

A Study of the Relationship between the Perceived Transformational Leadership Style and Organizational Commitment of UNRWA Staff

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Abstract: *This research aimed at investigating the effect of transformational leadership style on organizational commitment, as a multidimensional construct (affective, continuance and normative commitment). 589 UNRWA local staff, in Gaza, West Bank, Jordan, Syria and Lebanon, completed a questionnaire of leadership style, based on Multifactor Leadership Questionnaire, developed by (Avolio and Bass, 1995 & 1997), and Organizational Commitment Questionnaire, based on (Meyer and Allen, 1997) model.*

The study concluded that transformational leadership style was not dominant among UNRWA supervisors, as perceived by their subordinates; the organizational commitment was mild, where affective commitment goes slightly over normative and continuance commitment; and there was a positive relationship between the perceived transformational leadership style and organizational commitment. Also, the study found that there were varied patterns of differences, at $\alpha=0.05$ level, among the respondents' perception of leadership style and organizational commitment, due to their demographic characteristics (place of work, gender, age, marital status, family size, academic qualifications, experience, job grade and number of training courses).

المخلص: هدفت الدراسة إلى تحليل أثر نمط القيادة التحويلية على الإلتزام التنظيمي، كمفهوم متعدد يتكون من الإلتزام العاطفي، والمستمر، والاخلاقي. اشتملت عينة الدراسة على 589 موظف محلي من موظفي الأنروا في مناطق عملياتها الخمس (غزة- الضفة الغربية- الأردن - سوريا - لبنان)، والذين قاموا بتعبئة استبانة تحتوي على تحديد نمط القيادة، والذي قام بتطويره (Avolio and Bass, 1995 & 1997)، وكذلك تحديد نوع ومستوى الإلتزام التنظيمي، المبني

على نموذج (Meyer and Allen, 1997).

وقد خلصت الدراسة إلى أنه لم يكن لدى المسؤولين في وكالة الغوث، من وجهة نظر المرؤوسين، نمط قيادة تحويلية واضح. أما المستوى العام للإلتزام التنظيمي فكان ضعيفاً، وقد كان مستواه في الإلتزام العاطفي أكبر من كل من الإلتزام الاخلاقي والمستمر. كذلك كانت هناك علاقة موجبة، بين نمط القيادة التحويلية والإلتزام التنظيمي. وقد أوضحت الدراسة أن هناك فروقاً (بأنماط متغيرة) في إدراك أفراد العينة لنمط القيادة التحويلية لدى رؤسائهم، وكذلك مستوى الإلتزام التنظيمي، تُعزى للمتغيرات الشخصية (مكان العمل - الجنس - العمر - الحالة الإجتماعية - عدد أفراد العائلة - مستوى التعليم - عدد الدورات التدريبية).

1. Introduction and Theoretical Background

The shift towards recognizing the importance of human capital in industrial age has led companies, and organizations, to change their paradigms about people management. Most organizations no longer see employees as a resource whose primary function is to provide goods and services, but rather are seen as critical to their capability of providing quality services (Farzad, 2006) and their ability to grow and evolve continuously. In today's world, effective leadership can be the key success in many organizations.

1.1 Leadership

Burns (1978) pointed out that leadership is one of the most observed phenomena on earth, but the least understood. It is often regarded as the most critical factor in the success or failure of an organization (Bass, 1990a). However, leaders must understand their impact on employees, and ultimately the organization. Leaders mobilize employees toward commitment (Gardner, 1990).

The leadership research in the twentieth century developed mainly under the following schools: trait school, focused on leaders' dispositions; behavioural school, concerned with leaders' behaviours; contingency school, focused on leadership contingencies; relational school, considered leader-follower relations; sceptics school, questioned the existence and need of leadership; information-processing school, focused on cognition; and the neo-charismatic or transformational school which, in contrast with all previous schools, is not concerned in transactions but in transformations, in specific, with transforming the interests of the followers from being self-centred to

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being group-centred (Antonakis et al., 2004). Transformational leadership has been ascribed with effecting change by influencing values, attitudes, and behaviours of others (Avolio & Bass, 2002).

Burns saw transformational leadership style as occurring when a leader and his or her followers interacted in such a way so as to raise each other to higher levels of motivation and morality, with the key being shared values and goals (Bass, 1990b). Transformational leadership is the development of a relationship of mutual needs, aspirations, and values in which the leader looks for potential motives. Followers and leaders unite to achieve a common goal, which places emphasis on institutional goals and not personal agendas (Avolio & Yammarino, 2002).

Researchers had identified five subscales of transformational leadership style, as follow:

1.1.1 Idealized Influence (attributed), also referred to as attributed charisma, described as followers' perception of the leader's power, confidence, and inspirational ideals. This emotional aspect of leadership is credited with shifting follower self-interest to a global perspective that places the welfare of the organization first (Hughes, 2005)

1.1.2 Idealized Influence (behaviour), also referred to as behavioural charisma, and includes leader behaviours that reveal the leader's values and beliefs, ethical and moral values, and vision. This type of leader models appropriate behaviour for followers (Hughes, 2005).

1.1.3 Inspirational Motivation encourages followers to excel. Followers are motivated to achieve objectives that have previously been thought unattainable. The leader raises expectations and communicates confidence in followers that encourages the achievement of ambitious goals; enthusiasm and optimism are results of this leadership behaviour (Hughes, 2005).

1.1.4 Intellectual Stimulation: Lawrence referred intellectual stimulation to a leader that "promotes a culture that encourages and rewards risk taking which facilitates the innovative process and reflects the value that top management places on employee ideas (Lawrence, 2000).

1.1.5 Individualized Consideration refers to leaders who act as

mentors and pay attention to individual needs for growth and achievement. This leader listens, delegates tasks as a mean of developing followers, and offers direction or support as needed (Antoakis, et al, 2003).

1.2 Organizational Commitment

In the fields of organizational behaviour and industrial/organizational psychology, organizational commitment is defined, in a general sense, as the employee's psychological attachment to the organization (Wikipedia, 2009).

With the increased competition and organizational change, the issue of organizational commitment has become an increasingly common construct for inquiry due to the perceived impact a committed worker can have on the organization. In fact, it is believed that members in the organization are more likely to accomplish goals on behalf of their organizations (Cheng, 2003). Committed staff members would believe in the organization mission and vision and increase their ability to strive efforts to achieve the organization's objectives. Many theorists believed that organizational commitment has a substantial impact on employee turnover, productivity, satisfaction and success of both the individual as well as the organization (Chang, et al, 2007; Villanueva, 2003; Cheng, 2003; Stumpf 2003; Jahangir, 2003; Lawrence, 2000). It has a great impact on the organization outcomes (Wegner, 2004) and improves involvement, commitment and team spirit (Al-Ahmadi, 2004; and Innes, 2004; and Khashaly, 2003).

A review of the theoretical literature on the organizational commitment construct shows that very little consensus exists among the scholars and researchers on how the construct can be defined conceptually. As the construct develops and evolves over the years, scholars from the various disciplines give their own conceptual definitions as to how the construct should be conceptually defined. Meyer and Allen (1991) viewed the organizational commitment and multidimensional concept that has different factors associated with it, outcomes, and implication. Meyer and his colleagues (Meyer & Allen, 1990; 1991; 1996 & 1997; and Meyer & Herscovitch, 2001) argued that "commitment as a psychological state, had at least three components. Many empirical studies supported that three components are correlated but divergent from each others, i.e. they are valid to test

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the three component of organizational commitment. (Chang, Chi and Miao, 2007; Abdul Karim & Noor, 2006; Brown, 2003; Cheng & Stockdale, 2003). The three types of commitment are:

1.2.1 Affective Commitment: It is referred as an employee's emotional attachment to identification with and involvement, and the desire to be involved in a particular organization.

