

**THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP STYLE
AND ORGANIZATIONAL EFFECTIVENESS IN UNITED NATIONS DEVELOPMENT
PROGRAMME / PROGRAMME OF ASSISTANCE TO THE PALESTINIAN PEOPLE**

UNDP/PAPP.

ABDALLATIF M. A. ABUOWDA

MASTER OF SCIENCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

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UNDP/PAPP.

A thesis submitted to the College of Business in partial
Fulfillment of the requirements for the degree of
Master of Science (Management)

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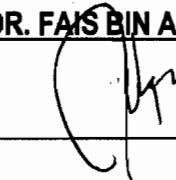
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ABSTRACT

Majority of the Palestinian organizations' leaders utilize the transactional leadership style, which led to very low rates of satisfaction, effectiveness, and efficiency(As-Sadeq & Khoury 2005). Based on this result of As-Sadeq and Khoury (2005) study the researchers suggested that the methods of leading those organizations need for rehabilitation, restructuring, and the Palestinian organizations leaders need to utilize more comprehensive model of leadership to develop and enhance the subordinates' quality and performance and thus the organizational effectiveness. So this study conducted to investigate the impact of utilizing the transformational leadership style in leading the Palestinian organizations in order to get them successfully to create positive desired outcome and organizational effectiveness. This study was designed to determine the relationship between the factors of transformational leadership which are idealized influence; inspirational motivation, intellectual stimulation, and individualized consideration and the organizational effectiveness measured by organizational commitment and job satisfaction among the employees at UNDP/PAPP. This Research was executed by a quantitative method. The participants in this study were the subordinates at UNDP/PAPP, 56 questionnaires were distributed to the respondents, and 52 questionnaires were returned. The data analyzed by SPSS version 14. Finally, the correlation analysis was used to measure the data for the variables are expressed. The result of this study showed that all the factors of transformational leadership which are idealized influence, inspirational motivation, intellectual stimulation, and individualized

consideration are positively and strongly correlated to both the organizational commitment and job satisfaction. These findings are consistent with many of the previous studies finding that transformational leadership related strongly and positively to organizational commitment and employees' satisfaction.

ACKNOWLEDGEMENT

First praise is to Allah, the Almighty, on whom ultimately we depend for sustenance and guidance. Second, my sincere appreciation goes to my supervisor Dr. Fais bin Ahmed, whose guidance, careful reading and constructive comments was valuable. His timely and efficient contribution helped me shape this into its final form and I express my sincerest appreciation for his assistance in any way that I may have asked. And, many thanks go to Mr. Ghazali bin din for his comment on this project, also my Universiti Utara Malaysia. I am greatly indebted and appreciate very much to my beloved parents for their Encouragement, support, and inspiring me in their own ways to finish my thesis. Also not forgetting my grandmother, my brothers my sisters, and my friends all for their endless love, prayers and encouragement. I would like also to thank the respondents who have participated and given their honest feedback, which was very significant and useful for this study. Special thanks to Eng. Ameen Abuowda for his assistance throughout this study. Last but not least, I wish to express my sincere thanks to all those who have, one way or another, helped me in making this study a success.

ABDALLATIF M. ABUOWDA

Master of Science (Management)

29th Sept 2010

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Chapter 1

Introduction

1.1 Overview

Besides affecting the company's organization and culture, there are other ways to enhance the organizations' performance. One way to encourage a team to work better together would be to engage them in a team building activity. This helps to build trust and a feeling of camaraderie. With this additional feeling of belonging, many teams can push through the storming phase of their development into the norming phase resulting in increased performance by all team members. And thus it is important to say that any organization, whether private or public, for-profit or not-for-profit is represented need to adequately leaders to get their goals done.

To be a successful organization, the organizations must have their own strategies especially for their leadership, which handles the company. A good leader can lead the organization to success while the bad leaders will lead to organization failure. Based on this understanding the organizations must have been focusing and improving their people to enable them in those organizations improving their performances to achieve the organizations' objectives.

The main issues and problems faced by the most of the organizations are due to important factor that relates with leadership skills and ability as well as attitude. As

mentioned recently, the weakness of knowledge and skills in order to manage their business successfully. Furthermore, the important effect from that leadership issues would lead to inability and problems solving and decision making also need to be stressed in the said organization. Moreover, ineffective leaders are failed to achieve the desire results or bring positive changes due to falling short while unethical leaders are failed to distinguish between right and wrong also may contribute to the leadership failure in the organizations. However, a good leader communicates with their behavior than their works and makes sure to recognize and reward positive result of members' efforts immediately. In short, the systematic leadership exist through the freedom of organization members to be creative. And encourage to generate processes and practices by which creativity can be translated into organization learning, ethical and effective choice.

Besides that, it can be summarized that the importance of enhancing the team works at spirit in the organization. Through building up this spirit will allow everyone in the organization to share their knowledge, skill and information in order to improve the organization performance as well as to achieve one common organizational goal, In order to ensure this culture to be existed in the organization the company should encourage and promoting everyone to work and cooperate, and thus increasing the organizational effectiveness.

In the contact of the Palestinian organizations, though the difficulties, challenges, increasing stresses and economic hardship, which resulted from the harsh procedures of Israeli occupation, the Palestinian keeps trying to modernize and adapt to every change, challenge and conditions in order to move the Palestinian economy from being an isolated economy under occupation to an open economy under a new emerging national state. This cannot be without improving the effectiveness of Palestinian organization. The harsh environment surrounds the organizations need to leadership skills which could help organizations to utilize the available three resources such as the human resources, finical resources and physical resources more effectively. Furthermore the organizations need to effective “leaders” who able to copy and deal successfully with environmental pressures. Those organizations recognize the importance of leadership roles, and use them in leading on the complexity environment. As well as seeking to achieve the group or organization’s objectives, encouraging the people in pursuit of these objectives, and influencing group maintenance and culture in order to increase the organizational efficiency.

Eventually, there is a critical need for the Palestinian economy to have effective leaders who are able to lead the organizations successfully to create positive desired outcome. Nowadays, the transformational leadership has received considerable attention, and various studies have documented analysis and results of the importance of applying the transformational leadership style in managing the organization in order to empower the team of the organization and increasing the organizational

effectiveness. . This research study will investigate. How much does the transformational leadership contribute in improving organizational effectiveness of the Palestinian institutions.

1.1.1 Background about the United Nations Development Programme/Programme of Assistance to the Palestinian People UNDP/PAPP.

UNDP/PAPP is a leading and responsive development agency working together with the Palestinian people to fulfill their vision of a peaceful, sustainable, and equitable society by promoting democratic governance, human development, human security, and livelihoods.”

UNDP/PAPP was established via a UN General Assembly Resolution (33/147) on 20 December 1978. UNDP/PAPP was established in order to improve the economic and social conditions of the Palestinian people through identifying their social and economic needs and by establishing concrete projects to achieve this propose.

UNDP/PAPP since its establishment in 1978 played an important role in supporting the Palestinian economy and countering the unemployment and poverty while the Palestinian territory was under the Israeli occupation. And UNDP/PAPP continues playing the same role since the Palestinian Authority's establishment in 1994, UNDP/PAPP works as a partner with public, private institutions, civil society and donors, and UNDP/PAPP has invested over US\$700 million in order to achieve its goal.

Improve service delivery and enhance rural and urban productivity and the restoration of livelihoods; Contribute to community development; Develop policies, strategies, normative frameworks and systems to improve the capacity of government institutions and civil society to deliver essential services; Provide support for income generation, natural resources and environmental management, good governance, overall poverty reduction and related advisory services. UNDP/PAPP also aims to improve the livelihoods' sustainability, economic recovery and self-reliance through enhancing the human resource ability in order to achieve its goals, and improving the essential infrastructure for economic and social development, as well as enhancing equitable economic development in the Palestinian society. On the other hand, UNDP/PAPP aims to develop the efficient and accountable institutions through empowering the perspective of inclusive participation as well as enhancing the responsive governing institutions.

1.2 Problem Statement

Leadership should be defined in terms of the ability to build and maintain a high performing team. Leadership should be evaluated in terms of the performance of the team relative to the other teams with which it competes. The success or failure of the organizations depends on the leadership roles. A good leader can lead the organization to success while the bad leaders will lead to organization failure. There are many ways that could make organization failure which leads to the organization chaotic gyrations, or even comes apart and self-destruct from within. When these positions will make everyone lose whether internal and external parties such as vendors, lenders, customers, and employees. New ways of doing business led to what has been termed as the shift from the traditional to the new era of senior executive leadership (Hunt & Songer, 1999). Furthermore, an effective leadership is critical to the success of any organization (Ferreira, 2007). Leadership is a process of influencing others to achieve organizational roles (Drouillard & Kleiner, 1996) the influencing of others, by reason and inclusion to achieve organizational goals in the long term at the best interest of all involved and the wellbeing society in mind (Drouillard & Kleiner, 1996).

Based on the above situation, the economic decline which has been witnessed in Palestine since the beginning of the Second Intifada in 2000 has affected all sectors

of the economy. The most significant economic effect has been the sharp increase in unemployment and consequently, poverty levels.

Unfortunately, as claimed by As-Sadeq & Khoury (2005) the majority of Palestinian leaders use the transactional leadership style, that has been led to very low rates of satisfaction, effectiveness, and efficiency. And this research has mentioned that the methods of leading those organizations need for rehabilitation, restructuring, and reform in Palestinian institutions in order to achieve success, prosperity, and efficacy for their institutions in this competitive and ever-changing global economy.

1.3 Research Objectives

This research was conducted to determine the relationship between the four dimensions of transformational leadership and organizational effectiveness in United Nations Development Programme - Programme of Assistance to the Palestinian People UNDP/PAPP.

This study attempts to realize the following objectives:

1. To investigate the relationship between idealized influence (charisma) and organizational commitment.

2. To investigate the relationship between idealized influence (charisma) and job satisfaction.
3. To investigate the relationship between intellectual stimulation and organizational commitment
4. To investigate the relationship between intellectual stimulation and job satisfaction.
5. To investigate the relationship between inspirational motivation and organizational commitment
6. To investigate the relationship between inspirational motivation and job satisfaction.
7. To investigate the relationship between individualized consideration and organizational commitment
8. To investigate the relationship between individualized consideration and job satisfaction.

1.4 Research Questions

This research was conducted to find the influence of the independent variables, which is the characteristics of transformational leadership with four dimensions which include idealized influence (charisma), intellectual stimulation, inspirational motivation, and individualized considerations, on the depended variable, which is the organizational effectiveness in United Nations Development Programme - Programme

of Assistance to the Palestinian People UNDP/PAPP. The research questions are as follow:

1. Is there a significant relationship between idealized influence (charisma) and organizational commitment?
2. Is there a significant relationship between idealized influence (charisma) and job satisfaction?
3. Is there a significant relationship between intellectual stimulation and organizational commitment?
4. Is there a significant relationship between intellectual stimulation and job satisfaction?
5. Is there a significant relationship between inspirational motivation and organizational commitment?
6. Is there a significant relationship between inspirational motivation and job satisfaction?
7. Is there a significant relationship between individualized consideration and organizational commitment?
8. Is there a significant relationship between individualized consideration and job satisfaction?

1.5 Significance of the Study

The study would be beneficial to the Education sector in general and help the future researchers who want to conduct research in this field. Besides enriching the literature in utilizing transformational leadership approaches in order to enhance the organizational effectiveness an addition this study would be useful to practical perspective. Although the unstable situation in Palestine and the huge impact which causes this situation on the organization productivity and efficiency, and the needs for conducting studies can help the Palestinian organization as well as the organizations which work in Palestine to overcome the challenges which face and enhance their organizational effectiveness. There are a few studies conducted about utilizing leadership approach in Palestine, so this study would be beneficial the different level of management of the organizations to be more knowledgeable and understand more on transformational leadership, particularly, the organizations which work in Palestine territory to utilize strong a leadership style and strong management for optimal effectiveness. As well as this study will show the high level of management how importance to utilize the suitable leadership approach such as transformational leadership style and how importance to employ their components, which are: idealized influence (charisma), intellectual stimulation, inspirational motivation and individualized consideration to increase the organizational commitment and

organizational satisfaction and thus this will lead to enhance the organizational effectiveness.

1.6 Scope of the Study

This study has conducted to investigate the impact of utilizing the transformational leadership's factors which are idealized influence (charisma), intellectual stimulation, inspirational motivation and individualized consideration in the organizational effectiveness which measured by organizational commitment and job satisfaction among the subordinates in UNDP/PPAP. The participant that contributed to this study was the subordinates at UNDP/PAPP who will reveal their perception on their current leaders and supervisors' behavior.

1.7 Definition of Items

- **Idealized influence:** entails putting followers' needs first, being role models for followers, doing the right thing, demonstrating high moral standards, and avoiding the use of power either unnecessarily or for personal gain.(Bass and Avolio, 1994).
- **Inspirational motivation:** ways by which leaders motivate and inspire those around them including practices aimed at creating attractive visions of future states, elevating follower goals and inspiring enthusiasm and optimism. These practices provide "meaning and challenge to followers' work", (Bass and Avolio, 1994).

