIX
3.3	Academic Staff Population at University “C”	APPENDIX
3.4	Academic Staff Population at University “D”	APPENDIX
3.5	Academic Staff Population at University “E”	APPENDIX

## LIST OF FIGURES

Number	Label	Page
1.1	Herzberg's Diagram	25
1.2	Research Theoretical Framework	25
1.3	The hypothesized Model of Management and Decision-making Styles with Job Satisfaction	26
3.1	Item by Person Mapping (Job Satisfaction)	133
3.2	Item by Person Mapping (Decision-making Styles)	137
3.3	Item by Person Mapping (Management Styles)	139
4.1	Confirmatory Factor Analysis (CFA) of Rowe Inventory at University "A"	172
4.2	. Confirmatory Factor Analysis (CFA) of Likert's Management Styles at University "A"	176
4.3.	Confirmatory Factor Analysis of Herzberg's Job Satisfaction Theory	180
4.4.	Confirmatory Factor Analysis of Herzberg's Job Satisfaction Theory	182
4.5.	Direct-effect of Likert's Management Styles Theory on Rowe Decision-making Styles and Rowe Decision-making Styles on Herzberg's Job Satisfaction at University "A"	185
4.6.	Confirmatory Factor Analysis (CFA) of Rowe Inventory Theory of Decision-making Styles for University "B"	206
4.7.	Confirmatory Factor Analysis (CFA) of Likert's Management Styles for University "B"	211
4. 8.	Herzberg's Theory of Job Satisfaction for University "B"	213
4.9	Confirmatory Factor Analysis of Herzberg's Hygiene Factors for University "B"	216
4.10	Path Analysis Coefficient and Correlations among the Factors for the Decision-making Styles Model	219
4.11.	Confirmatory Factor Analysis (CFA) of Rowe Inventory Decision-making Styles at University "C"	241
4.12	Confirmatory Factor Analysis (CFA) of Likert's Theory of Management Styles at University "C"	246



## LIST OF FIGURES

Number	Label	Page
4.13.	Herzberg's Theory of Motivator Factors at University "C"	250
4.14.	Herzberg's Theory of Hygiene Factors at University "C"	252
4.15	Path Model showing standardized Path Coefficients ( $\beta$ ) between Management Styles and Job Satisfaction at University "C"	256
4. 16	Confirmatory Factor Analysis (CFA) of Likert's Management Styles at University "D"	277
4. 17	Confirmatory Factor Analysis (CFA) of Rowe Inventory Decision-making Styles at University "D"	280
4.18.	Confirmatory Factor Analysis (CFA) of Herzberg's Motivators Factors of Job Satisfaction at University "D"	283
4.19.	Confirmatory Factor Analysis (CFA) of Herzberg's Hygiene Factors of Job Satisfaction at University "D"	285
4 .20	Likert's Theory of Management Styles and Herzberg's Theory of Job Satisfaction	290
4.21	Confirmatory Factor Analysis (CFA) of Likert's Management Styles at University "E"	310
4. 22	Rowe Inventory Theory of Decision-making Styles at University "E"	314
4. 23.	Rowe Inventory Theory of Decision-making Styles at University "E"	317
4.24	Herzberg's Theory of Job Satisfaction at University "E"	320
4.25.	Herzberg's Theory of Job Satisfaction at University "E"	322
4. 26.	Path Analysis Coefficient and Correlations among the Factors for the Management Styles Model for University "E"	326

Content	Page
Reference	376
APPENDIX 1 : Academic Staffs' Population	399
APPENDIX 2: Questionnaire	402
APPENDIX 3: Letter to faculties and permission	412