Meyer and Herscovitch (2001) reported that affective commitment has been found to correlate with a wide range of outcomes such as turnover, absenteeism, job performance and organizational citizenship behaviour. However, when taking culture into consideration, affective commitment develops more specifically in relation to work experiences within a particular organization, and stresses personal identity and emotional involvement with the organization (Chen & Francesco, 2003).

1.2.2 Continuance Commitment

Continuance Commitment is described as the perceived costs associated with leaving the organization. Anything that increases the cons associated with leaving an organization has the potential to create continuance comment (Meyer and Allen, 1991).

1.2.3 Normative Commitment

It referred to the feeling of obligation that staff member showed toward his/her organization. A normative commitment to an organization may stem from an individual feeling of a moral commitment due to the costs the company faced in order to train the employee or due to certain social norms(Cheng, 2003). Dunham, et al (1994) stated that a person was less likely to leave an organization if his or her values indicated that it is inappropriate to do so.

1.3 Leadership's Role in Organizational Commitment

Rowden (2000) explored the relationship between perceived charismatic leadership behaviours and organizational commitment. Results showed that five of the six charismatic leadership factors were significant correlated with the two commitment factors. The leader's sensitivity to member's needs is related to organizational commitment. It further explained that it is unlikely that someone would be committed to an organization where its leader was not

attuned to his or her needs.

Roya (2003) studied the effects of transactional and transformational leadership styles on subordinate affective commitment; and concluded that transformational leadership to have incremental value in predicting affective commitment beyond transactional leadership. Inspirational Motivation was the subscale of transformational leadership that made the strongest unique incremental contribution to predicting affective commitment.

In a study involving customer contact personnel, Emery and Baker (2007), found that managers should understand the relationships between different types of leadership behaviours and customer contact personnel' organizational commitment, in order to reduce the potential for misunderstandings and possible undesirable behaviour by employees, which can lead to dissatisfaction and higher turnover rate.

While examining the impact of leader behaviour on role stress characteristics and ultimately on organizational commitment, Dale & Fox (2008) found a positive linkage between leader style and organizational commitment. They concluded that when subordinates perceive that the supervisor exhibits a high level of initiating structure, the supervisor is formalizing the work environment or providing formal rules and procedures for employees to follow. As a result employees perceive higher level of responsibility and thus commitment.

2. Frame Work and Methodology

2.1 Research Problem

During his tenure with UNRWA, and from the extensive literature review, the researcher realized the influence transformational leadership behaviour of supervisors, among other factors, has on staff's organizational commitment. Therefore, the researcher formulated the research problem in the main following question:

“What are the effects of the perceived transformational leadership style of UNRWA supervisors on their subordinates' organizational commitment?”

2.2 Hypotheses

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- H01:** UNRWA supervisors don't have a dominant transformational leadership style, as perceived by their subordinates.
- H02:** UNRWA staff members don't have a strong organizational commitment (with its three types: affective, continuance and normative commitment).
- H03:** There is no correlation, at $\alpha=0.05$ level, between UNRWA supervisors' transformational leadership style and their subordinates' affective organizational commitment.
- H04:** There is no correlation, at $\alpha=0.05$ level, between UNRWA supervisors' transformational leadership style and their subordinates' continuance organizational commitment.
- H05:** There is no correlation, at $\alpha=0.05$ level, between UNRWA supervisors' transformational leadership style and their subordinates' normative organizational commitment.
- H06:** There are no significant differences, $\alpha=0.05$ level, among the respondents' perception of leadership styles and their organizational commitment, due to demographic characteristics (place of work, gender, age, marital status, family size, academic qualifications, experience, job grade and number of training courses).

2.3 Research Conceptual Model

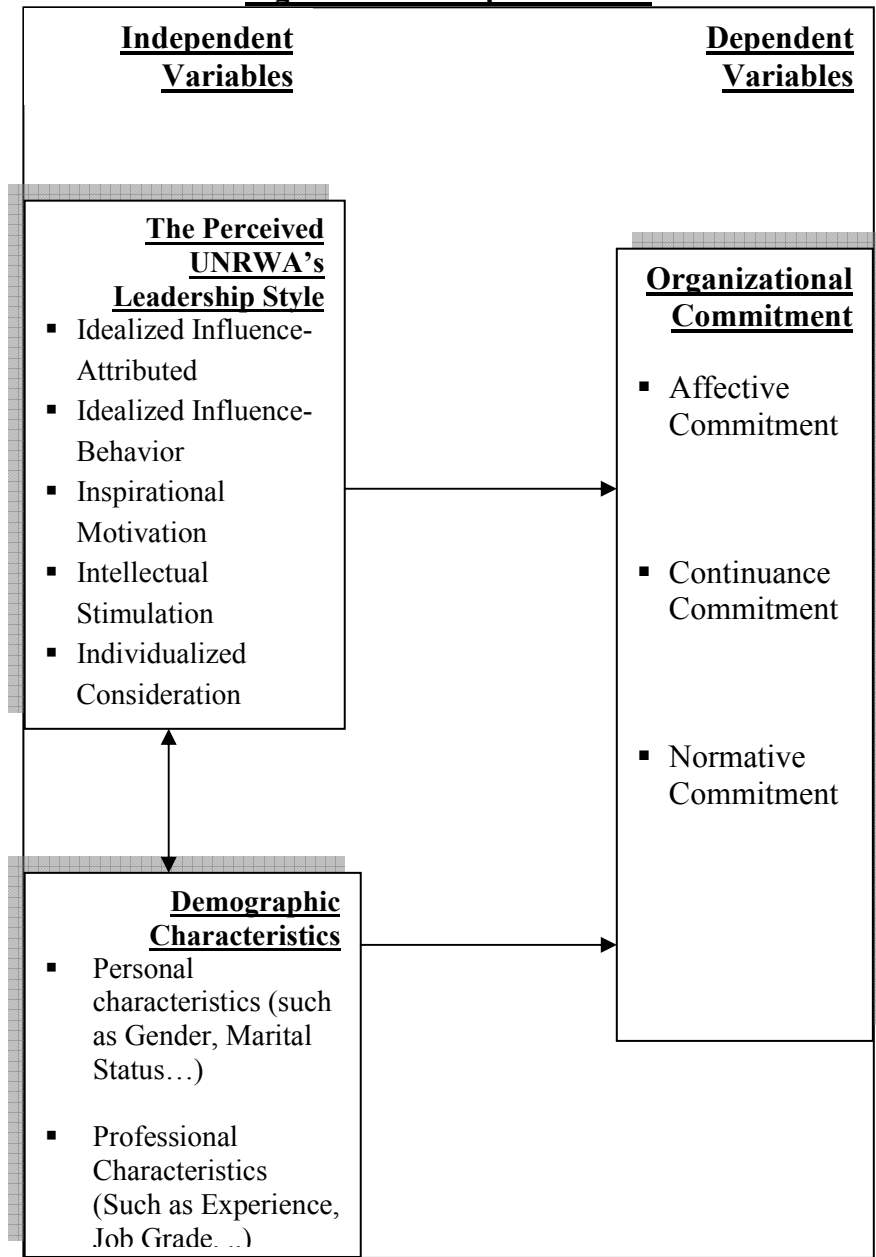
Figure (2.1) exemplifies the research conceptual model, which was based on Multifactor Leadership Questionnaire, developed by (Avolio and Bass, 1995 & 1997), and Organizational Commitment Questionnaire, developed by (Meyer and Allen, 1997). The independent and dependent variables are as follows:

Independent Variables: includes two groups:

- a) Transformational leadership styles (idealized influence – behaviour- idealized influence –attributed, inspirational motivation, intellectual stimulation and individual consideration).
- b) Demographic characteristics: place of work, gender, age, marital status, family size, academic qualifications, experience, job grade and number of training courses.