- **Intellectual stimulation:** aimed at developing followers' capacities to higher levels, these practices stimulate an effort to be innovative and creative. Assumptions are challenged and problems reframed, for example. Followers' new ideas are solicited, and creativity is encouraged, (Bass and Avolio, 1994).
- **Individualized consideration:** paying close attention to each organizational members' needs and interests. Coaching and mentoring are common ways of helping followers elevate their personal potential, (Bass and Avolio, 1994).
- **Organizational Effectiveness** - is defined as the extent to which an organization, by using certain resources, fulfills its objectives without depleting its resources and without placing undue strain upon its members and/or society.
- **Organizational commitment:** is the emotional attachment of employees to their performance in the organization as well as to involvement and the organizational objectives. (Ugboro, 2006)
- **Job satisfaction:** is the extent to which people like or dislike their job", (spector, 1997).

Chapter Two

Literature Review

2.1 Introduction

This chapter explains the based on the previous studies about the relationship between the role of leadership and organizational effectiveness and how the utilizing of transformational leadership characteristics can lead to increase the organizational effectiveness which represented by commitment and satisfaction of employees. In this chapter there are many sections will be analyzed and explained further in the following section of the writing such as the four factor of transformational leadership, those are idealized influence (Charisma), inspirational motivation, intellectual stimulation, and individualized consideration and how they related to the organizational effectiveness. Then this chapter will show the theoretical framework also has been proposed. Last but not least, the writing also proposed four hypotheses, which are the relationship of transformational leadership characteristics towards increasing the organizational effectiveness. The said establishment of the hypotheses are from the reviewing several past studies.

2.2 Organizational Effectiveness

For the purposes of this study, the definition of organizational effectiveness is determining the extent to which an organization can achieve its mission, vision and goals through utilizing the suitable resources without depleting its resources and without placing undue efforts upon its people and society. (Erkutlu, 2008).

Many different studies mentioned that transformational leadership influence the organizational effectiveness positively. For example, Weese (1996) study of the relationships among transformational leadership, organizational culture, and organizational effectiveness mentioned that there is no importance impact of transformational leadership on organizational effectiveness. And there are two researcher agreed with him, Weese (1996) and Lim and Cromartie (2001) also mentioned similarly that transformational leadership doesn't have a significant relationship with organizational effectiveness. And they highlighted that the role which the subordinates play is more important to increase the organizational effectiveness.

But we can notice that they mentioned in their earlier studies, Weese (1994) that many of researcher who studied about leadership have recognized that there is a significant role of leadership's to organizational success and survival. There is a

congruence between the value system of leaders and their follower and this Value congruence has been highlighted that there is a positive relationship between the role of leadership and the employees' satisfaction and commitment,(Krishnan,2005). As well as He mentioned that especially transformational leaders can influence the satisfaction of employees positively and increase the productivity, and organizational effectiveness. Furthermore, Lim and Cromartie (2001) found that there is a significant relationship between transformational leadership and organizational effectiveness.

In this study, organizational effectiveness will be evaluated through measuring the followers' commitment to the organization goals as well as the satisfaction of the followers to the leadership. These factors are supported to measure the organizational effectiveness by several studies have conducted by (Erkutlu, 2008).

2.2.1 Organizational Commitment:

In general, organizational commitment is represented a good measure of organizational effectiveness, particularly the organizational commitment considered as "multidimensional construct" which can help to expect the potential organizational outcomes such as performance, turnover, absenteeism, tenure, and organizational objectives" (Meyer & Allen, 1997). For example, in a study which conducted by Loui (1995) to examine the impact of organizational commitment and the outcome

measures of supervisory trust, job involvement, and job satisfaction, he found that the organizational commitment related positively to the organizational outcome.

Organizational commitment is the emotional attachment of employees to their performance in the organization as well as to involvement and the organizational objectives. And these emotions result from the congruence of the individual interests and organizational value, and thus this will lead the employees to be attached emotionally to their work and enjoy being as membership in the organization, (Ugboro, 2006). According to Meyer and Allen (1991) mentioned that there are three different type of commitment they are as following:

- I. **Affective Commitment:** It refers to the emotional attachment of an employee to, identification with, and treating with the organization. Employees who have a strong affective commitment, they would like to continue them working with the organization.

- II. **Continuance Commitment:** refers to the degree of awareness toward the costs probably results from leaving the organization. In this case, the Employees primary link to their organization based on continuance commitment because they want to keep their work.

- III. **Normative Commitment:** refers to the obligation feeling to continue employment. This type describes the employees who are with a high level of

normative commitment. They feel that they should remain working in the organization.

When we see the researchers use to measure the commitment to the organization as a whole, that means he probably measures the commitment of employees to their top management (Ugboro, 2006). During the work time, the leader should give his followers the opportunities to make them feeling committed to the organization. The employees have a positive relationship with the work group which has a high level of commitment to the organization. The employees commit directly to their group, and thus they commit to the whole organization, (Lio & Kutsai, 1995).

Leadership styles have an impact on the followers' commitment level. Koopman (1991) studied show how leadership styles can influence the followers, and the study highlighted that the followers who like their leader style also they like the organization more. As well as, the followers who feel comfortable to their leader will have higher levels of commitment toward the organization, and thus they will feel more responsible about their jobs. This leads to higher involvement and more innovative in the organization.

The leader should give reasonable authority and empowering to the followers in order to gain followers commitment in the organization. However, closely monitoring the empowerment is necessary to avoid misuse of the authority. The benefits of followers' empowerment will encourage the followers to be creative and

innovation in the sense of their scope of their jobs. Furthermore, this will encourage the continuous improvement work culture among the follower in the organization. Again, the appreciation and recognition should be given to those followers had been contributing tremendous efforts and positive improvement to the organization. The company should develop and sustain this work culture to ensure their employee will understand and know they are responsible in the company.

2.2.2 Job Satisfaction:

Job satisfaction is “how people feel about their jobs and different aspect of their job. It is the extent to which people like or dislike their job”,(spector, 1997). In another hand job satisfaction can be defended as the extent of an employee’s general attitude, emotions and feeling towards toward their current job compared to the actual outcome perception.

Some researchers used to believe that the relationship between job satisfaction and job performance was a management myth (Robbins & Judge, 2009). However, a review of 300 studies suggested that the correlation is pretty strong. Research linking job performance with satisfaction and other attitudes has been studied since at least 1939, with the Hawthorne studies (Roethlisberger & Dickson, 1939).

In Judge et al. (2001), mentioned that there are many studies conducted by Locke (1970), Schwab & Cummings (1970), and Vroom (1964) that have founded that there is some relationship between job satisfaction and organization performance. And

Judge et al. (2001), in his study mentioned also that Organ (1988) found that there is a significant relationship between job performance and job satisfaction follows the social exchange theory; employees' performance is giving back to the organization from which they get their satisfaction.

When satisfaction and productivity data are gathered for the organization interests rather than individual interest, it will lead to satisfy the employees, and thus it will lead to more effective organizations. has fewer satisfied employees. It may well be that the reason we have 'satisfaction cause productivity,(Hussain, 2008), we can say that there is a relationship between employees' job satisfaction and job performance, as satisfaction is an attitude about their job (Skibba, 2002). Although it has been found that a positive mood is related to higher levels of job performance and job satisfaction.

2.3 Leadership Definition

Drouillard and Kleiner (1996) had defined leadership as processing of a influence other to achieve organization goals. At the same time, Zaleznik (1999) from Harvard Business School defined leadership as an ability to influence a group toward achievement of goals. Moreover, Hughes et al. 2006 asserted that leadership is a result of the interaction between leader and followers. It also suggested that leadership and charismatic are the attribution made by followers who observe certain behavior on the

part of a leader within organization context. They proposed the attribution of charisma of leaders depends on four interrelated components: the degree of discrepancy between the status quo and future goal or vision championed by the leader, the use of innovation and unconventional mean for achieving desired change, a realistic assessment environmental resource and constrain for bringing about such change and lastly the nature of articulation and impression management employed to inspire followers in the pursuit of the identified vision.

The leadership phenomenon is described as any way gets people to do something (Giullen, 1995; Gonzalez, 2000). They constituted that, an inter-personal relation of influence is dynamic (a continuous exchange of influence and acceptance) and free, it is because the follower and behavior cannot be required or demanded, and it depends on her/ his own will. The systematic leadership exists through the freedom of organization members to be creative and encourage to generate processes and practices by which creativity can be translated into organization learning, ethical and effective choice (Krantz, 1990; Edgement & Scherer 1999; Edgement & Dahlgaard 1998). Meanwhile, in the business scope leadership are included the elements of morality or goodness that influencing of others by reason and inclusion to achieve the organization goal in the long term for the best interest of all involved in the well being of society(Drouillard & Kleiner,1996).

The command-and-control leadership methods of the last century are extremely inefficient in the fast changing technology world. Motivating environments are needed on the front-line with people who assume responsibility and exercise

leadership. To attract and keep this type of person, the work environment must inspire and exploit employee capabilities. One way to do this is with the use of an effective leadership style. This section will identify a few of the leadership styles, analyze the influence of leadership styles on individual performance, and suggest ways that Good Sport would benefit from the benchmarks provided.

2.3.1 The Impact of Utilizing Good Leadership Style in the Organizations.

Leadership is not only a question of leaders' behaviours or the interaction between leaders and followers, but it also involved the perception of the followers (Ayman, 1993). The important followers' characteristics on the perception of leadership cannot be overestimated where by knowing the shape's followers' perception of leadership can help the organization to improve feedback to leaders and help leaders to judge the effect of their leadership more accurately. The positive and negative perception on the leadership by the follower may give an implication and will have direct influence to the leaders in determining their successful.

The follower is defined people who act with intelligence, independence, courage and a strong sense of ethics" (Kelley, 1992). Chaleff (1995) and Dixon (2003) added that a follower as one who "shares a common purpose with the leader, believes in what the organization is trying to accomplish and wants both the leader and the organization to succeed" (Chaleff, 1995). Dixon (2003) remarked that the followers also engage the body, mind, soul, spirit in the commonly held purpose and vision of

the organization and being a follower is a condition, not a position (Dixon, 2003). Moreover, the Merriam-Webster Online Dictionary (2005), followership is defined as the capacity or willingness to follow a leader. In view of that, indirectly the said relationship may have an influence or closely determine leaders and the followers whether to succeed or otherwise (Chaleff, 1995; Dixon, 2003).

Furthermore, according to Dixon and Westbrook (2003) claimed that greater productivity and lower overhead requires a more dynamic employee-employer social contract. This contract is deemphasizes leadership and emphasizes followership, where it allows followers to be “stewards of themselves and the organization” (Dixon, 2003) as well as “giving people more autonomy and accountability for pursuing the organization’s mission” (Brown, 1995). However, leaders in organizations have not allowed followership to reach its full potential (Brown, 1995). Not only is the focus shifting the followership to address changes in industry, but followers are said to be an important force behind leadership and organizational productivity. Statically, by Kelley’s research showed that, the followers may contribute 80 percent of the work in an organization and may have an influence to the leadership while leaders provide 20 percent of the work in the organization (Kelley, 1992). It is because the leadership position spends more time reporting to others as followers than leading others. The important finding to be highlighted that; the follower may have a great impact towards leader and organization as a whole. The organization becomes worst if the followers or subordinate shows their dissatisfaction to the leader and in worst scenarios the

follower may go for picket or strike that will affect the leadership failure as well as an organization collapse.

By embracing constructive criticism that comes from the bottom rather than the top, the entire system will be able to sustain itself quicker and more thoroughly. Since many people will be in followership roles more times than they are in leadership roles (Kelley, 1992). It is important to be aware of the power they have as followers, and the power they grant leaders. Followers choose whom they wish to follow, and whom they empower through that action (Kelley, 1992) that could influence the leadership. Selecting a leader whom they wish to follow requires a set of skills that shouldn't be overlooked; it requires "analysis, judgment, and some risk-taking. If no leader meets set criteria, they have the right not to follow" (Kelley, 1992). Not only that, but followers even have power after they have committed to a leader, and they have the power to leave (Crockett, 1981).

The argument also occurred on the important to the leadership and followership on their implication between each other as well as implication determinants towards organizational success. Robert Kelly (1992) in his research Leadership Versus Followership highlighted voice that followers were being underappreciated, due to the focus on leadership. He stressed that the current debate raging in leadership circles today is who is more important, leaders, or managers. Another one side argues that organizations need innovative visionaries. The other side protests that organizations

need people who can bring professional order and control to the enterprise. The mediators say both are needed. Followers, the 80 to 90 percent who actually do the work, do not even get mentioned. Generally, if follower ship has a negative connotation that makes people feel “uncomfortable” (Brown, 1995). A follower will demonstrate conjures up images of docility, conformity, weakness, and failure to excel, which will give a negative implication towards leaders and organizational success (Chaleff, 1995).