Dependent Variables: are the Organizational Commitment, with its three dimensions: affective, continuance and normative.

Figure 2.1 Conceptual Model



(Source: Conceptualized by the researcher based on Leadership Style, developed by (Avolio and Bass, 1995 & 1997), and Organizational Commitment, developed by (Meyer and Allen, 1997).

2.4 Research Methodology

The researcher adopted the analytical descriptive approach, which the most suitable in studying and analysing the effect of the perceived leadership style on organizational commitment.

2.5 Research Population and Sample

The study population was UNRWA local staff in Gaza Strip, West Bank, Jordan, Syria and Lebanon, which amounted at 1,386 staff members. The sample was selected randomly, 51%, from the study population, staff at grades 05 to 20 ⁽¹⁾ who were working in the Field offices or headquarters. A questionnaire was dispatched to the sample (710), through the UNRWA Intranet, together with a narrative explaining the purpose, the importance of the study, the method of filling, and assurance of confidentiality of data provided. 626 questionnaires were received; however, 37 filled questionnaires were rejected due to incomplete information or filled with extreme rating (either 1 or 10) across the entire questionnaire. Therefore, 589 filled questionnaires were considered as valid, representing 83% retrieval rate.

2.6 Tool Development and Design

Considering its ability to collect data from various locations with a minimal cost, compared to other data collection tool, the researcher adopted “questionnaire” as data collection tool. With an adequate approval from the Commissioner-General Office, the researcher contacted Chief, Information System Office in order to utilize the email and intranet facilities. The questionnaire included, in addition to the part inquires the demographic data the following parts:

2.6.1 Leadership Style

The researcher utilized the Multifactor Leadership Questionnaire (MLQ), which gone through many revisions and improvement, where its latest version was issued and developed by Avolio and Bass (1995, 1997). Though MLQ was incorporated nine factors to measure transformational, transactional and laissez-faire leadership style, the researcher selected 20 paragraphs to identify the transformational

¹ . UNRWA grading system is designed from grade 01 – the lowest- to grade 20 – the highest. The researcher believed that staff at graded 01-05 concludes manual workers, whose ability to response accurately is doubted, considering the fact that the post requirements for such posts are less than secondary education.

leadership style with its five subscales; four paragraphs for each subscale.

Many studies had utilized MLQ, provided its stability and reliability (Namenach & Keller, 2007; Mathebula, 2004; Burbach, 2004; Stumpf, 2003, Brown, 2003; and Lawrence, 2000).

2.6.2 Organizational Commitment

This part of the questionnaire was designed to examine the organizational commitment of UNRWA staff, as multi-construct. Meyer and Allen (1997) model, with some amendments, was utilized considering its reliability and stability as proved by many researchers (Abdul-Karim & Noore, 2006; Brown, 2003; and Cheng, 2003) or recommended it at the end of their studies (Villanueva, 2003). Six paragraphs were set for each type of organizational commitment, though the researcher added two paragraphs (19 & 20) to strengthen the affective and continuance commitment measures. The researcher, believed that paragraph #19 *"I feel sorrow when talking with others about my job"* and paragraph #20 *"I continue to work with UNRWA for the many advantages I find compared with other employers"* are important to be included in this questionnaire, for UNRWA staff, where most of them are refugees, and these psychological constituents of "feeling" and "financial" factors are important thereof.

2.7 Data Measurement

In an attempt to get more realistic results, the researcher selected the continuous scale style. The continuous scale uses scale from 1 to 10, where number 10 represents "completely agree", while number 1 shows "completely disagree". Therefore, the value "6" was hypothesized to test the existence of study variables.

2.8 Tool Validity and Reliability

Although the tool was based on other studies, it was translated from English into Arabic, some paragraphs were added/ changed to match the environment where the study was run and different scale was adopted. Each item used in the study was individually assessed for reliability and validity. Cronbach's alpha was performed on a scoter sample of 50 questionnaire entries to test reliability of the utilized instrument.

Table 2.1 Cronbach's Alpha (Reliability) of the Questionnaire

Dimension	Cronbach's Alpha
Transformational Leadership Style	0.963
Affective Commitment	0.812
Continuance Commitment	0.848
Normative Commitment	0.698
Organizational Commitment	0.738
All Paragraphs	0.939

Table (2.1) reveals that the values of Cronbach's alpha for transformational leadership scale equals 0.963, while for organizational commitment subscales equal 0.812 for affective commitment, 0.848 for continuance commitment and 0.698 for normative commitment; and 0.738 for overall organizational commitment. The alpha Cronbach's coefficient factor for all dimensions equals 0.939, which considered as strong factor and that the tool fit good to measure what it was intended to.

2.9 Abbreviations

- UNRWA: United Nations Agency for Work and Relief
Palestine Refugees.
- IIB : Idealized Influence (Behaviour)
- IIA : Idealized Influence (Attributed)
- IS : Intellectual Stimulation
- IM : Inspirational Motivation
- IC : Individual Consideration

3. Results

3.1 Descriptive analysis of the sample

Table (3.1) Distribution of Sample's Demographic Characteristics

Demographic Characteristics	Count	Percent
Place of Work /		
Gaza	278	47.2
West Bank	89	15.1
Jordan	86	14.6
SAR	69	11.7
Lebanon	67	11.4
Gender		
Male	349	59.4
Female	239	40.6
Age		
From 20 to less than 30 years	110	18.8
From 30 to Less than 40 years	197	33.6
From 40 to less than 50 years	195	33.3
50 years and above	84	14.3
Marital Status		
Married	466	79.4
Single	105	17.9
Widow	6	1.0
Divorced	10	1.7
Family Size		
1-3 members	148	25.3
4-5 members	216	37.0
6-7 members	132	22.6
8 members and above	88	15.1
Academic Qualification		
High School	6	1.0
Diploma	111	18.8
BA	277	47.1
Post Graduate	192	32.6
Experience with UNRWA		
Less than 5 years	277	28.1
From 5 to less than 10 years	126	22.4
From 10 years to less than 15	154	32.2
15 years and above	31	17.3

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Job Grade	Count	Percent
Grades 05-08	169	28.8
Grades 09-12	233	39.7
Grades 13-16	133	22.7
Grades 17-20	52	8.9
Training courses		
No courses	111	18.9
1-3 courses	199	33.9
4-6 courses	110	18.7
7 courses and more	167	28.4

Table (3.1) shows the distributed rationally compared with the study population. Main observations can be concluded as follows:

- 3.1.1 The distribution among UNRWA Fields matches the original society; for example Gaza represented by 47% of the sample and its original weight was about 41% of the study society.
- 3.1.2 The rational distribution of the sample among the agency's Departments, where the biggest share was for Education, Relief, Administrative Services and Health, with 24%, 16%, 14.4, 13.2 and 12%, respectively.
- 3.1.3 The gender distribution tallies the overall balance of working power in the agency, which stands at 60% male and 40% female.
- 3.1.4 The distribution of the sample' post grade was matching the overall grading pattern in the Agency. The largest bunch, 40%, was for technical posts "grade 09-12", while the smallest group was for managerial posts, with less than 9%.
- 3.1.5 67% of the sample was "mature" staff, aged 30 to 50 years; and about half of it had less than ten years experience with UNRWA.
- 3.1.6 Most of the sample held an BA (47%); and about 80% of the sample members got at least one training course during their current job.
- 3.1.7 80% of the sample got at least one training course.

3.2 Statistical Analysis and Hypotheses Testing

3.2.1 Transformational Leadership Style

H01: UNRWA supervisors don't have a dominant transformational leadership style, as perceived by their subordinates.

3.2.1.1 Idealized Influence (Behaviour)

Table 3.1 Idealized Influence (Behaviour)

No.	Item	Mean	T	Sig.
1.	Talks about their most important values and believes	5.70	-2.64	0.004*
2.	Specifies the importance of having a strong sense of purpose.	6.08	0.73	0.232
3.	Considers the moral and ethical consequences of his / her decisions.	5.95	-0.47	0.320
4.	Emphasizes the importance of having a collective sense of mission and supports team spirit.	6.06	0.56	0.289
	Total	5.95	-0.67	0.252

* The mean is significantly different from 6

Analysing table (3.1) reveals that the only statistically significant, at level $\alpha = 0.05$, was item # 1, while the rest of items, were statistically non-significant. The overall mean of idealized influence (behaviour) equals 5.95, and non-significant, at $\alpha = 0.05$ level. This indicates that the UNRWA staff could not conceptualize a clear idea on this construct; they didn't perceive their supervisors as considering the moral and ethical consequences of their decisions, talking about their most important values and believes, and emphasizing the importance of having collective sense of mission and support team spirit. Therefore, idealized influence (behaviour) was not dominant leadership style (less than 60%).

The average mean of this study goes close with (Emery & Baker, 2007; Stumpf, 2003; and Brown, 2003), while below (Nemanich & Keller, 2007; and Moore & Rudd, 2006), which could be attributed to the selection of the latter studies' samples, which were selected from employees of a large, multinational firm or state Extension directors, respectively.

3.2.1.2 Idealized Influence (Attributed)

Table 3. 2 Idealized Influence (Attribute)

No.	Item	Mean	T	Sig.
1.	Instils pride in staff for being associated with him/her	5.50	-4.20	0.000*
2.	Sacrifices his/her self-interest for the good of the group.	4.38	-13.20	0.000*
3.	Have leadership skills that build my respect.	5.89	-0.97	0.166
4.	Displays sense of power and confidence.	7.05	10.33	0.000*
	Total	5.70	-3.21	0.001*

* The mean is significantly different from 6

Reviewing table (3.2) exposes that the respondent answers to the question, #3, was non-significant at level $\alpha = 0.05$. Respondents might been not aware of the “leadership skills” that leaders should acquire, so as could not judged this item properly; they might have conflict with their supervisor; or simply hadn’t notice such leadership skills. The rest of paragraphs were significant at $\alpha = 0.05$ level. Consequently, the overall mean of idealized influence (attributed) equals 5.70 and significant at $\alpha = 0.05$ level. Then the sample could conceptualize their views on this construct, though they had not find their supervisors infusing pride in them, sacrificing their self-interest for the group interest, having leadership skills or displaying sense of power and confidence, to a satisfying degree (less than 60%).

This result agrees with (Emery & Baker, 2007; Stumpf, 2003; and Brown, 2003); while below (Nemanich & Keller, 2007; and Moore & Rudd, 2006), which could be attributed to the different sample and environment of the latter two studies.

3.2.1.3 Inspirational Motivation

Table 3.3 Inspirational Motivation

No.	Item	Mean	T	Sig.
1.	Talks optimistically about the future.	6.18	1.71	0.044*
2.	Talks enthusiastically when setting goals and objectives to be accomplished.	6.09	0.81	0.209
3.	Articulates a compelling vision of the future.	6.00	-0.03	0.487
4.	Shows confidence that goals will be achieved.	6.98	10.17	0.000*
	Total	6.31	3.56	0.000*

* The mean is significantly different from 6.

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Examining table (3.3) shows that the mean of paragraphs was split: half of them, item#2 and #3 were insignificant, while items #1 and # 4 were significant, at $\alpha = 0.05$ level. However, the overall mean of inspirational motivation equals 6.31, and significant at $\alpha = 0.05$ level, which indicates that sample could conceptualize their views on this leadership style and perceiving their supervisors exercising it 63.1%, generally. However, looking deep into the collected data, suggests that the sample perceived their supervisors as talking optimistically about the future and shows confidence that the set goals will be achieved, while they could not see their supervisors as talking enthusiastically when setting goals and objectives to be accomplished or articulating a compelling vision of the future.

The great positive contribution to the total of “inspirational motivation” resulted from item # 4, which could be attributed to financial powerful status of UNRWA, where it considered a good vehicle to achieve goals. On the other hand, the most negative effect came from item # 3, which implies either unawareness of the substance of defining a “vision” or lacking the competence to articulate a flourishing one by UNRWA supervisors.

The average of IM mean reached in this study, tallies with (Stumpf, 2003; and Brown, 2003), while below (Nemanich & Keller, 2007; and Moore & Rudd, 2006), which could be referred to different sample and environment of the latter studies.

3.2.1.4 Intellectual Stimulation**Table 3.4 Intellectual Stimulation**

No.	Item	Mean	T	Sig.
1.	Re-examine critical assumptions to questions whether they are appropriate.	5.65	-3.36	0.000*
2.	Seeks different perspectives when solving problems.	5.83	-1.49	0.069
3.	Gets staff to look at problems from different angles.	5.40	-5.21	0.000*
4.	Suggests new ways of looking at how to complete assignments	5.48	-4.69	0.000*
Total		5.59	-4.20	0.000*

* The mean is significantly different from 6

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Reviewing table (3.4) reveals that the respondent answers to the item #2, was non-significant, at $\alpha = 0.05$ level. This connotes that the respondents could not conceptualize a clear view on this paragraph. This could be construed to the fact that most (90%) of the sample was lying below grade 16 posts, where the attached functions governed by technical instructions and standardized work procedures.

The responses to the rest of the items, #1, #3 & #4, were significant, which contributed to the significance of total mean of intellectual stimulation, at $\alpha = 0.05$ level. Therefore, the sample could conceptualize their views on intellectual stimulation style, though it was not dominant (55.9%). This implies that the sample could not perceive their supervisors as re-examining critical assumption to questions whether they were appropriate, seeking different perspectives when solving problems, getting staff to look at problems from different angles, suggesting new ways at how to complete assignments, and encouraging creativity and innovative thinking and reframe problems in order to gain new perspectives.

The mean of IS reached in this study agrees with (Emery & Baker, 2007; Stumpf, 2003; and Brown, 2003), while below (Moore & Rudd, 2006), where the sample and environment were diverged, in the latter two studies.