Follower ship does not only just exist, but it also may exist to provide rising leaders with tools, they need to fulfil other functions in an organization. For example, follower ship has been considered a “school of leadership” (Dixon, 2003) in which it is important to note that rising leaders were first followers (Frisina, 2005). According to Townsend (1999) described two different types of followers where Ira Chaleff (1995) values courage in his categorization while Robert Kelley (1992) detailed the most extensive categorization of the followership by basing them on critical thinking and engagement. Townsend recognizes the type of follower that reinforces the negative stereotype of followers. He calls this *passive followership* which is “practiced by a potato when on the end of a string being pulled by a child” (Townsend, 1999). This stereotype of follower has been similarly described by Kelley as “sheep,” in which subordinates blindly follow their leaders without question. This is opposed to *active follower ship*, in which the relationship between a leader and a follower is one that insures understanding and success (Townsend, 1999). Here, the follower takes an

active role in his or her relationship with the leader that could determine the success or failure of leadership.

Chaleff (1995) also introduces a categorization of followers. He labels the phenomenon simply as “mute follower ship versus courageous follower ship” (Brown, 1995). A mute follower is one without the courage or skill to stand up to their leader in constructive criticism or outright defiance, when the leader is in the wrong. Like Townsend’s “passive follower” this type of follower is one that reinforces the negative stereotype that makes the followership culturally unappealing. Therefore, both followership phenomenon will significantly impact the leadership failure.

Robert Kelley (1992) categorizes followers into five different types: *alienated, conformist, pragmatist, passive, and exemplary*. According to the author, an important factor that plays into the formation of these categories is “independent, critical thinking versus dependent, uncritical thinking”.

- I. An *alienated follower* is one who is an independent and critical thinker but is lacking in engagement due to a sense of “disgruntled acquiesce”. This could be caused by frustration with the leader or organization.
- II. A *conformist*, the opposite of the alienated follower, is highly active in their organization but lack independent, critical thinking skills.

- III. The *pragmatist*, one who straddles “the middle of the road,” but either questions their leader too much or too little.
- IV. The *passive follower* is one who neither thinks for him or herself nor is an active part of the organization.
- V. The *exemplary follower*, the opposite of a passive follower, who is a constant critical thinker and is actively engaged in his or her organization.

It proves that from those categories of follower will give negatively and significantly contribute towards leadership failure.

2.4 Transformational Leadership

In the past two decades, many of scholars paid their attentions for studying about transformational leadership as one of the most important theories of leadership theories, (N. Muenjohn & A. Armstrong, 2008). According to Burns’ definition of Transformational Leadership in his book says the transformational leadership is the reciprocal process of mobilizing, by persons with certain motives and values, various economic, political, and other resources, in a context of competition and conflict, in order to realize goals independently or mutually held by both leaders and followers (Burns, 1978, p. 425). And also In rather basic terms Transformational leadership concept was defined by bass (1990) as excellent leadership performance that exists when the leader expand and raise his followers’ interests, also when the leader help his follower to be aware of the organization mission and team objectives, and when the

leader stimulates his followers to look beyond their self-interest for the team or organization interests. Alternatively, in another definition transformational leadership is the leadership ability to influence others values, attitudes, beliefs, and behaviors in order to achieve the organization's mission and organizational goals (Rouche et al, 1989). Leaders help to build the organizational cultures and fundamental role to influence the followers. In other words, transformational leaders seek to increase the organizational efficiency and performance (Jandaghi et al, 2009).

Transformational leadership refers to type of leadership in which leaders utilize their behavior, which related to the transformational leadership behaviors such as using their charisma and providing intellectual stimulation, individualized consideration and inspirational motivation to their followers. (Bass, 1998; Bass and Avolio, 1994). Transformational leaders create a dynamic organizational vision that often necessitates a metamorphosis in cultural values to reflect greater innovation (Pawar and Eastman, 1997). Transformational leadership is a process in which a leader is trying to increase the awareness of his followers about what is right and important and motivate them to perform their tasks "beyond expectation" (Bass, 1985) According to Burns, the transformational approach helps to create a significant change in the life of people and whole organizations through enhance the perceptions and values, and teaching people to expect the changes probably happen, and inspire the employees. An additional to idealizing the sense of the organization people to work in the team in order to get the benefit of the team, organization and/or community. Transformational leader raises ambition and creates the changes to move people and

organizational systems into new, high-performance patterns. Transformational leadership reflects the followers who are enthusiastic about the leaders and their ideas (Schermerhorn, 2008). Furthermore, transformational leaders encourage their followers to focus on the organizational, team interests, national, and also international objectives, rather than their own interests (Jandaghi et al, 2009).

Based on above, the organizations should apply the right leadership style in the company. Leadership styles may help the leader to effectively manage the follower and organization to achieve the company objectives. This approach is very important to be applied to different types of followers at a different situation in order to ensure they perform at higher level. Furthermore, utilizing a suitable leadership style may enhance better decision making and employee's commitment in giving their opinion, ideas and suggestion in handling and resolving problems in the organization. Benefit from that, the follower will together cooperate and ensure the ideas and suggestion proposed is the best for the sake of everybody in the organization.

2.4.1 The Impact of utilizing Transformational Leadership on the Organizational Effectiveness.

Based on the previous part which showed the importance of utilizing the right leadership style in order to increase the organizational effectiveness, many researchers mentioned that utilizing Transformational leadership is one of the most effective styles of leadership is the working of leadership of the organization. They lead the people of

the organization to beyond immediate self-interests through four characteristics they are idealized influence (charisma), inspiration, intellectual stimulation, or individualized considerations. On the other hand, transformational leadership aims to increase the follower's level of maturity, ideals and concerns to achieve the organization's goals, self actualization, and the advantage of the transformational leadership's influence on the followers, the organization, and whole society. (Erkutlu, 2008)

Transformational leadership was defined by Burns as a process in which leaders and followers promote each other to higher levels of morality and motivation. (Jandaghi, Zarei Matin, & Farjami, 2009). Transactional leadership is the mutual relationship between leaders of the organizations and their followers in order to meet get their self-interests (H. Erkutlu, 2008). Transformational leaders can enhance their followers' ability to treat with problems which they face by new perspective. Transformational leaders use to inspire their followers to think about the organization objectives and interest not about their own goals and interests and to work in one team through provide their follower the suitable future perspective, and seeking to move the organization toward the ideal perspective through working with the people of the organization as an integral system in order to achieve the organization objectives (Cacioppe 1997).

The leadership could be in many different forms, such as the form of contingent reward in which the leader helps his followers by giving them the right direction or encourage them to participate in order to get the reward. Or it probably could be an active management-by-exception in this way the leaders use to monitor the performance of followers and giving them the corrections in order to improve their performance to meet standards. Or finally the transformational leadership can take the form of passive leadership, in which the leader practices passive managing-by-exception through waiting until the problems become appeared before giving corrections or is laissez-faire and avoids. (Erkutlu, 2008). Transformational leaders are trying to improve the organizations and make it more progress through creating new ideas and perspectives. They also move the organization through motivating people of the organizations to radical changes, transforming an organization to be more capable to achieve higher levels of idealized performance. (Sanjaghi, Ebrahim, 2000).

According to Bass (1997), transformational leadership occurs when a leader transforms, or changes, their followers in three important ways that together result in followers trusting the leader, performing behaviors that contribute to the achievement of organizational goals, and being motivated to perform at a high level, through increasing the awareness of their subordinates about the significant tasks which they should do and how they can perform their work very well. An addition, make the followers aware about their needs in order to improve their abilities and

accomplishment. And thus motivating them to work in one team for achieving the organizational interests, rather, than their own personal interests.

Many of the previous studies highlighted that transformational leadership is positively in flounces the employees' satisfaction and to job performance (Bass, 1995). Therefore, a transformational leader could make the company more successful by enhancing the ability of their followers, (Walton, 1996).

According to Ozaralli (2003) in his study found that there are positively contributions of utilizing transformational leadership in empowering the subordinates' self-reported. As well as Transformational leadership enhances organizational citizenship behaviors of the employees (Koh et al, 1995) and raising the employees' commitment (Barling et al, 1996). In addition, transformational leadership plays an important role to adopt the relationship between the emotional intelligence of leadership and team cohesiveness (Wang & Huang, 2009).

Transformational leaders affect the trust of followers and their loyalty or commitment to organization's vision for the future, and transformational leadership provides a suitable role model for members of the organization and letting them accept and work for group goals, and setting high performance expectations for the organization, and support the followers individually. In addition, trust for a leader also will be high when the leader treat with his followers ethically and utilize the idealizing his follower through his or her commitment to work that will increase the commitment of his or her follower too. So the transformational leadership has the potential to

positively impact follower's trust in the leader and thus increasing the commitment to the organization, (Mehra & Krishnan,2005)

Every component from the four transformational leadership's components describes characteristics, which can help managers to empower their role models such as encouragers, innovators, and coaches, furthermore, utilizing these components can help the followers into better, increase the productively and help the individuals to be successful. (Northouse, 2001) The Effective transformational leadership leads to high performances that will be exceed organizational expectations. Figure 2.1 explains the four dimensions of transformational leadership influence on the organizational and thus reaching "performance beyond expectations" (Hall, Johnson, Wysocki & Kepner 2010) .

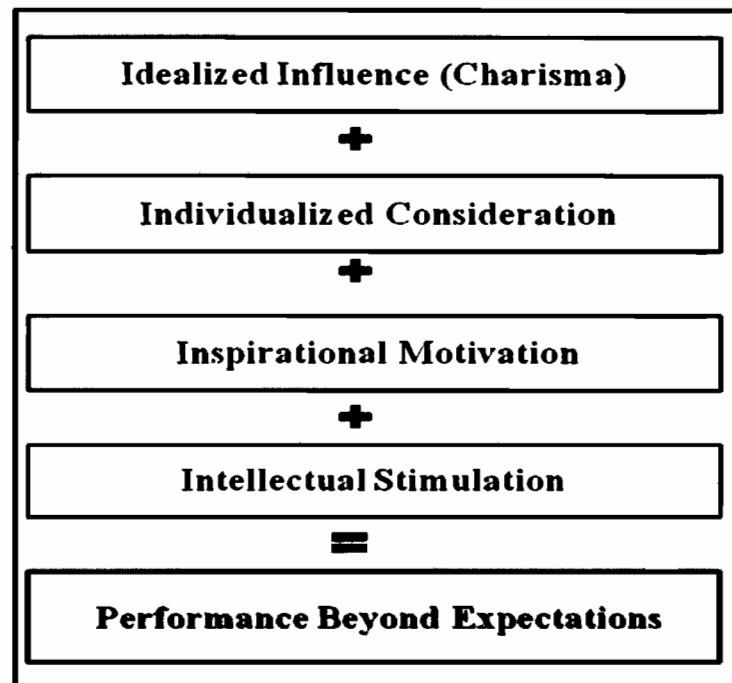


Figure 1: Additive effect of transformational leadership.

Every theory or approaches of leadership has both strengths and weaknesses. Regarding to transformational leadership approach, Northouse (2001) mentioned that the transformational leadership theory has strength and weaknesses. We can state them as follows:

- **Strengths:** transformational leadership theory is widely researched (utilizing well-known leadership style), and it influences the followers effectively on all the organizational levels such as the low level to the high level of the employees in the organization. In addition transformational leaders focus on their followers needs and values strongly.
- **Weaknesses:** transformational leadership theory contains too many dimensions that seem too wide, and it focuses more on the personality traits of leadership more than focusing in leadership's learned behavior, and thus it probably has the potential for abusing power.

Transformational leadership can help the managers to apply this approach that because it has a lot of advantages based on results of Hall, Johnson, Wysocki, and Kepner (2010) the transformational leader can lead to the following qualities:

- I. Empowering the followers to do the best for the organization;

- II. And its consider as a strong role model with high values can the manager utilize;
- III. Help the manager to be a good listener to all viewpoints in order to develop the organization performance a spirit of cooperation between the people of the organization;
- IV. Sharing the people of the organization in creating the vision, and organizational goals;
- V. Accepting the changes probably happen within the organization through setting an example of the optional changes and how can the people treat with;
- VI. Helping the people of the organization to contribute to the organization in order to achieve the organizational goals.

Jandaghi, Matin, and Farjami, (2009) mentioned that utilizing effectively the skill of transformational leadership will lead to following traits of these leaders:

- Creativity
- Team-orientation
- Appreciation of others
- Teaching (learning)
- Responsibility.