3.2.1.5 Individual Consideration

Table 3.5 Individual Consideration

No.	Item	Mean	T	Sig.
1.	Spends time teaching and coaching staff.	4.71	-11.39	0.000*
2.	Treats me as an individual rather than just as a member of a group.	7.03	8.98	0.000*
3.	Consider staff's individual special needs, abilities, and aspirations.	5.05	-8.71	0.000*
4.	Helps staff to improve and develop their abilities and skills.	5.73	-2.44	0.008*
	Total	5.63	-3.92	0.000*

* The mean is significantly different from 6

Checking table (3.5) indicates that the mean of all items were significant, at $\alpha = 0.05$ level; which consequently brought the overall mean of individual consideration to be significant. Then the

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respondents could conceptualize their views on this leadership style, though they perceived it 56.3%. This suggests that UNRWA supervisors were not perceived as mentors who pay attention to their individual needs for growth and achievement, spending time teaching and coaching staff, treating them as individuals rather than just a number of a group, and as encouraging them to strive for higher levels of attainment by pursuing challenges.

This result agrees with (Emery & Baker, 2007; Stumpf, 2003; and Brown, 2003); while below (Nemanich & Keller, 2007; and Moore & Rudd, 2006), where the sample and environment of the latter two studies were divergent.

3.2.1.6 Overall Transformational Leadership Style

Table 3.6 Overall Transformational Leadership Style

No.	Item	Mean	T	Sig.
1.	Idealized Influence – Behaviour	5.95	-0.67	0.252
2.	Idealized Influence – Attributed	5.70	-3.21	0.001*
3.	Inspirational Motivation	6.31	3.56	0.000*
4.	Intellectual Stimulation	5.59	-4.20	0.000*
5.	Individual Consideration	5.63	-3.92	0.000*
	Total	5.84	-1.94	0.027*

* The mean is significantly different from 6

Examining table (3.6) reveals that the overall mean of transformational leadership style was used by UNRWA supervisors, infrequently; less than 60%. Supervisors were not, as perceived by their subordinates, articulating a clear and appealing vision of what the organisation could accomplish or become to help guide the actions and decisions of members, explaining how the vision can be attained, acting confident and optimistic, expressing confidence in followers and their ability to carry out the strategy for accomplishing the vision, providing opportunities for early success and increase the confidence of an individual or team undertaking a challenging task, celebrating successes and maintain an awareness of continuing progress, and recognize the contribution and accomplishment of individuals, leading by example, or empowering people to achieve the vision by delegating to individuals. However, UNRWA supervisors were moderately, 63%,

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perceived as talking optimistically about the future and showing confidence that goals will be achieved. In conclusion, transformational leadership style was not dominant in UNRWA supervisor's behaviour, as perceived by their subordinates.

3.2.2 Organizational Commitment

H02: UNRWA staff members don't have a strong organizational commitment (with its three types: affective, continuance and normative commitment).

3.2.2.1 Affective Commitment

Table 3.7 Affective Organizational Commitment

No.	Item	Mean	T	Sig.
1.	I will be happy if I spend the rest of my career with UNRWA.	5.70	-2.44	0.007*
2.	I feel that if UNRWA has a problem, it is my problem as well.	6.35	3.06	0.001*
3.	I feel as if I belong to the "family" in this organization	6.67	5.95	0.000*
4.	I feel emotionally attached to this organization.	6.22	1.95	0.026*
5.	It means a great deal to me, personally, to work with UNRWA.	6.58	5.51	0.000*
6.	My work with UNRWA gives me a strong sense of belonging.	6.54	4.50	0.000*
7.	I feel proud when talking with others about my job.	6.99	7.98	0.000*
	Total	6.44	5.22	0.000*

* The mean is significantly different from 6

Reviewing table (3.7) reveals that the mean of responses to item #1 was below hypothesized value 6, which implies the absence of desire to spend the rest of respondents' career with UNRWA. However, the mean of the rest of all items was significant, $\alpha = 0.05$ and above value 6, ranging from 6.22 to 6.99, which consequently brought the overall mean of affective commitment to 6.44 and significant at $\alpha = 0.05$ level.

This result indicates that respondents were able to conceptualize their views on all items related to affective commitment. They showed a moderate level of feeling (64.4%) as they belong to "family" and

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emotionally attached to UNRWA, it means a great deal for them, personally to work with UNRWA, with a great sense of belonging, and feeling of proud when talking with others about their job.

This result could be attributed to the great majority of UNRWA staff are refugees who, themselves, benefit from its services in its three major programmes: Education, Health and Relief and Social Services; and being working there, makes them emotionally attached to UNRWA. In addition, staff are dealing with very vulnerable sector – refugees – so as they would feel the desire to continue working which equally means keep on providing basic services for this deprived people.

However, the researcher believes that the high level of stress was the reason behind having the negative response to the item, #1, that asked about the wish to spend the whole career with UNRWA, which affected, slightly, the overall mean of affective commitment, accordingly. This stress could be referred to a) the high demand UNRWA jobs require; b) the relatively instability of UNRWA which linked with Palestinian case; and c) the deterioration of staff savings ⁽¹⁾ with UNRWA due to the recent international financial crises ⁽²⁾.

Affective level commitment in this study goes with (Dale & Fox, 2008; Chang, et al, 2007; Al-Fahdawi & Al-Qatawneh, 2004; Brown, 2003; Cheng, 2003; and Khashaly, 2003).

3.2.2.2 Continuance Commitment

Table 3.8 Continuance Organizational Commitment

No.	Item	Mean	T	Sig.
1.	Even if I wanted to, it would be difficult for me to leave this organization.	5.89	-0.91	0.183
2.	If I decided to leave UNRWA right now, it would be too disruptive to my life.	6.31	2.57	0.005*
3.	It is as much necessity as desire that keeps me working here.	7.33	12.57	0.000*

¹ . UNRWA has, instead of social security system, provident fund scheme, where it deduct 7.5% from the staff salary and add 15%, and invest the total in separate portfolio than its financial assets, in international business, subject to revue or loss. On retirement or resignation, staff would get his/her share in that portfolio.

² . The recent financial crises, in 2008 and thereafter (extreme bonds & shares devaluation), affected negatively UNRWA provident fund portfolio. In 2008, UNRWA staff incurred 15% loss, and in the 1st quarter of 2009, the loss was 5%.

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4.	I feel that if I left, there would be too few job opportunities available to me.	5.42	-4.39	0.000*
5.	The lack of available alternatives would be one of the few negative consequences of leaving UNRWA.	5.32	-5.22	0.000*
6.	The fact that leaving UNRWA would require considerable personal sacrifice is one of the reasons I continue to work here.	4.09	-17.88	0.000*
7.	I continue to work with UNRWA for the many advantages I find compared with other employers.	5.11	-7.36	0.000*
	Total	5.64	-4.52	0.000*

* The mean is significantly different from 6

Reviewing table (3.8) shows that the mean of continuance commitment was significant, at level $\alpha = 0.05$ and equals 5.64. It worth noting that all its items were significant, with the exception of question #1, which was insignificant. The researcher believes that this question was a little bit “multifaceted” so as respondents could not link the two phrases “if I wanted” and “it will be difficult to leave this organization” together. The researcher concludes that should this questionnaire be run again, this item could be re-phrased to include the latter part only, “it would be difficult for me to leave this organization”.

The most positive effect of responses came from item #3 “It is as much necessity as desire that keeps me working here”. This implies that respondents equalized their “need” to “desire” working with UNRWA. On the other hand the main factor contributed negatively to the overall continuance commitment was item #6; which implies that staff didn’t expect extreme disruption to their personal life if they decided to leave UNRWA.