According to Bass and Avolio (1994), transformational leadership display behaviors associated with five transformational styles as shown in table 2.1

Table 2.1 Transformational leadership behavior

Transformational styles	Leader behavior
<p>Idealized behavior</p> <p>Living one's idea</p>	<ul style="list-style-type: none"> - Talk about their most important values and beliefs - Specify the importance of having a strong sense of purpose - Consider the moral and ethical consequences of decisions - Talk about the importance of trusting each other
<p>Inspirational motivation</p> <p>Inspiring others</p>	<ul style="list-style-type: none"> - Talk optimistically about the future - Talk enthusiastically about what need to be accomplished - Articulate compelling vision of the future - Express confidence that goals will be achieved - Provide an exciting image of what is essential to consider

	<ul style="list-style-type: none"> - Take a stand on controversial issue
<p>Intellectual stimulation</p> <p>Stimulating others</p>	<ul style="list-style-type: none"> - Re-examine critical assumption to question whether they are appropriate - Seeking different perspective when solving problems - Get others to look at problems from many different angels - Suggest new ways of looking at how to complete assignment - Encourage rethinking those ideas which have never been questioned before.
<p>Individualized consideration</p> <p>Coaching and development</p>	<ul style="list-style-type: none"> - Spend time teaching and couching - Treat others as individuals as having different needs , abilities and aspirations

	<p>from others</p> <ul style="list-style-type: none"> - Help others to develop their strength - Listen attentively to others' concerns - Promote self- development.
	<ul style="list-style-type: none"> - Instill pride others for being associated with them - Go beyond their self-interest for the good of the group
<p>Idealized attributes</p> <p>Respect, trust and faith</p>	<ul style="list-style-type: none"> - Act in ways that build others' respect - Display a sense of power and competence - Make personal sacrifice for others' benefit - Reassures others that obstacles will be overcome.

2.5 The Factors of Transformational Leadership

According to Bass and Avolio (1997) indicated that usually transformational leaders display their behaviors associate through four characteristics of transformational leadership, they are Idealized Influence (Charisma), Inspirational

motivation, Intellectual Stimulation, and Individualized Consideration. Transformational leadership behaviors included many dimensions such as charisma, inspiration and intellectual simulation, inspiration and intellectual simulation (Conger, 1999). An addition, Erkutlu, (2008), explained where exactly the leaders use the characteristics of transformational leadership, two of the characteristics which are Idealized influence and inspirational leadership use when the leader sits up achievable and reachable vision and goals for the future and he or she desires and seeks to reach it. The third characteristic of transformational leadership is stimulation, which used when the leader enhances his followers' ability to be more innovative and creative. Eventually, the leaders use the Individualized consideration when they seek to develop the needs of followers such as the supporting and training course to enhance their follower's skill and abilities. So the following part will explain the four characteristic of transformational leaders' behavior and their influence on the followers in the organizations.

2.5.1 Idealized Influence (Charisma):

Idealized Influence: or it can be called charisma, and it can be defined as Charismatic leaders indicate to their self-confidence into others (Sarror & Santora, 2001). Idealized Influence contains many factors of charisma related to transformational leadership such as the role of leadership became as models for ethical behavior by their followers (Avolio & Bass, 2002). Charisma when the leaders encourage their followers to have the pride, confidence, faith and respect toward themselves and toward their leaders and their technological organization, (Morales, Reche & Torres, 2008). Idealized Influence aims to enhance the trust and faith in the actions and decisions of the leader, and their followers, (Judeh, 2010).

Idealized influence is one of the fourth characteristics of transformational leadership, and it contains idealized traits and idealized behaviors in which the leaders use to Inspire their followers' honor and proud and encourage them to participate in team interests. This cannot be without exist the trust and the understanding between the leader and his follower, and thus through enhancing the capability of trust and understanding of the follower for their leader the leader can influence their follower to perform their work and order to achieve the organization's objectives. So the leader must work to gain his follower trust to facilitate the communicating and idealizing in order to reach the organization interests, (Jandaghi, Matin, & Farjami, 2009).

Basically, the most successful leaders who work to get the high level of their followers' trust and understanding that because the trusted and respected leaders can influence their followers easier than who are not,(Jandaghi, Matin, & Farjami, 2009). Followers express about themselves through the trusted leader. In this case, the leader should do the right works and perform his work perfectly through utilizing focusing on human needs and moral behaviors, not through utilizing the power and capacity in order to achieve personal interest but handle and guide their followers to achieve the interests of the organization (Northouse,2001).

2.5.2 Inspirational motivation:

Inspirational motivation is the second of the characteristics of transformational leadership in which the leaders use to encourage their follower to work via suitable behaviors. Transformational leader of the organization should encourage his followers to accept every change probably happens in the future inside the organization or surrounds the organization, and he should enhance the followers' belief of an idea or change through stimulate their followers, (Jandaghi, Matin, & Farjami, 2009). In other words, Inspiration is the leader ability to motivate their followers through communication of high-technological expectations (Morales, Reche & Torres, 2008).

The inspiration is considered as a basis for motivation this will stimulate the commitment of followers to achieve organizational objectives through creating a shared perspective and shared goal of followers this will lead the organization to high

performance because while there is shared goal for all the organization's people. They will work in one team in order to achieve these shared objectives. (Jandaghi, Matin & Farjami, 2009). This characteristic of Transformational Leadership leader uses to motivate his followers and inspire them to good behaviors. Increasing the follower's awareness about what they have to do in order to achieve the organizational objectives, as well as the organization's mission and vision. Furthermore, the manager use these characteristics to encourage his followers to understand and commit to the organization's vision and mission which consider as a key facet of the transformational leadership style of inspirational motivation (Sarros & Santora, 2001). Inspirational motivation help to build a clear perspective and view of the future, and it should be optimistic and achievable. On other hands Leaders set high expectations and results, and they use to focus their efforts to achieve these results, and facilitate the follower to communicate to the organization's vision in a simple language, and thus the followers be willing to improve their performance and increase their efforts to achieve the vision (Coad & Berry, 1998).

2.5.3 Intellectual Stimulation

Intellectual stimulation is one of the components of transformational leaders who play a significant role in making changes in order to improve the performance of the organizations. (Jandaghi, Matin, & Farjami, 2009) Transformational leaders motivate their subordinates to be innovative and more creative through questioning

assumptions, pertaining to the problems which face them, and determining the previous problems in new ways. (Avolio & Bass, 2002). Intellectual simulation refers to the leaders' Behavior that enhances the ability of his followers and their knowledge and learning to increase the creation and innovation, (Judeh, 2010). Transformational leaders use to stimulate their followers to creativity and innovation through encouraging them to change in their thinking methods about the problem which they face and how to find the appropriate solutions for the problems, by assuming examples to help them to nd create ideas to resolve these problems. (Jandaghi, Matin, & Farjami, 2009)

Transformational Leaders empower their followers through providing them learning training, and adopting the climate of the organization in order to develop followers' innovation and creation. The role Leaders is stimulating intellectually the followers, and encourage creativity, be welling to challenge, keeping the follower calm and cool, working professionally and rationally to deal with problems which they face (Sarros & Santora, 2001). Leaders recognize that intellectual motivation considered as a driving force that will help to stimulate their followers to think more widely about the organizational objectives and interests as well as being aware of solving problems. (Jandaghi, Matin, & Farjami, 2009).

In other hands, transformational leadership empowers the ability of followers to understand the organizational climate and challenges. This will help to attract the

follower to pay more attention to creative and developed their thinking and ideas rather than quick reactions. (Jandaghi, Matin, & Farjami, 2009).

According to Moghali, and Reza (2002), Intellectual Stimulation is recognized as a tool to create learning organization. And it consists of:

- Creating challenges and assumptions, and thus questioning them to encourage them to creativity and innovation.
- Searching for different perspectives and choices in order to resolve the problems
- Encouraging the followers to treat the problem from different views in order to find the appropriate solutions.
- Stimulating the followers to think nontraditionally to address traditional problems.
- Helping the follower and Encouraging them to revise their thinking about the solving problems.

2.5.4 Individualized Consideration

Individualized consideration is another component of transformational leadership in which the leaders pay their attention to their followers' needs and feeling. Based in this understanding individualized consideration consider one of the most important components of the transformational leadership that because it supports

the individuals and focuses on their personal feeling, interests and needs,(Podsakoff , MacKenzie, , Moorman, & Fetter,1990) Individualized consideration refers to the behaviors of transformational leadership in treating with their followers as significant sources can participate for achieving the organizational interests. Regarding to individualized consideration it takes in the account all the Individuals' Needs and requirements (Judeh,2010). Transformational leaders help their followers to empower their skills and abilities, as well as increasing their responsibilities toward achieving the organization goals (Jandaghi, 2009).

Transformational leaders help their followers to improve their skills and fulfilling the potential talents in addition to increase their feeling of their responsibilities about the organizational interests. And overall, according to Moghali, and Reza (2002), individualized consideration contains of:

- Spending time focusing on teaching and coaching their followers.
- Focusing on improving the individual behavior rather than group behavior.
- Taking n account that every person has privet ability, need, dream and interest, and treating with them individually.
- Helping the followers to enhance the abilities and develop their skills.
- Listening to the followers and paying attention to their demands and interests
- Developing the follower's individuality and helping them to grow their personal capabilities.

2.6 Research Hypotheses

Hypothesis is a proposition formulated for empirical testing; a tentative descriptive statement that describes the relationship between two or more variables, Coopers and Schindler (2008). An important role of the hypothesis is to suggest variables to be included in the research design. The null hypothesis (H_0) and the alternative hypothesis (H_A) (Cooper & Schindler 2008) Cooper and Schindler (2008) define the null hypothesis (H_0) as an assumption that no difference exists between the sample parameter and the population statistic, while the alternative hypothesis (H_A) is an assumption that a difference exists between the sample parameter and the population statistic to which it is compared; it is the logical opposite of the null hypothesis used in significance testing. **This study included four hypotheses they are as following:**

Hypothesis 1

H_0 : There is no a significant relationship between idealized influence (charisma) and organizational commitment.

H_A : There is a significant relationship between idealized influence (charisma) and organizational commitment.

Hypothesis 2

H_0 : There is no a significant relationship between idealized influence (charisma) and Job satisfaction.

H_A : There is a significant relationship between idealized influence (charisma) and Job satisfaction.

Hypothesis 3

H_0 : There is no a significant relationship between intellectual stimulation and organizational commitment.

H_A : There is a significant relationship between intellectual stimulation and organizational commitment.

Hypothesis 4

H_0 : There is no a significant relationship between intellectual stimulation and job satisfaction.

H_A : There is a significant relationship between intellectual stimulation and job satisfaction.

Hypothesis 5

H_0 : There is no a significant relationship between inspirational motivation and organizational commitment.

H_A : There is a significant relationship between inspirational motivation and organizational commitment.

Hypothesis 6

H_0 : There is no a significant relationship between inspirational motivation and job satisfaction.

H_A : There is a significant relationship between inspirational motivation and job satisfaction.

Hypothesis 7

H_0 : There is no a significant relationship between individualized consideration and organizational commitment.

H_A : There is a significant relationship between individualized consideration and organizational commitment.

Hypothesis 8

H_0 : There is no a significant relationship between individualized consideration and job satisfaction.

H_A : There is a significant relationship between individualized consideration and job satisfaction.