The overall mean of continuance commitment was 5.64, and significant at $\alpha = 0.05$ level. This suggests that UNRWA staff could conceptualize their views on continuance commitment, and they believe it would affect their lives, negatively, if decided to leave UNRWA’s job, but this feeling was blow the hypothesized value 6. In other words should UNRWA staff made a comparison between the investment they devoted in their career and the benefits they got with the option to leave UNRWA, they would not find it a severe sacrifice.

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The researcher thinks this result raises a special concern especially bearing in mind that about 80% of the sample, got at least one training course, during their current job. Should we consider the fact that UNRWA salaries are higher than those comparable jobs in the host countries (¹), we could conclude that UNRWA staff are having “something” to loose if decided to leave their jobs. Therefore, the researcher deems the real value of the continuance commitment level can read higher than “5.64”. This result could be referred to the reality that this study is run in Palestinian society, where it is difficult to admit the “need” for the “employer” or “job”; people in such culture would perceive admitting such feeling as hurting their dignity.

The level of continuance commitment in this study goes with (Chang, et al, 2007, Khashaly, 2003; and Cheng, 2003), while it lies slightly lower than (Al-Fahdawi & Al-Al-Qatawnah, 2004; and Brown, 2003).

3.2.2.3 Normative Commitment

Table 3.9 Normative Organizational Commitment

No.	Item	Mean	T-value	P-Value
1.	I feel obliged to remain working here.	6.90	8.36	0.000*
2.	I don't feel that it would be right for me to leave my workplace now, even if it were to my advantage to do so.	6.66	5.64	0.000*
3.	If I left my job now, I will feel guilty.	5.14	-6.69	0.000*
4.	I feel this organization deserves all my commitment.	7.15	9.53	0.000*
5.	I have a sense of obligation to my colleagues that prevents me from leaving UNRWA.	5.43	-5.18	0.000*
6.	I feel that I owe a great deal to UNRWA	5.19	-7.03	0.000*
	Total	6.08	1.11	0.135

* The mean is significantly different from 6.

Reviewing table (3.9) reveals that the respondents presented mixed answers to the normative commitment. Items number 1, 2 and 4 were higher than hypothesized value 6, while items number 3, 5 and 6 lie

¹ . When deciding its salaries, UNRWA is adopting the principle of “the best prevailing condition in the local market”. Thus, when conducting a salary survey, gathering data from the local market, UNRWA administration always keeps a margin above those comparable posts in the local market. (source: UNRWA pay policy).

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below it, though all of them were significant at $\alpha = 0.05$ level.

Item #4 contributed the most positive effect, with a mean value of 7.15; followed by item #1, with a mean value of 6.9, and finally item #2, with a mean value of 6.66. However, the mean value of item #3 contributed the most negative effect, with a mean value, 5.14, followed by item #6, with a mean value 5.19 and finally item #5.43, with a mean value of 5.43. This split answers between positive and negative resulted in non-significance of the overall mean of normative commitment, though, it was slight higher than the hypothesized value 6, with a diminutive value.

This result indicates that UNRWA staff had a blend feeling of compulsion towards continue working therein; they don't have a dominant feeling of obligation to remain with UNRWA that deserves all their commitment, won't feel guilty if decided to leave their job, and even don't hold a sense of obligation towards their colleagues.

The researcher may construe this ambiguity of normal commitment to that UNRWA staff consider UNRWA as a safeguard for their lives, or at least keeping them a life, especially with the all political factors in the middle east, though keeping back in their mind, that UNRWA is a western organ that won't serve their case, fairly.

The level of normative commitment, 60.8%, if excluding the significance factor, goes with (Chang, 2007; Al-Fahdawi & Al-Al-Qatawnah, 2004; Brown, 2003; and Cheng, 2003); while below (Khashaly, 2003), where the latter study conducted in Universities – with highly academic personnel.

3.2.2.4 Overall Organizational Commitment

To identify the overall organizational commitment, the three types were averaged; however, this doesn't supersede the results for each type, but provides an overall indicator, rather.

Table 3.10 Overall Organizational Commitment

Organizational Construct	Mean	T	Sig.
Affective Commitment	6.44	5.22	0.000*
Continuance Commitment	5.64	-4.52	0.000*
Normative Commitment	6.08	1.11	0.135

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Total	6.05	0.87	0.193
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Analysing table (3.10) reveals that the most dominant organizational commitment type was affective commitment, which rated 64.4%, followed by normative commitment, however, non-significant, with 60.8% and finally a weaker continuance commitment with 56.4%, therefore, accept H02 partially.

This indicates that UNRWA staff feeling of “desire” was stronger than the feeling of “need” or “obligation” to continue work in the agency. This is an important result since affective commitment has been found to correlate with a wide range of outcomes such as turnover, absenteeism, job performance and organizational citizenship behaviour (Kuvaas, 2006; Ayman, 2003; and Rowden, 2000). However, when taking culture into consideration, affective commitment develops more specifically in relation to work experiences within a particular organization, and stresses personal identity and emotional involvement with the organization. (Meyer and Herscovitch, 2001).

In general, the study reveals that UNRWA staff had a mild level of organizational commitment; this goes close with (Abu-Nada, 2007; Emery & Baker, 2007; Al-Fahdawi & Al-Al-Qatawnah, 2004; Al-Ahmadi, 2004; Brown, 2003; Cheng, 2003; and Khashaly, 2003).

3.3 The relationship between Transformational Leadership Style and Organizational Commitment

Table 3.11 Correlation between Transformational Leadership Style and Organizational Commitment

Leadership Style	Affective		Continuance		Normative		Commitments	
	R	Sig	R	Sig	R	Sig	R	Sig
Idealized Influence (Behaviour)	.493*	0.000	0.042	0.156	.369*	0.000	.402*	0.000
Idealized Influence (Attributed)	.497*	0.000	-.0049	0.120	.366*	0.000	.360*	0.000
Inspirational Motivation	.445*	0.000	0.039	0.174	.335*	0.000	.364*	0.000

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Intellectual Stimulation	.501*	0.000	0.019	0.321	.407*	0.000	.409*	0.000
Individual Consideration	.480*	0.000	0.017	0.341	.391*	0.000	.392*	0.000
Transformational Leadership Style	.518*	0.000	0.013	0.374	.401*	0.000	.413*	0.000

R. Pearson correlation coefficient

*. Correlation is significant at the 0.05 level

H03: *There is no significant relationship, at $\alpha=0.05$ level, between the transformational leadership style of the UNRWA supervisors and their subordinates' affective organizational commitment.*

Reviewing table (3.11) shows that there is a positive significant, $\alpha=0.05$ level, relationship between the perceived transformational leadership style of UNRWA supervisors and their subordinate's affective organizational commitment ($r=0.518$); then reject the null hypothesis **H03**. All transformational leadership style subscales (idealized influence –behaviour, idealized influence-attributed, inspirational motivation, intellectual stimulation, and individual consideration) constructs have close correlation values ranging between $r= 0.445$ and $r=0.501$; no transformational leadership subscale goes over another considerably.