Chapter Three

Research Methodology

3.1 Theoretical Framework

Theoretical framework is the framework illustrates the relationship between variables in the study (Sekaran, 2003). The present theoretical framework is formulated after reviewing literatures on the factors of transformation leadership influencing organizational effectiveness. Based on the discussion in the preceding section there is one independent variable with four dimensions, they are idealized influence (charisma), intellectual stimulation, inspirational motivation and individualized considerations. The dependent variable is organizational effectiveness measured by organizational commitment and job satisfaction. The above independent variables are selected due to significantly relate with the problem statement which mentioned that is the majority Palestinian institutes utilize the transactional leadership style which led to very low rates of satisfaction, effectiveness, and efficiency. Hence, this study looks for the opposite end, to whether the transformational leadership style used by UNDP/PAPP could result in organizational commitment and satisfaction among the employees. The proposed theoretical framework that illustrates the relationship between both variables as following below:-

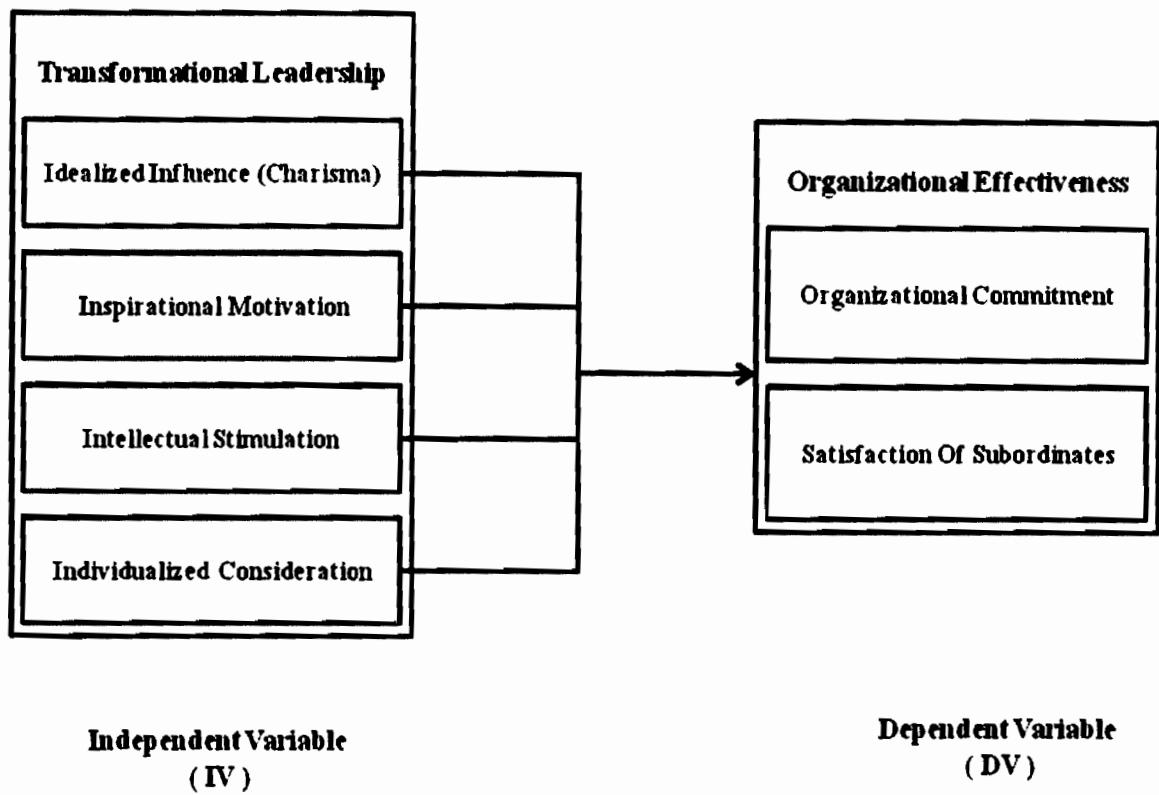


Figure 2: Proposed theoretical framework.

3.2 Research Design

Research design is a logical model of proof that allows the research to draw inferences concerning causal relations among variables under investigation. This refers to the plan, structure and strategy of investigation used to obtain results.

This study is a correlation study rather than a causal one. This type of study would identify the components of transformational leadership would influence the organizational effectiveness in UNDP/PAPP. The main purpose of this research is to investigate the problem which the Palestinian organizations facing in terms of

effectiveness of the Palestinian organizations during the unstable situation. In this study data were gathered through the means of a questionnaire, in order to answer a research question. In this study, there are many measures and items, which have been collected and adopted from different sources as mentioned in the following part in (P 51) . In the following sections will describe the questionnaire instrument and the sources of the questionnaire items. In addition the measurement scales will be described too in the following section.

3.3 Type of the Study

This study is a survey study. For the purpose of this study, a survey is conducted to investigate the impact of utilizing the characteristics of transformational leadership on organizational effectiveness in UNDP/PAPP through using the questionnaire. Related secondary data is collected and analyzed from literature and previous research to verify the hypotheses. This quantitative research uses various statistical tests and Statistical Package for Social Science (SPSS) Version 14.0 to interpret the results of data because is commonly used by researchers and easily available in business settings. Data were collected through questionnaires from the group of employees in United Nations Development Programme - Programme of Assistance to the Palestinian People UNDP/PAPP.

This study was conducted through a questionnaire, because the questionnaire instrument considers as an efficient collection data collection mechanism (Sekaran,

2000) since the researcher knows what is required and how to measure the variables. The reliability of scales is first analyzed using *Cronbach's Alpha*, because the Cronbach's scale also considered as the best scales can be used for multipoint scaled items.

This study could be done in which data were gathered just once, data on the independent variable and the dependent variable were collected once and limited from the subordinates at United Nations Development Programme - Programme of Assistance to the Palestinian People UNDP/PAPP.

3.4 Population Sampling

According to United Nations Development Programme - Programme of Assistance to the Palestinian People UNDP/PAPP the Total number of employees who work at UNDP/PAPP, as of January 2009, is 83. They are divided to three types of appointment or category, which are 100, 200, 300 series. There are 13 members who work in the management team which includes the Management, Team Leaders, and Advisors. In addition there are 70 members who are working as Planners, Programmers, Engineers, Accountants, Procurement Experts and Human Development Specialists. Table (2) shows the number of the staff in every typed of appointment as well as their nationality.

Table 3.1: Number of staff working at UNDP/PAPP.

100		200		300	
International	12	International	0	International	5
Local	64	Local	0	Local	2

The target population of this study in order to collect the data is selected from 70 subordinates at UNDP/PAPP because the study focuses only on subordinates.

3.5 Sample Size

This study was conducted in United Nations Development Programme - Programme of Assistance to the Palestinian People UNDP/PAPP in Palestine. The information provided by the employees in Table 3.2 Accordingly, a total of fifty six (56) questionnaires were distributed and a total of forty seven (51) were returned. The questionnaires were distributed to the employees in United Nations Development Programme - Programme of Assistance to the Palestinian People UNDP/PAPP.

Table 3.2: Total number of staff in UNDP/PAPP

International	4
Local (Palestinian)	66
Total	70

3.6 Sources of Data

The data sources are divided into secondary and primary sources. The research data were collected mainly from the questionnaire. Relevant documents obtained from selected **company**, lecture materials, the Internet and university library.

3.6.1 Primary sources:

The primary sources of data come from responses to the questionnaires. The questionnaire is structured in such a way to ensure that a comprehensive data will be obtained to reflect the objectives and hypothesis of the study. Furthermore, multiple answer questions were used in order to facilitate faster responses. The questionnaires were hand delivered and returned through the same means.

3.6.2 Secondary Sources:

The secondary sources were obtained from intensive literature reviews in the fields of study, the Internet, etc. The result includes works of research bodies, management journals and textbooks.

3.7 Instrumentation

This study employed the survey method which was adapted from three different questionnaires such as multifactor leadership questionnaire (MLQ) , job

satisfaction (Smith and Peterson, 1988) and organizational commitment (Lok & Crawford, 1999). This questionnaire contains from six- page close-ended questions. This questionnaire was developed to gather information about the dependent variable which is the organizational effectiveness by measuring the organizational commitment and job satisfaction. On the other hand, adopting the questions form MLQ to gather the information about the independent variable which is the characteristics of transformational leadership with the four dimensions which are idealized influence (charisma), intellectual stimulation, inspirational motivation, and individualized considerations. The questionnaire is divided into three sections. Section one is designed to gather information on demographic variables. Section two is designed to gather information on characteristics of transformational leadership, and this section is divided into four portions, namely A, B, C and D. and section three are designed to gather information on organizational effectiveness divided to two portions namely E and F. Five point Liker type scale will be used with 1 = “strongly disagree” to 5 = “strongly agree”. The items of the questionnaire are shown below:

SECTION ONE: indicates the respondent of the demographic variables such as age, gender, nationality, education level, and current marital status.

SECTION TWO: the characteristics of transformational leadership

(A) Idealized Influence (Charisma).

- A1 My manager/supervisor always goes beyond self-interest for the good of the group.
- A2 My manager/supervisor always specifies the importance of having a strong sense of purpose.
- A3 My manager/supervisor always articulates to us a compelling vision of the future.
- A4 My manager always helps to decrease the work place conflict.
- A5 My manager/supervisor doesn't have strong role models.
- A6 My manager/supervisor gets me to do less than I expected to do.
- A7 My manager/supervisor always considers the moral and ethical consequences of his/her decisions.
- A8 My manager/supervisor looks for his interests rather than the group's interests.

(B) Individualized Consideration.

- B1 My manager/supervisor has positive attitudes towards my job.
- B2 My manager /supervisor requests input on decisions affecting me.

- B3 The way my supervisor / manager feels each employee is more important.
- B4 My manager / supervisor listens to me attentively
- B5 My manager/supervisor treat me as an individual rather than just as a member of the group
- B6 My manager/supervisor always considers an individual as having different abilities from other.
- B7 My manager/supervisor always considers an individual as having different needs from other.
- B8 My manager/supervisor always considers an individual as having different aspiration from other.

(C) Inspirational Motivation.

- C1 My manager/supervisor always supports morally the people who are work in the team.
- C2 My manager/supervisor always talks optimistically about the future.
- C3 My manager/supervisor talks enthusiastically about what needs to be accomplished.

- C4 My manager /supervisor Keeps me informed of things I need to know
- C5 My manager/ supervisor is accessible when needed
- C6 My manager / supervisor gives me clear direction on work assignments

(D) Intellectual Stimulation.

- D1 My manager/ supervisor helps me to develop my strengths.
- D2 My manager/supervisor always supports innovative ideas.
- D3 My manager / supervisor lets me do my job without interfering
- D4 My manager/ supervisor always encourage us to look at problems from many angles.
- D5 My manager/ supervisor give me the chance to use my own judgment with little supervision
- D6 My managers provide me a sufficient opportunities for me to grow professional in this organization

SECTION THREE: Organizational Effectiveness.

(E) Organizational Commitment

- E1 I would be very happy to spend the rest of my career with this organization
- E2 I really feel as if this organization's problems are my own
- E3 Even if this organization is not paying to me well, I will still be reluctant to change to another organization.
- E4 I feel emotionally attached to this organization.
- E5 This organization deserve my loyalty
- E6 I am willing to put in a great effort beyond the normally expected in order to help this organization to be successful.
- E7 Too much in my life would be disturbed if I decided to leave my organization now.
- E8 I feel a strong sense of belonging to my organization.
- E9 I do not feel like "part of my family" "at my organization.
- E10 I would feel guilty if I leave my organization now.

(F) Job satisfaction

- F1 I feel positive and up most of the time I am working.
- F2 I am satisfied with the job allocated to me by my manager or supervisor
- F3 The feeling of worthwhile accomplishment I get from the work in this organization
- F4 I am always demanding for a manager switch me to another job.
- F5 I'm satisfied with the amount and frequency of informal praise and appreciation I receive from my manager/supervisor.
- F6 I am satisfied with my understanding of how my goals are linked to company goals.
- F7 I am looking for better opportunities in other organization
- F8 I am satisfied with all the facilities which are provided to me during my job.
- F9 I am very participative in job related to activate.
- F10 I feel my salary is fair for the kind of job performance.

The scales in the following table shows the measure used in the Likert scale designated instrument using Likert scale with score from 1 to 5 (Sekaran, 2003). Every score shown as follows:

Table 3.3: Likert scale with score from 1 to 5

1	2	3	4	5
Strongly disagree	Disagree	Natural	Agree	Strongly agree

3.8 Data Collection Method

The questionnaire of this study used as primary data collection method. Explanations were given to employees on how to answer the questionnaire. The questionnaires handed to the management of UNDP/PAPP and they distributed them randomly to the group of the subordinates at UNDP/PAPP. A total of 56 sets distributed. Data collection carried out in Aug, 2010.

3.9 Data Analysis Techniques

This study used both descriptive and inferential statistics to analyze the data by using statistical Package for Social Science (SPSS) version 14. The statistical method of Person Correlation was used to determine the existence of any relationships

between the independent variable "the characteristics of transformational leadership" and the dependent variable, "organizational effectiveness "

3.10 Reliability

Reliability test was used to test the appropriateness of a questionnaire to measure the variables. The Cronbach's Alpha testing was used as it is the most well accepted reliability test tool applied by social researchers. Sekaran (2005) mentioned that if the reliability coefficient is close to 1.0, the appropriateness of a questionnaire to measure the variables is better. However, generally, the reliabilities which are less than .60 are considered to be poor, and those in the .70 Range, are acceptable, and over .80 classify as well (Sekaran, 2005).

3.11 Conclusion

This chapter discusses the research method proposed for the study. Also this chapter includes the theoretical framework, the determination, the design of research, and then presenting the research design. Type of the study, as well as its present population and sample, furthermore, it presents the measurement method. Finally it describes the data analysis technique, and questionnaire design. This is followed by the reliability test.

Chapter Four

Findings

4.1 Introduction

This chapter outlines the results of data analysis obtained from data collected from respondents. The main objective of conducting this study is to investigate the relationships between the characteristics of transformational leadership and organizational effectiveness. This chapter includes the overview of data collected, Findings about the demographics of the participants with profile of respondents, goodness of measure, descriptive analysis and thus the major findings, summary of findings, and conclusion.

4.2 Overview of Data Collected

For this study, a total of 56 sets of questionnaires were distributed to respondents and 52 sets of the questionnaire were returned to the researcher, and fortunately the respondents answered all the questionnaire's questions. 52 sets of questionnaires are useable and there is no any un-useable or discarded questionnaire.