This correlation is similar to (Brown, 2003) study, where all transformational leadership style subscales had positive significant correlations with affective commitment; these correlations were as follows: IIA, $r = .45$; IM, $r = .41$; IIB, $r = .39$; IC, $r = .38$; and IS, $r = .36$. Also, (Khashaly, 2003) found a positive significant relationship between the democratic leadership style and affective commitment ($r=.44$). In (Dale & Fox, 2008) study, there was a positive significant correlations between initiating structure and consideration with affective commitment, $r=.20$ and $r=.48$, respectively.

H04: *There is no significant relationship, at $\alpha=0.05$ level, between the transformational leadership style of the UNRWA supervisors and their subordinates' continuance organizational commitment.*

Analysing table (3.11) indicates that there is no significant relationship between the transformational leadership style of the

UNRWA supervisors and continuance organizational commitment of their subordinates, at $\alpha=0.05$ level; then accept the null hypothesis **H04**. The coefficient $r = 0.013$, while $\text{Sig} = 0.374$. **This result could be attributed to that UNRWA staff members have low level of continuance commitment (56.4%). This necessitates further study to analyse continuance commitment** - as indicated in para 3.2.2.2 above.

This result goes with (Brown, 2003) study, where she found no statistically significant correlations among any of the transformational leadership style subscales and continuance commitment. Also, (Khashaly, 2003) found a non-significant relationship between the democratic leadership style and affective commitment ($r=.05$ and $\text{sig} = .41$).

H05: *There is no significant relationship, at $\alpha=0.05$ level, between the transformational leadership style of the UNRWA supervisors and their subordinates' normative organizational commitment.*

Evaluating table (3.11) demonstrates that there is a positive significant relationship between the transformational leadership style of the Field/Department supervisors and normative organizational commitment for their employees; then reject the null hypothesis **H05**. The coefficient $r = 0.401$ and $\text{Sig} = 0.000$.

This result goes with (Brown, 2003) study, where she found the transformational subscales had positive, statistically significant correlations with normative commitment. However, these correlations were somewhat lower than affective commitment; their correlation coefficients were IIA, $r = .33$; IIB, $r = .32$; IM, $r = .31$; IS, $r = .31$; and IC, $r = .27$. Also, (Khashaly, 2003) found a positive significant relationship between the democratic leadership style and normative commitment ($r=.41$).

3.4 Transformational Leadership Style correlation with overall Organizational Commitment

Reviewing table (3.11) exemplifies that there is a positive significant relationship between the transformational leadership style of the UNRWA supervisors and their subordinates' both affective commitment and normative commitment. For affective commitment,

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this suggests that leadership style which involves building trust, inspiring a shared vision, encouraging creativity, emphasizing development, and recognizing accomplishments is positively related to how employees feel about **wanting to** stay with UNRWA. For normative commitment, findings suggest that the transformational leadership style had also positive, significant correlation with normative commitment, though weaker than affective commitment, related to how employees feel about their obligation to stay with UNRWA.

According to Meyer & Allen (1997), this similar pattern of relationships is expected given that many of the work experiences that influence affective commitment also influence normative commitment. The finding that transformational leadership style have a weaker relationship with normative commitment ($r=.401$) than with affective commitment ($r=0.518$) is also appropriate since employees who stay with an organization because they feel **obligated** to, do not exhibit the same enthusiasm and involvement as employees who stay with an organization because they **want** to stay (Meyer & Allen, 1997).

This pattern of correlation goes with (Emery & Baker, 2007), where transformational leadership style had positive significant correlations with organizational commitment. These correlations were: charismatic (IIA & IIB), $r=.39$; IS, $r=.264$; IC, $r=.386$; IM was not included; and with (Huang, et al, 2006), where they found a significant positive correlation between participative leadership style and organizational commitment. Khashaly (2003) had concluded a positive relationship between the democratic leadership style and overall organizational commitment, ($r=.39$). The result matches, also, with (Wu, et al, 2006), where the correlations between leadership styles and organizational commitment were significant positive. They are, in descending order: selling, $r=.533$, delegating, $r=.508$; participating, $r=.503$ and finally telling with $r=.093$.

3.5 Relationship between Respondents' Demographic Characteristics and their Perceived Transformational Leadership Style, and Organizational Commitment

***H06:** There are no significant differences, at $\alpha=0.05$ level, among the respondents' perception of leadership styles and their organizational*

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commitment, due to demographic characteristics (place of work, gender, age, marital status, family size, academic qualifications, experience, job grade and number of training courses).

The independent sample “T-test” (for two groups) and ANOVA test (for more than two groups) were performed to check if there was any significant difference of the respondents’ perception of transformational leadership style and organizational commitment due to their demographic characteristics. Results showed different patterns of positive and negative correlations, and thus reject the null hypothesis, **H06**. Thereafter, multiple comparison test was done, Bonferroni test, to examine where the source for differences were. The Results of statistical tests of demographic variables with Transformational Leadership Style and Organizational Commitment is attached as annex-2, while table (3.12), hereunder, summarizes the results.

Table 3.12 The relationship between Respondents’ Demographic Characteristics and their Perceived Transformational Style, and Organizational Commitment

Demographic Characteristics	Statistical Difference $\alpha = 0.05$ level	
	Perceived Leadership Style	Organizational Commitment
Place of Work	Insignificant	Sig. in favour of Gaza than Jordan and SAR
Gender	Insignificant, except LF in favour of Male	Insignificant
Age	Insignificant	Significant Negative
Marital Status	Insignificant	Insignificant
Family Size	Insignificant	Significant Positive
Experience	Insignificant	Significant Positive
Academic Qualification	Insignificant, except LF in favour of high qualifications	Significant Negative
Job/ Salary Level	Insignificant	Significant Negative
Training Courses	Insignificant	Significant Negative

Table (3.12) indicates the following results:

3.5.1 Place of Work

- a. There are significant differences, $\alpha = 0.05$ level, among the respondents' continuance commitment and organizational commitment, while their perceived leadership style was insignificant. This could be referred to that UNRWA operates the same set of rules, regulations and instructions agency-wide, i.e. in all five Fields.
- b. The continuance commitment of respondents' from Gaza Field staff is greater than those of Jordan and Syria Fields, while their overall organizational commitment is greater than those of Jordan Field. The rest of comparisons were insignificant, $\alpha = 0.05$. Therefore, this indicates a higher level of commitment of Gaza Field staff, which could be referred to special situation in the Gaza strip, where few job opportunities are available other than UNRWA, and thus staff would feel the desire and need to be more attached.

3.5.2 Gender

There are insignificant difference, at $\alpha = 0.05$, among the respondent's gender and their perception of leadership style and organizational commitment.

3.5.3 Age

- a. Respondents' affective, continuance, normative and total organizational commitment, had significant differences, $\alpha = 0.05$ level, due to their age, while their perceived transformational leadership style was insignificant different.
- b. The significant correlation was negative between the UNRWA staff age and their organizational commitment, generally. This result could be endorsed to that young staff, who normally joined the agency recently, are ambitious and more enthusiastic towards their job than older ones; and thus are showing more commitment to the Agency.

3.5.4 Marital Status

There are insignificant differences, $\alpha = 0.05$ level, between the respondents' perceived leadership style and organizational commitment due to their marital status. This result could be

attributed to that UNRWA neither puts any limitation for new applicants, applying for vacancies, nor does it differentiate among staff based on their marital status.

3.5.5 Family Size

- a. Respondents' affective and normative commitment had significant differences, at $\alpha = 0.05$ level, due to their family sizes, while their perception of leadership style was insignificant different.
- b. These results suggest that there is a relatively positive relationship between the family size and the organizational commitment (affective and normative). Staff member with bigger family size would feel more responsible towards feeding and raising their families, so as sense more commitment to work.

3.5.6 Academic Qualifications

- a. Respondents views for laissez faire style, affective, continuance, normative and total organizational commitment were statistically significant, $\alpha = 0.05$ level, due to their academic qualifications, while insignificant different for other dimensions.
- b. The results indicate negative relationships between respondents' academic qualifications and organizational commitment with its three dimensions. This could be referred to that staff with lower qualification would find it difficult to find another job, or feel it is costly to leave, UNRWA, while those staff with higher qualification would be more ambitious and feel more confident of the possibility to find another job outside UNRWA.

3.5.7 Experience with UNRWA

- a. Respondents' affective and normative commitment had significant differences, $\alpha = 0.05$ level, due to their work tenure with UNRWA, while their perception of leadership style was insignificant different.
- b. The results indicate that there are positive relationships between the respondents' experience with UNRWA and both affective and normative commitment. This could be referred to that experienced staff become more knowledgeable about their jobs

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and have more independent, built a strong relationship with colleagues and supervisor so as sharing in decision making, consequently would feel desire and obligation to stay with UNRWA.

3.5.8 Job Grade

- a. There were significant differences between respondents' continuance and total organizational commitment, due to their job/ salary level, while their perception of leadership style was insignificant different.
- b. The results indicate negative relationships between the respondent's grade/ salary and organizational commitment. This could be attributed to that staff with higher grades/salaries are normally those who have higher qualifications, thus could move easily to other jobs outside UNRWA, without constituting a great sacrifice. With such high qualifications, most likely required in manpower market, they probably could have other job opportunities with similar salaries and fringe benefits or even better than UNRWA.

3.5.9 Training Courses

- a. Respondents' continuance, normative and total organizational commitment had significant differences, at $\alpha = 0.05$ level, due to the number of training courses they got during their current job, while their perception of leadership style was insignificant different.
- b. While the researcher anticipated a positive relationship between the number of training courses staff member got and the level of organizational commitment, at least in the continuance commitment where staff members should have perceived the training course as an investment in their career with UNRWA, and thus would consider leaving job as costly option, the study concluded negative correlation. This could be explained as staff do not consider these training course as relevant and beneficial to their development and enhancement of their knowledge, skills and attitude. It also, could be referred to the bureaucratic system UNRWA have, that won't allow a new knowledge gained through training to be implemented.

4. Conclusion and Recommendation

4.1 Conclusion

- 4.1.1 The transformational leadership style was not dominant behaviour exercised by UNRWA supervisors, as perceived by their subordinates; this leadership style was utilized 58.4%. This result suggests that UNRWA staff could not see their supervisors as “LEADERS” having charisma, inspiring, motivating, and stimulating towards achieving a challenging goal, but, up the researcher judgment, as “MANAGERS”, who perform the function in the right manner, with the help of subordinates, giving reward for good performance and punishment for bad one, rather.
- 4.1.2 The overall organizational commitment was mild; the strongest organizational commitment was affective commitment, 64.4%, while weaker normative commitment (60.8%, however insignificant) and continuance commitment (56.4%). This indicates that UNRWA staff feeling of “desire” was stronger than the feeling of “obligation” or “need” to continue work in the Agency. This is an important result since affective commitment has been found to correlate with a wide range of outcomes such as turnover, absenteeism, job performance and organizational citizenship behaviour.
- 4.1.3 There is a positive significant, $\alpha=0.05$ level, between the perceived transformational leadership style of UNRWA supervisors and their subordinates affective and normative, while insignificant with continuance commitment. These findings suggests that leadership style which involves building trust, inspiring a shared vision, encouraging creativity, emphasizing development, and recognizing accomplishments is positively related to how employees feel about **wanting, and obliged**, to stay with UNRWA. However, the correlation was stronger with the desire feeling than obligation. The lack of statistically significant correlation between the transformational leadership style and continuance commitment, suggests that leadership style may not be related to how employees feel about **having to** stay with UNRWA. Rather, continuance commitment is more likely related to

- 4.1.4 There were varied patterns of difference, at $\alpha=0.05$ level, among the respondents' perception of transformational leadership style and their organizational commitment, due to their demographic characteristics (place of work, gender, age, marital status, family size, academic qualifications, experience, job grade and number of training courses). The main concern was given to the negative relationship between academic qualifications, grade/ salary level and number of training courses with organizational commitment. This would require special measures from UNRWA's administration to address these serious results, make improvement, where is applicable, to rectify these shortfalls.

4.2 Recommendations

4.2.1 Recommendation for UNRWA

- 4.2.1.1 Considering the OD process launched recently, UNRWA Administration may pay attention to the leadership behaviour that supervisors exercise. Supervisors should be aware of the effect of such essential management factor on their subordinates' organizational commitment. Though, UNRWA have recently inaugurated a leadership training programme, it may develop a succinct training strategy including assessment needs, selection, designing, delivering and post training assessment of implication in the real work environment. UNRWA may adopt 360-degree evaluation system, to all participants in leadership training programmes.
- 4.2.1.2 UNRWA might introduce changes and improvements to its rules, regulations and instructions, so as pave the road for supervisors to exhibit transformational leadership style more often, which will ultimately affect the organizational commitment, positively. This change should be part of, and merit with, the launched OD initiative.
- 4.2.1.3 Additional efforts should be exerted to build a trust, empowerment of the staff, participative decision-making approach, to enhance the attachment of staff, and desire, to

remain and excel in their jobs. Development of new evaluation system, where it allows subordinate staff to participate in setting of the departmental objectives, recognizing and rewarding personal contributions, could be a good instrument of augmentation of the affective and normative commitment of staff members.

- 4.2.1.4 Maintaining two-way channels of communication to resolve any conflict or grievances that arose due to organizational norms and individual expectations changing over the time, to improve the feeling of obligation to stay with UNRWA.
- 4.2.1.5 UNRWA might re-consider “rank-in-person” together with “rank-in-post” approaches. The study showed that many staff members acquired higher qualifications, probably higher than those required for their current posts, though highly qualified staff showed lower level of commitment. These qualifications could be addressed through additional incentive plans other than salary, such as “certificate allowance” for all staff, regardless of the posts’ requirements.
- 4.2.1.6 UNRWA may invest and appreciate the internal experience of its staff members. Advertisement of posts internally before going outside would constitute a good stake of such strategy, while giving an additional weight factor for internal experience, should other post requirements be equal, is a second pillar of it. A succession plan would be an excellent supplement.

4.2.2 Recommendation for Further studies

- 4.2.2.1 The study used only one leadership style scale, MLQ, and another one for organizational commitment, OCQ. This study could be repeated utilizing more than one instrument, aiming, among other objectives, at identifying other leadership styles, as appropriate.
- 4.2.2.2 It is recommended that other studies split UNRWA staff into supervisors and subordinates groups. Thereafter, comparing the supervisors’ self rating with their subordinate’s perception of leadership style.
- 4.2.2.3 The study found that leadership style may not be related to

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how employees feel about having to stay with UNRWA. Rather, continuance commitment is more likely related to transferability of skills and alternative employment opportunities. Therefore, it is recommended to investigate deeply the factors affecting continuance commitment in UNRWA.

- 4.2.2.4 Leadership style and organizational commitment could be studied, from a comparison perspective; either among UNRWA five fields, or between UNRWA and other similar organizations.

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