Table 4.1: Response rate

	Total	Percentage (%)
Questionnaires distributed	56	100
Collected questionnaires	52	92.8

4.3 Respondents' Profile.

The survey demonstrated the details concerning demographic characteristics or respondents' profile. It is showed in the table 4.2 below.

Table 4.2: Respondents Profile

Variables	Categories	Frequency	Percentage (%)
Nationality	Palestinian	48	92.3
	Foreigner	4	7.7
Gender	Male	38	73.1
	Female	14	26.9
Age	18 - 29 years old	14	26.9
	30 - 45 years old	23	44.2
	Above 45 years old	15	28.8
Current marital status	Single	9	17.3
	Married	40	76.9
	Divorced	3	5.8
Highest education level	Certificate or lower	3	5.8
	Diploma	2	3.8
	Bachelor degree.	26	50.0
	Masters degree.	19	36.5

	Ph.D. degree.	2	3.8
Length of services	Less than 1 year	4	7.7
	1 - 3 years.	23	44.2
	4 - 8 years	19	36.5
	9-15 years	5	9.6
	Over 15 years.	1	1.9

Based on the result in the (Table 4.2) above the majority of respondents were Palestinians (92.3 %), following by international (7.7%). These statistics revealed that (73.1%) of the study participants were males and 26.9% were females. In terms of age 44.2 percent fall under the age category of 30-45 years old, followed by the age group category of above 45 years old (28.8 %), and the age group category of 18-29 years old (26.9%). In terms of current marital status, the majority of respondents were married (76.9%), followed by the respondents who were single (17.3%), and (5.8%) of the respondents were divorced. In terms education 50.0 percent of the respondents' were bachelor degree, followed by 36.5% Master's degree, 5.8% for certificate or lower and 7.6 % for both of PhD and Diploma degree. For length of services, the majority of respondents (44.2 percent) were the length of service under the category of 1-3 years. Followed by 4-8 years of service (36.5%), followed by 9-15 years (19.7%), less than one year (7.7%), and over 15 years (1.9 %).

4.4 Reliability Analysis

According to George & Mallery (2003), reliability is the degree to which measure are free from error and therefore yield consistent results. According to Sekaran (2003), the closer the reliability coefficient gets to 1.0, the better it is, and those values over .80 are considered as good. Those values in the .70 is considered as acceptable and those reliability values less than .60 is considered to be poor (Sekaran, 2003).

Table 4.3: Reliability Analysis

Variables	Number of Items	Items Dropped	Cronbach's Alpha
Idealized Influence (Charisma).	8		.840
Individualized Consideration	8	0	.836
Inspirational Motivation	6	0	.810
Intellectual Stimulation	6	0	.805
Organizational Commitment	10	0	.806
Job satisfaction	10	0	.833

Table 4.3 shows the Cronbach's Alpha values for the dimensions of independent variable which are idealized influence (Charisma), individualized

consideration, inspirational motivation, and intellectual stimulation, as well as it shows the Cronbach's Alpha values for the dimensions of independent variable, which are organizational commitment and job satisfaction. The values ranges are all above 0.8 which is considered as good.

4.5 Descriptive Analysis

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are attained and recorded in Table 4.4.

Table 4.4: Descriptive Statistics of Variables

Variables	Mean	Std. Deviation
Idealized Influence (Charisma)	4.2735	.57523
Individualized Consideration	4.3678	.51712
Inspirational Motivation	4.2720	.54141
Intellectual Stimulation	4.3301	.52028
Organizational Commitment	4.2865	.47114
Job satisfaction	4.3096	.49557

All variables were evaluated based on a 5-point scale. From Table 4.4, the results show that the mean values for the dimensions of independent variables, such as the mean value for Idealized Influence (Charisma) is ($M=4.2735$), Individualized

Consideration ($M= 4.3678$), Inspirational Motivation ($M= 4.2720$), and Intellectual Stimulation ($M= 4.3301$). In other hand, it shows the mean value for both dimensions of dependent variable which are organizational commitment ($M=4.2865$) and job satisfaction ($M= 4.3096$).

In the terms of standard deviation, which is used as a measure of dispersion for interval and ratio scale data, offers an index of the spread of a distribution or the variability in the data. The standard deviation, in conjunction with the mean, is a very useful tool because of the following statistical rules, in a normal distribution (Sekaran, 2003). The above Table shows the standard deviation for the dimensions of independent variables. Idealized Influence (Charisma) is ($SD=0.57$), Individualized Consideration ($SD= 0.51$), Inspirational Motivation ($SD= 0.54$), and Intellectual Stimulation ($SD= 0.52$). And also the table shows the standard deviation for both dimensions of dependent variable, which are organizational commitment ($SD= 0.47$) and job satisfaction ($SD= 0.49$).

MAJOR FINDINGS

The following section presents the results of Pearson Correlation Analysis and Hierarchical Multiple Regression.

4.6 Pearson Correlation Coefficient

According to Sekaran (2003) in order to determine the relationship between the independent and dependent variables, the researcher should know the means and standard deviations of the dependent and independent variables. So knowing the Intercorrelations analysis is important to determine the nature, direction and significance of the relationship between the independent and dependent variables which used in the study.

Theoretically, Sekaran (2003) also mentions that the correlation between two variables is a perfect positive correlation when it's represented by plus 1 (+1.0), or a perfect negative correlation which would minus 1 (-1.0). While the correlation between two variables could range between -1.0 and +1.0, thereby the researcher would determine the significance of the correlation between two variables.

As for the information, a significance of $p=0.05$ is the generally accepted conventional level in social science research. This indicates that 95 times out of 100,

the researcher can be sure that there is a true or significant correlation between the independent and dependent variables, and there is only a 5% chance that the relationship does not truly exist.

Davis (1997) proposed the rules of thumb that need to be used in interpreting the r-value obtained from intercorrelations analysis as shown in Table 4.5 below.

Table 4.5: Interpreting the r-value for Intercorrelations

R-value	Relationship
Above 0.70	Very strong relationship
0.50 – 0.69	Strong relationship
0.30 -0.49	Moderate relationship
0.10 - 0.29	Low relationship
0.01 – 0.09	Very low relationship

The correlation matrix between dependent variable and independent variables are exhibited in Table 4.6 below. The finding from this analysis is then compared against the hypotheses developed in this study.

Table 4.6: Pearson correlations Result.

		Organizational commitment	Job satisfaction
Idealized influence	Pearson Correlation	.739(**)	.688(**)
	Sig. (2-tailed)	.000	.000
	N	52	52
Individualized consideration	Pearson Correlation	.908(**)	.857(**)
	Sig. (2-tailed)	.000	.001
	N	52	52
Inspirational motivation	Pearson Correlation	.795(**)	.733(**)
	Sig. (2-tailed)	.000	.000
	N	52	52
Intellectual stimulation	Pearson Correlation	.796(**)	.814(**)
	Sig. (2-tailed)	.000	.000
	N	52	52

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

Hypothesis 1: There is no a significant relationship between idealized influence (charisma) and organizational commitment.

The relationship between idealized influence (charisma) and organizational commitment was investigated using the Pearson's correlation coefficient. The result indicates there is a strong positive and significant relationship between the two variables ($r=.739$, $n=52$, $p<.01$). The relationship between the variables is very strongly correlated, and thus, the null hypothesis 1 is rejected.

Hypothesis 2: There is no a significant relationship between idealized influence (charisma) and job satisfaction.

The relationship between the characteristic of idealized influence (charisma) and job satisfaction was investigated using the Pearson's correlation coefficient. The result indicates there is a strong positive and significant relationship between the two variables ($r=.688$, $n=52$, $p<.01$). The relationship between the variables is strongly correlated, and thus, the null hypothesis 2 is rejected.

Hypothesis 3: There is no a significant relationship between intellectual stimulation and organizational commitment.

The relationship between intellectual stimulation and organizational commitment was investigated using the Pearson's correlation coefficient. The result indicates there is a strong positive and significant relationship between the two variables ($r=.908$, $n=52$, $p<.01$). The relationship between the variables is very strongly correlated, and thus, the null hypothesis 3 is rejected.

Hypothesis 4: There is no a significant relationship between intellectual stimulation and job satisfaction.

The relationship between intellectual stimulation and job's satisfaction was investigated using the Pearson's correlation coefficient. The result indicates there is a strong positive and significant relationship between the two variables ($r=.857$, $n=52$, $p<.01$). The relationship between the variables is very strongly correlated, and thus, the null hypothesis 4 is rejected.

Hypothesis 5: There is no a significant relationship between inspirational motivation and organizational commitment.

The relationship between inspirational motivation and organizational commitment was investigated using the Pearson's correlation coefficient. The result indicates there is a

strong positive and significant relationship between the two variables ($r=.795$, $n=52$, $p<.01$). The relationship between the variables is very strongly correlated, and thus, the null hypothesis 5 is rejected.

Hypothesis 6: There is no a significant relationship between inspirational motivation and job satisfaction.

The relationship between inspirational motivation and job satisfaction was investigated using the Pearson's correlation coefficient. The result indicates there is a strong positive and significant relationship between the two variables ($r=.733$, $n=52$, $p<.01$). The relationship between the variables is very strongly correlated, and thus, the null hypothesis 6 is rejected.

Hypothesis 7: There is no a significant relationship between individualized consideration and organizational commitment.

The relationship between individualized consideration and organizational commitment was investigated using the Pearson's correlation coefficient. The result indicates there is a strong positive and significant relationship between the two variables ($r=.769$, $n=52$, $p<.01$). The relationship between the variables is very strongly correlated, and thus, the null hypothesis 7 is rejected.

Hypothesis 8: There is no a significant relationship between individualized consideration and job satisfaction.

The relationship between individualized consideration and job satisfaction was investigated using the Pearson's correlation coefficient. The result indicates there is a strong positive and significant relationship between the two variables ($r=.814$, $n=52$, $p<.01$). The relationship between the variables is very strongly correlated, and thus, the null hypothesis 8 is rejected.

4.6 Multiple Regressions

Now we look at the position of the R-square in the table 4.7 to test the effects of the four dimensions of independent variable, which are idealized influence (Charisma), individualized consideration, inspirational motivation and intellectual stimulation on the dependent variable which is organizational effectiveness measured by organizational commitment and job satisfaction. We can find 88 per cent of the variance (R-Square) in dependent variable has been significantly explained by dimensions of independent variable. The ANOVA table shows that the F value of 90.77 is significant at the 0.0001 level. Thus the hypotheses of study are substantiated.

Table 4.7A: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.941(a)	.885	.876	.16644	.885	90.770	4	47	.000

a Predictors: (Constant), MEAN D, MEAN A, MEAN C, MEAN B

Table 4.7 B: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.058	4	2.514	90.770	.000(a)
	Residual	1.302	47	.028		
	Total	11.360	51			

a Predictors: (Constant), MEAND, MEANA, MEANC, MEANB

b Dependent Variable: MEANEF

Based on the result of the analysis of variance (ANOVA) in table 4.4, it can be seen that the significance level is 0.000 which is less than the critical value (= 0.05). This means that the effects of all the dimensions of dependent variable (the characteristics of transformational leadership) are significant on perceived organizational effectiveness measured by (Organizational Commitment and Job Satisfaction). Furthermore, the mean difference shows that there is a considerable variation in such effect based on each dimension of independent variable.

Table 4.7 C: Coefficients (a)

Model		Unstandardized		Standardized	t	Sig.	95% Confidence	
		Coefficients	Std.	Coefficients			Interval for B	
		B	Error	Beta			Lower	Upper
1	(Constant)	.409	.210		1.948	.057	-.013	.831
	MEANA	-.325	.097	-.396	-3.354	.002	-.520	-.130
	MEANB	.913	.126	1.000	7.251	.000	.660	1.166
	MEANC	.099	.081	.113	1.211	.232	-.065	.263
	MEAND	.201	.082	.221	2.448	.018	.036	.365

a Dependent Variable: MEANEF

From the table below, it shows sufficient explanation or variance. The Multiple Regression Analysis (MRA) treated the dimension of dependent variable and independent variable separately. This is away to recognize whether there is a significant relationship between independent variables and dependent variables or not. The model sufficiently explained the variance or coefficient of determination or the R Squared in the effect of control variable relations. Four dimensions of independent variable that are recognized in this research are idealized influence (charisma), individualized consideration, inspirational motivation, and intellectual stimulation the result is illustrated in Table 4.7

Table 4.8: Results of regression analysis between the dimensions of independent variable and the dependent variable.

Variables	Standardized Coefficients		Sig
	Beta		
Idealized Influence	-.396		0.002
Individualized Consideration	1.000		0.000
Inspirational Motivation	.113		0.232
Intellectual Stimulation	.221		0.018
F Value	90.770		
R	0.941		
R Square	0.885		
Adjusted R Square	0.867		

Table 4.9: Summary of Findings

The beta (β) value for idealized influence ($\beta=-.396$), individualized consideration ($\beta=1.000$), inspirational motivation ($\beta=.113$), and intellectual stimulation ($\beta=.221$), explain the significance of three of dimensions of the independent variable to organizational effectiveness measured by organizational commitment and job satisfaction. Among the four dimensions of independent variable, individualized consideration ($\beta=1.000$) is the strongest dimension, followed by idealized influence ($\beta=-.396$). Hence, the multiple regression can be stated as follows:

$$Y=.409 + (-.325) + 1.000 + .113+.221 +e$$

4.7 Summary of Findings

The summary of the analysis is exhibited in Table 4.9 below.

Table 4.9: Summary of Findings

	Null hypotheses	Results
H1	There is no a significant relationship between the characteristic of idealized influence (charisma) and organizational commitment.	Rejected
H2	There is no a significant relationship between the characteristic of idealized influence (charisma) and organizational commitment.	Rejected
H3	There is no a significant relationship between the characteristic of intellectual stimulation and organizational commitment.	Rejected
H4	There is no a significant relationship between the characteristic of intellectual stimulation and job satisfaction.	Rejected
H5	There is no a significant relationship between the characteristic of inspirational motivation and organizational commitment.	Rejected

	There is no a significant relationship between the characteristic of inspirational motivation and job satisfaction.	Rejected
H6		
H7	There is no a significant relationship between the characteristic of individualized consideration and organizational commitment.	Rejected
H8	There is no a significant relationship between the characteristic of individualized consideration and job satisfaction.	Rejected

4.8 Conclusion

Based on the above findings, correlation analysis concludes that all the dimensions of the independent variable which is transformational leadership significantly and strongly correlated to organizational commitment and job satisfaction. This chapter had presented the findings collected from the respondents. Based on the data gathered, the correlation analysis indicates that all four dimensions of independent variable were significantly related to the dependent variable. The following chapter will discuss the recommendation and conclusion for the study.

Chapter Five

Discussion, Conclusion and Recommendations

5.1 Introduction

This chapter presents a summary of the study, finding and conclusion. In addition, this chapter also includes the recommendation for implication proposes as well as for the future research. This study also designed to explore how leaders through utilizing the characteristics of transformational leadership influence their subordinates' commitment and satisfaction among the employees of UNDP/PAPP, in order to increase the organizational effectiveness. The four factors of transformational leadership characteristics are Idealized Influence (Charisma), Inspirational motivation, Intellectual Stimulation, and Individualized Consideration.

A more comprehensive model of leadership has been introduced to ensure that the positive relationship between leaders and followers can develop and enhance the subordinates' quality and performance and thus the organizational effectiveness. Despite the challenges and the difficulties resulted from the unstable situation in Palestine. The Palestinian organizations keep modernizing and adapting themselves to every changes, challenges and conditions in order to move the Palestinian economy from being an isolated economy under occupation to a strong economy under their new national state. For this purpose, the Palestinian organizations should be led by

effective leaders who are able to get them successfully to create positive desired outcome. Utilizing transformational leadership style in leading the organization has received considerable attention in order to empower and enhance the suburbanites of the organization and increasing the organizational effectiveness.

There was a comparative study conducted to identify the leadership styles and practices which utilized in the Palestinian industrial sector and to find out the suitable style to help the Palestinian leaders lead their business ventures effectively and efficiently. The findings of that research mentioned that the majority of Palestinian leaders utilize the transactional leadership style, which led to very low rates of satisfaction, effectiveness, and efficiency. And thus the researcher suggested that the methods of leading those organizations need for rehabilitation, restructuring, and they mentioned that the Palestinian organizations' leaders should utilize the transformational leadership style in leading their organization more than transaction leadership style in a way to achieve success, prosperity, and efficacy for their organizations (As-Sadeq & Khoury 2005). This research has conducted to determine how much can utilizing of transformational leadership style can influence the organizational effectiveness measured by organizational commitment and job satisfaction.

This study was executed by a quantitative method. And this study focused on the organizational commitment and job satisfaction among the employee of UNDP/PAPP. 56 questionnaires were distributed to the respondents, and 52 questionnaires were returned. The data analyzed by SPSS version 14. Finally, the

correlation analysis was used to measure the data for one of the variables are expressed. It was found that there is a strong positive relationship between the four transformational leadership factors. Those are idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation, and both organizational commitment and job satisfaction, and thus organizational effectiveness. The result from Multiple Regression Analysis indicated that insignificant relationship between three of the dimension of independent variable, which are idealized influence, individualized consideration, intellectual stimulation, and both organizational commitment and job satisfaction.

5.2 Discussion

The findings of this study were discussed based on the research question developed as well as the ultimate review discussed in chapter two. From the data analysis, there were several findings, and conclusion has been revealed these finding, and conclusion will be discussed further in the objectives of this study.

Based on the finding of this study, the impact of utilizing transformational factors on organizational effectiveness was focused. It was found that the four factors of transformational leadership and organizational effectiveness, which measured by organizational commitment and job satisfaction were strongly correlated. There is a strong positive relationship between the four transformational leadership factors those are idealized influence, individualized consideration, intellectual stimulation, and

inspirational motivation, and both organizational commitment and job satisfaction, and thus organizational effectiveness. These findings are consistent with previous research suggesting that there is a strong positive correlation between the four factors of transformational leadership and both organizational commitment and job satisfaction, (Jandaghi, Zarei Matin, & Farjami, 2009; Erkutlu, 2008; Ozaralli ,2003; Weese ,1994; Krishnan, 2005; Bass ,1997; Bass & Avolio, 2000; Northouse, 2001; Dvir et al., 2002; Waldman et al., 2001; Testa, 2002; Muenjohn & Armstrong, 2008; Jandaghi et al, 2009; Schermerhorn, 2008).

In terms of increasing the organizational commitment Mehra and Krishnan (2005) highlighted that the leaders who utilize the characteristics of transformational leadership can influence their followers' trust and commitment to organization's vision for the future, and transformational leadership provides a suitable role model for members of the organization and letting them accept and work for group goals, and setting high performance expectations for the organization, and support the followers individually. In addition, trust for a leader also will be high when the leader treat with his followers ethically and utilize the idealizing his follower through his or her commitment to work that will increase the commitment of his or her follower too. So the transformational leadership has the potential to positively influence follower's trust in the leader and thus increasing the commitment to the organization.

In terms of job satisfaction, Weese (1994) mentioned that many of researchers recognized that the relationship between the organizational success and leadership is significantly correlated. There is congruence between the value system of leaders and their follower and this Value congruence has been highlighted that there is a positive relationship between the role of leadership and the employees' satisfaction (Krishnan, 2005). Transformational leaders can influence the satisfaction of employees positively and increase the productivity, and organizational effectiveness. Furthermore, Lim and Cromartie (2001) found that there is a significant relationship between transformational leadership and job satisfaction.

In the following discussion, the results for each objective are reviewed and compared with previous literature,

To investigate the relationship between individualized consideration and both organizational commitment and job satisfaction.

The result of this study indicates that “Individual consideration” has the highest positive and significant correlation with the organizational commitment %90.8, as well as with job satisfaction %85.7, this result consistent with the finding of Erkutlu (2008) study “Individual consideration” has the strong positive correlation with organizational commitment and job satisfaction. As well as it is consistent with Bass (1997) study, he mentioned that Individualized consideration may foster self-determination and influence the employees' satisfaction.

To investigate the relationship between intellectual stimulation and both organizational commitment and job satisfaction.

The results of this study indicate there is a strong positive and significant relationship between intellectual stimulation and both organizational commitment and job satisfaction. The correlation of Intellectual stimulation with the organizational commitment is 79.6%, and %81.14 with job satisfaction Bass (1997), Mentioned that intellectual stimulation is important theoretically and practically to the organizations, that because the managers involve different behaviors, attributions, and effects, which can influence the employee commitment to their work and thus their satisfaction toward their job.

To investigate the relationship between inspirational motivation and both organizational commitment and job satisfaction.

The result indicates there is a strong positive and significant relationship between the inspirational motivation and organizational commitment. And this result emphasized by another finding of Peter Senge research. He mentioned that inspiration motivation is kind of motivation that stimulates the commitment of the subordinates' to perform organizational aims. And through inspirational motivation, leaders create a shared insight for their followers. (Jandaghi, Matin, & Farjami, 2009).

To investigate the relationship between idealized influence (charisma) and both organizational commitment and job satisfaction.

The result of this study also indicates that there is a strong positive and significant relationship between idealized influence (charisma) and both organizational commitment and job satisfaction. Idealized influence (charisma) is very strongly and positively correlated to the organizational commitment %73.9, and strongly correlated to job satisfaction %68.8. In previous research emphasized that, when the leaders treat with their subordinates ethically and utilize the idealizing them that will lead to increase the subordinates' commitment to their works. This indicates that utilizing the characteristics of transformational leadership has a positive effect on trust of followers in their leaders and thus increasing the organizational commitment, (Mehra & Krishnan, 2005). And according to Bass idealized influence, can lead to increase the commitment of employees through making them proud to be associated with their work, and it specified the importance of being committed to the employees' beliefs. And also the finding is consistent with previous research suggesting that utilizing the idealized influence can lead to increase the subordinate satisfaction (Erkutlu, 2008)

An interesting result of this study was that leaders in UNDP/PAPP utilize the characteristics of transformational leadership, through focusing on the needs and motives of employees, and empowering the subordinates in order to perform their work at higher standards. It may lead to increase the suburbanites' satisfaction and

commitment to their job. And thus this may lead to high performance and organizational effectiveness.

5.3 Implications

This study highlighted the importance of the role leadership through utilizing the characteristics of transformational leadership in the organizations which work in Palestinian territory as optimal style most suitable to this country in order to help the Palestinian leaders or the leaders who lead the organizations in Palestine to more effective and efficiency. Therefore, it is very important for leaders to keep on improving and modifying their leadership style and behavior in order to be effective leaders and to be able to influence their subordinates and motivate them to perform their job very well.

The finding of this study has a practical implications since Transformational leadership was found to induce the effective organizational commitment and the greatest Job satisfaction, willingness to exert extra effort, and effectiveness among employees. As well as Transformational leadership was also able to build or develop subordinate high performance, enhance their motivation and self-confidence and moving the subordinates to accomplish more than expected they become motivated to look at the organization's interests rather than their own self interest. And thus this will lead to increase the organizational effectiveness.

So the utilization of the transformational leadership style in the UNDP/PAPP resulted in high degree of commitment and job satisfaction among the employees of UNDP/PAPP. This finding of this study should be given the greatest attention of the Palestinian organizations' leaders. Based on this, it has suggested the follows:

- There is a need for more transformational leaders in Palestinian organizations as the most suitable style of leadership to Palestinian situation.
- The decision makers at Palestinian organizations should consider the transformational leadership characteristics in selecting new top managers and employees as well.
- Palestinian organizations' leaders should evaluate their leadership styles compared to the performance, productivity, and outcomes of the organization and then improving themselves in order to meet the organizations demand.
- Palestinian organization leaders should keep on developing and improving their personal knowledge and skills in order to enhance their performance, and thus increase the organizational effectiveness.
- Palestinian organization should conduct training courses in leadership science and skills to improve and enhance their performance.

5.4 Recommendation for future research

Future research should encompass detail study on the relationship between subordinate commitment and satisfaction toward transformational leadership characteristics and the organizational effectiveness by incorporating variable such as Idealized Influence (Charisma), Inspirational motivation, Intellectual Stimulation, and Individualized Consideration, which have a significant and positive impact on organizational commitment and job satisfaction. The researcher may conduct a similar study to specific sets of organization like Non Governmental organizations NGOS or the international organizations which work in Palestine, which are more goals oriented.

In this field, the future researchers may consider many factors that can influence organizational commitment and job satisfaction. The research may conduct to investigate the impact of leading by foreign leaders on local subordinates' satisfaction and commitment and thus the organizational effectiveness, especially, the majority of the international organizations which work in Palestine are headed by foreign leaders. So there are many factors can be considered in future research such as culture, nationality, gender, political situation, personality, and communication skills.

5.5 Conclusion

This study is designed to determine the relationship between characteristics of transformational leadership and organizational effectiveness measured by affective organizational commitment and job satisfaction among the employees of UNDP/PAPP. The result of this study showed that all the factors of transformational leadership are idealized influence; inspirational motivation, intellectual stimulation, and individualized consideration are positively and strongly correlated to both organizational commitment and job satisfaction and thus the organizational effectiveness. These findings are consistent with many of the previous studies finding that transformational leadership related strongly and positively to organizational commitment and employees' satisfaction with their job.

Even though this study was extended from a past study conducted to identify the suitable style to help the Palestinian leaders lead their business ventures effectively and efficiently. The findings of this research mentioned that the majority of Palestinian leaders utilize the transactional leadership style, which led to very low rates of satisfaction, effectiveness, and efficiency. And thus the researcher suggested that the methods of leading those organizations need for rehabilitation, restructuring (As-Sadeq & Khoury 2005). And thus this research has conducted to determine how much dose utilizing the transformational leadership style in leading organization can influence the organizational effectiveness. The study was more focused on specific toward transformational leadership relationship and organizational effectiveness,

which measured by organizational commitment and job satisfaction. Hence this study has no similarity or relation with any further study.

Eventually, based on the significant result of this study has shown that the utilizing of transformational leadership style in UNDP/PAPP resulted in high levels of commitment and job satisfaction. It indicates that the relationship between leaders and their followers in any organization must be kept its best in order to lead the organization to high performance and organizational effectiveness without any stumbling.

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APPENDIX 1:

The Questionnaire



**UNIVERSITI UTARA MALAYSIA
COLLEGE OF BUSINESS
SURVEY QUESTIONNAIRE**

Dear Respondent,

My name is Abdallatif M.A. Abuowda. I am conducting a study to determine the relationship between transformational leadership style and organizational effectiveness in the United Nations Development Programme - Programme of Assistance to the Palestinian People (UNDP-PAPP). This research is undertaken to fulfil the requirement of master degree at the Universiti Utara Malaysia (UUM).

Transformational leadership is in which the leader utilizes the components of transformational leadership such as idealized influence (charisma), intellectual stimulation, inspirational motivation, and individualized consideration to motivate his employees to perform beyond their normal levels of performance which influence positively the organizational effectiveness.

I would greatly appreciate it if you would please spend the approximately 10 minutes of your time necessary to respond to this multiple choice questionnaires.

Please complete the questionnaire based on your honest and frank opinion. I promise to keep your responses and all information concerning your establishment confidential as the research is exclusively for academic purpose.

Thank you very much for your assistance with this research. I look forward to sharing the results with you in December 2010.

Sincerely,

Abdallatif M. Abuowda

Supervisor : Dr. Fais Ahmed

Master student,

College of Business,

College of Business,

Universiti Utara Malaysia

Universiti Utara Malaysia

Hand Phone No. 0060173245204

Email: a_abuoda@yahoo.com

QUESTIONNAIRE

SECTION 1: Demographic Analysis

Please check the box which answer is best describing you.

1. Nationality :

1. Palestinian

2. Foreigner

(Please specify:)

2. Gender :

1. Male

2. Female

3. Age :

1. Between 18-29 years old.

2. Between 30- 45 years old.

3. Above 45 years old.

4. Current marital status:

1. Single

2. Married

3. Divorced

5. Highest education level :

1. Certificate or lower

2. Diploma

3. Bachelor degree.

4. Masters degree.

5. Ph.D. degree.

6. Other,

(Please specify:.....)

6. Length of services

1. Less than 1 year

2. 1 - 3 years.

3. 4 – 8 years

4. 9-15

5. Over 15 years.

SECTION 2: TRANSFORMATIONAL LEADERSHIP BEHAVIOUR.

This questionnaire is to describe your leadership style as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. (Use the following rating scale)

(Strongly Disagree)	(Disagree)	(Not Sure)	(Agree)	(Strongly Agree)
1	2	3	4	5

A. Idealized Influence (Charisma).

A1	My manager/supervisor always goes beyond self-interest for the good of the group.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
A2	My manager/supervisor always specifies the importance of having a strong sense of purpose.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
A3	My manager/supervisor always articulates to us a compelling vision of the future.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
A4	My manager always helps to decrease the work place conflict.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
A5	My manager/supervisor doesn't have strong role models.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
A6	My manager/supervisor gets me to do less than I expected to do.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
A7	My manager/supervisor always considers the moral and ethical consequences of his/her decisions.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
A8	My manager/supervisor looks for his interests rather than the group's interests.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5

B. Individualized Consideration.

B1	My manager/supervisor has positive attitudes towards my job.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
B2	My manager /supervisor requests input on decisions affecting me.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
B3	The way my supervisor / manager feels each employee is more important.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
B4	My manager / supervisor listens to me attentively	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
B5	My manager/supervisor treat me as an individual rather than just as a member of the group	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
B6	My manager/supervisor always considers an individual as having different abilities from other.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
B7	My manager/supervisor always considers an individual as having different needs from other.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
B8	My manager/supervisor always considers an individual as having different aspiration from other.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5

C. Inspirational Motivation.

C1	My manager/supervisor always supports morally the people who are work in the team.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
C2	My manager/supervisor always talks optimistically about the future.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5

C3	My manager/supervisor talks enthusiastically about what needs to be accomplished.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
C4	My manager /supervisor Keeps me informed of things I need to know	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
C5	My manager/ supervisor is accessible when needed	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
C6	My manager / supervisor gives me clear direction on work assignments	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5

D. Intellectual Stimulation.

D1	My manager/ supervisor helps me to develop my strengths.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
D2	My manager/supervisor always supports innovative ideas.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
D3	My manager / supervisor lets me do my job without interfering	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
D4	My manager/ supervisor always encourage us to look at problems from many angles.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
D5	My manager/ supervisor give me the chance to use my own judgment with little supervision	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
D6	My managers provide me a sufficient opportunities for me to grow professional in this organization	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5

SECTION 3: Organizational Effectiveness.

*Please indicate your commitment and satisfaction toward your organization on the statements.
Please check the boxes which answer the best agreeable by you. .*

E. Organizational Commitment

E1	I would be very happy to spend the rest of my career with this organization	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E2	I really feel as if this organization's problems are my own	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E3	Even if this organization is not paying to me well, I will still be reluctant to change to another organization.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E4	I feel emotionally attached to this organization.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E5	This organization deserve my loyalty	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E6	I am willing to put in a great effort beyond the normally expected in order to help this organization to be successful.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E7	Too much in my life would be disturbed if I decided to leave my organization now.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E8	I feel a strong sense of belonging to my organization.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E9	I do not feel like "part of my family "at my organization.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
E10	I would feel guilty if I leave my organization now.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5

F. Job Satisfaction

F1	I feel positive and up most of the time I am working.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F2	I am satisfied with the job allocated to me by my manager or supervisor	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F3	The feeling of worthwhile accomplishment I get from the work in this organization	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F4	I am always demanding for a manager switch me to another job.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F5	I'm satisfied with the amount and frequency of informal praise and appreciation I receive from my manager/supervisor.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F6	I am satisfied with my understanding of how my goals are linked to company goals.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F7	I am looking for better opportunities in other organization	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F8	I am satisfied with all the facilities which are provided to me during my job.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F9	I am very participative in job related to activate.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5
F10	I feel my salary is fair for the kind of job performance.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5

Your responding in this questionnaire will contribute toward success in this research **Thank you very much for your time and efforts.**

United Nations Development Programme

Programme of Assistance to the Palestinian People
برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



Date: 31 August 2010

Reference:

To Whom It May Concern

This is to certify that the UNDP/PAPP office in Gaza has gladly assisted Mr. Abdelatif Mohamad Odah in the completion of questionnaires needed for his study. UNDP/PAPP staff members have participated in the survey in the spirit of assisting Palestinian students to excel. We wish Mr. Abu Odah all the success.

Sincerely


Yokubjon Abdulkholikov
Deputy Head of UNDP Gaza (OIC)



APPENDIX 2:

Statistical Data Analysis

Statistics

	Nationality	Gender	Age	status	education	services
N	Valid	52	52	52	52	52
	Missing	0	0	0	0	0

Frequency Table

Nationality

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Palestinian	48	92.3	92.3
	Foreigner	4	7.7	7.7
Total		52	100.0	100.0

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	38	73.1	73.1
	female	14	26.9	100.0
Total		52	100.0	100.0

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	14	26.9	26.9
	30-45	23	44.2	71.2
	above 45	15	28.8	100.0
Total		52	100.0	100.0

status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	9	17.3	17.3
	married	40	76.9	94.2
	divorced	3	5.8	100.0
Total		52	100.0	100.0

education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate or lower	3	5.8	5.8	5.8
	Diploma	2	3.8	3.8	9.6
	Bachelor	26	50.0	50.0	59.6
	Masters	19	36.5	36.5	96.2
	PhD	2	3.8	3.8	100.0
	Total	52	100.0	100.0	

services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	4	7.7	7.7	7.7
	1-3 years	23	44.2	44.2	51.9
	4 – 8 years	19	36.5	36.5	88.5
	9-15 years	5	9.6	9.6	98.1
	Over 15 years.	1	1.9	1.9	100.0
	Total	52	100.0	100.0	

Reliability

Scale: Reliability A

Case Processing Summary

		N	%
Cases	Valid	52	100.0
	Excluded ^a	0	.0
	Total	52	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.840	8

Reliability

Scale: Reliability B

Case Processing Summary

		N	%
Cases	Valid	52	100.0
	Excluded ^a	0	.0
	Total	52	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.837	8

Scale: Reliability C

Case Processing Summary

		N	%
Cases	Valid	52	100.0
	Excluded ^a	0	.0
	Total	52	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.810	.811	6

Scale: Reliability D

Case Processing Summary

		N	%
Cases	Valid	52	100.0
	Excluded ^a	0	.0
	Total	52	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.804	6

Scale: Reliability E

Case Processing Summary

		N	%
Cases	Valid	52	100.0
	Excluded ^a	0	.0
	Total	52	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.806	.797	10

Scale: Reliability F

Case Processing Summary

		N	%
Cases	Valid	52	100.0
	Excluded ^a	0	.0
	Total	52	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.836	10

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
MEANA	4.2735	.57523	52
MEANB	4.3678	.51712	52
MEANC	4.2720	.54141	52
MEAND	4.3301	.52028	52
MEANE	4.2865	.47114	52
MEANF	4.3096	.49557	52

Correlations

	MEANA	MEANB	MEANC	MEAND	MEANE	MEANF
MEANA	Pearson Correlation	1	.899**	.744**	.642**	.739**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	52	52	52	52	52
MEANB	Pearson Correlation	.899**	1	.789**	.768**	.908**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	52	52	52	52	52
MEANC	Pearson Correlation	.744**	.789**	1	.789**	.795**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	52	52	52	52	52
MEAND	Pearson Correlation	.642**	.768**	.789**	1	.796**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	52	52	52	52	52
MEANE	Pearson Correlation	.739**	.908**	.795**	.796**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	52	52	52	52	52
MEANF	Pearson Correlation	.688**	.857**	.733**	.814**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	52	52	52	52	52

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

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
MEANEF	4.2981	.47195	52
MEANA	4.2735	.57523	52
MEANB	4.3678	.51712	52
MEANC	4.2720	.54141	52
MEAND	4.3301	.52028	52

Correlations

	MEANEF	MEANA	MEANB	MEANC	MEAND
Pearson Correlation	MEANEF	1.000	.730	.903	.782
	MEANA	.730	1.000	.899	.744
	MEANB	.903	.899	1.000	.789
	MEANC	.782	.744	.789	1.000
	MEAND	.824	.642	.768	.789
Sig. (1-tailed)	MEANEF		.000	.000	.000
	MEANA	.000		.000	.000
	MEANB	.000	.000		.000
	MEANC	.000	.000	.000	
	MEAND	.000	.000	.000	.000
N	MEANEF	52	52	52	52
	MEANA	52	52	52	52
	MEANB	52	52	52	52
	MEANC	52	52	52	52
	MEAND	52	52	52	52

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	MEAND, MEANA, MEANC ^a , MEANB		Enter

a. All requested variables entered.

b. Dependent Variable: MEANEF

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.941 ^a	.885	.876	.16644	.885	90.770	4	47	.000

a. Predictors: (Constant), MEAND, MEANA, MEANC, MEANB

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.058	4	2.514	90.770	.000 ^a
	Residual	1.302	47	.028		
	Total	11.360	51			

a. Predictors: (Constant), MEAND, MEANA, MEANC, MEANB

b. Dependent Variable: MEANEF

Coefficients

Model	Unstandardized Coefficients		standardized Coefficients	t	Sig.	Confidence Interval 1		Correlations		
	B	Std. Error				lower Bound	upper Bound	Zero-order	Partial	Part
1	(Constant)	.409	.210	1.948	.057	-.013	.831			
	MEANA	-.325	.097	-.396	-3.354	.002	-.520	-.130	.730	-.440
	MEANB	.913	.126	1.000	7.251	.000	.660	1.166	.903	.727
	MEANC	.099	.081	.113	1.211	.232	-.065	.263	.782	.174
	MEAND	.201	.082	.221	2.448	.018	.036	.365	.824	.336

a. Dependent Variable: MEANEF

Coefficient Correlations^a

Model		MEAND	MEANA	MEANC	MEANB
1	Correlations	MEAND	1.000	.265	-.498
		MEANA	.265	1.000	-.239
		MEANC	-.498	-.239	1.000
		MEANB	-.441	-.776	-.099
	Covariances	MEAND	.007	.002	-.003
		MEANA	.002	.009	-.002
		MEANC	-.003	-.002	.007
		MEANB	-.005	-.009	-.001

a. Dependent Variable: MEANEF